

# The Influence of Transformational Leadership, Extrinsic Work Motivation and Work Discipline on Employee Performance Agricultural Extension and Human Resource Development Agency (BPPSDMP) Ministry of Agriculture

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## Abstract

This research is used to determine whether there is transformational leadership, work extrinsic motivation and work discipline on the performance of BPPSDMP employees of the Ministry of Agriculture. By paying attention to the level of control of human resources (HR), an agency is expected to make a major contribution in improving employee performance. This view also uses primary data. The data collection technique used was to use a questionnaire received by distributing questionnaires via google form to 104 employees at the Ministry of Agriculture's BPPSDMP. The information analysis approach used in this review is multiple linear regression evaluation, which is operated through the SPSS 23 application. Based on the results of this study, it shows that the variables of transformational leadership, work extrinsic motivation and work discipline have a significant effect on employee performance. That partially transformational leadership variables have a significant effect on employee performance. That the extrinsic work motivation variable has a dominant effect on employee performance. And the work discipline variable has a significant positive effect on the performance of BPPSDMP employees at the Ministry of Agriculture.

Keywords: Transformational Leadership, Work Extrinsic Motivation, Work Discipline, Employee Performance.

## INTRODUCTION

In the current era of globalization, human resources (HR) are an important factor in achieving organizational goals. This is because human resources are important assets for organizations that are able to move other resources to be able to create competitive advantages for the organization.

Performance is a total collection of work results obtained on individuals for their respective tasks given. Performance also has a function as ability and motivation. Where completing work or tasks each individual or group of people must have a level of ability and degree of willingness (Kawiana, 2020).

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It can be concluded that employee performance includes individual results in carrying out duties and responsibilities according to organizational standards. Civil servants (PNS) have an important and strategic role in government and national development. The management of civil servants needs to focus on high performance and excellent service. Several factors influence performance, such as Transformational Leadership, which focuses on developing potential and changing attitudes. Extrinsic motivation, as an outside drive, also plays a vital role. Motivation, both internal and external, is influenced by the resilience of the leader. High extrinsic motivation can improve performance. Discipline is also a key factor, with awareness and willingness to abide by social rules and norms. Therefore, this study examines the influence of Transformational Leadership, Extrinsic Motivation, and Discipline on employee performance at the Agricultural Human Resources Extension and Development Agency of the Ministry of Agriculture of the Republic of Indonesia. This research is about the influence of Transformational Leadership, Extrinsic Work Motivation and Work Discipline on Employee Performance which will be carried out on Employees at the Agricultural Human Resources Extension and Development Agency of the Ministry of Agriculture of the Republic of Indonesia (BPPSDMP) is an organizational unit in the Ministry of BPPSDMP of the Republic of Indonesia responsible for Extension Development and Agricultural Human Resource Development and Human Resource Development.

The main objective of this study, based on the previous problem formulation, is to analyze the impact of transformational leadership on employee performance at BPPSDMP of the Ministry of Agriculture of the Republic of Indonesia. In addition, this study aims to analyze the effect of extrinsic motivation on employee performance and also analyze the impact of work discipline on employee performance at BPPSDMP of the Ministry of Agriculture of the Republic of Indonesia. Thus, this study aims to investigate and understand the extent to which factors such as transformational leadership, extrinsic motivation, and work discipline influence employee performance in the institution.

## **RESEARCH METHOD**

This study aims to explore the performance of employees at the South Jakarta Agricultural Extension and Human Resources Development Agency. Primary data were obtained through questionnaires given to 104 respondents, the number of samples determined using the Taro Yamane formula with a significant rate of 5%. Data collection techniques involve questionnaires with Likert scales, and data analysis is carried out using descriptive analysis methods for variables Transformational Leadership, Extrinsic Motivation, and Work Discipline on employee performance, as well as inferential analysis to model the relationship of independent and dependent variables. Instrument tests include validity and reliability, while tests of classical assumptions such as normality, multicollinearity, autocorrelation, and heteroscedasticity are performed to ensure model quality. The F test and coefficient of determination ( $R^2$ ) are used to evaluate the fit of the model, while multiple linear analysis helps to understand the influence of the independent variable on the dependent variable. The test of the t hypothesis provides insight into the significance of each variable. This entire process is supported by tests of the validity and reliability of instruments and tests against classical assumptions, making this study an in-depth investigation of factors that affect employee performance in the context of the Agricultural Extension and Human Resources Development Agency in South Jakarta.

## RESULTS AND DISCUSSION

Below are the results of the calculation of the validity test of eight independent variable statements of Transformational Leadership using the help of the SPSS 23 program as a tool in calculating the number of samples of 104 respondents. Based on the results of the transformational leadership validity test (X1), it can be seen that all questionnaires submitted have a Corrected Item Total Correlation value that is greater than the rtable value in the 104th N sample which is 0.1927 which means that the entire rcount is greater than the rtable. From the output of the validity test, the largest coefficient value of the Transformational Leadership variable (X1) was obtained in the largest value in the first statement, which was 0.685, while the smallest value was found in the fifth statement with a value of 0.444.

Based on the overall output results of the validity test submitted using the SPSS 23 program as a calculation tool on the independent variable Transformational Leadership (X1), it is declared valid, so that all statements from the variable can be used for the next stage.

### Extrinsic Motivation (X2)

Below is the result of the calculation of the validity test of eight items of the Extrinsic Motivation independent variable statement using the help of the SPSS 23 program as a tool in calculating the number of samples of 104 respondents, so that the results of the extrinsic motivation validity test (X2) can be seen that all questionnaires submitted have a Corrected Item Total Correlation value that is greater than the rtable value in the 104th N sample, which is 0.1927 which means that the whole rcount is greater than rtable. From the output of the validity test, the largest coefficient value of the Extrinsic Motivation variable (X2) was obtained in the largest value in the third statement, which was 0.708, while the smallest value was found in the first statement with a value of 0.504. Based on the results of the overall output of the validity test submitted using the SPSS 23 program as a calculation tool on the independent variable Extrinsic Motivation (X2), it is declared valid, so that all statements from the variable can be used for the next stage.

### Work Discipline (X3)

Below is the result of the calculation of the validity test of eight items of the independent variable statement of Work Discipline using the help of the SPSS 23 program as a tool in calculating the number of samples of 104 respondents, so that it is obtained as follows?

**Table 1. Work Discipline Validity Test Results (X3)**

Questionnaire	r calculate	Tableable	Information
X3.1	0,379	0,1927	Valid
X3.2	0,504	0,1927	Valid
X3.3	0,691	0,1927	Valid
X3.4	0,533	0,1927	Valid
X3.5	0,654	0,1927	Valid
X3.6	0,535	0,1927	Valid
X3.7	0,664	0,1927	Valid
X3.8	0,572	0,1927	Valid

*Source: SPSS 23 primary data, processed 2022*

Based on the results of Table 1, it can be seen that all questionnaires submitted have a Corrected Item Total Correlation value that is greater than the rtable value in the

104th N sample, which is 0.1927, which means that the entire rcount is greater than the rtable. From the output of the validity test, the largest coefficient value of the Work Discipline variable (X3) was obtained the largest value in the third statement, which was 0.691, while the smallest value was found in the first statement with a value of 0.379.

Based on the overall output results of the validity test submitted using the SPSS 23 program as a calculation tool on the independent variable Work Discipline (X3), it is declared valid, so that all statements from the variables can be used for the next stage.

### Employee Performance (Y)

Below is the result of the calculation of the validity test of eight items of independent variable statements of Employee Performance using the help of the SPSS 23 program as a tool in calculating the number of samples of 104 respondents, so that it is obtained as follows:

**Table 2. Employee Performance Validity Test Results (Y)**

Questionnaire	r <sub>calculate</sub>	r <sub>table</sub>	Information
Y.1	0,463	0,1927	Valid
Y.2	0,491	0,1927	Valid
Y.3	0,661	0,1927	Valid
Y.4	0,554	0,1927	Valid
Y.5	0,608	0,1927	Valid
Y.6	0,570	0,1927	Valid
Y.7	0,559	0,1927	Valid
Y.8	0,496	0,1927	Valid

*Source: SPSS 23 primary data, processed 2022*

Based on the results of Table 2, it can be seen that all questionnaires submitted have a Corrected Item Total Correlation value that is greater than the rtable value in the 104th N sample, which is 0.1927 which means that the entire rcount is greater than the rtable. From the output of the validity test, the largest coefficient value of the Employee Performance variable (Y) was obtained in the largest value in the third statement, which was 0.661, while the smallest value was found in the eighth statement with a value of 0.463.

Based on the results of the overall output of the validity test submitted using the SPSS 23 program as a calculation tool on the independent variable Employee Performance (Y), it is declared valid, so that all statements from the variables can be used for the next stage.

A reliability test is a test used to determine the consistency of a meter, whether it is reliable for further use or vice versa. The instrument is said to be reliable if the reliability coefficient or Cronbach Alpha coefficient exceeds the predetermined limit of 0.6. Through the results of data processing carried out with the SPSS 23 program as a calculation tool, it can be seen that all of the questionnaire items from each variable of Transformational Leadership (X1), Extrinsic Motivation (X2), Work Discipline (X3), and Employee performance (Y) in this study show reliable results that can be seen in the value of Cronbach's Alpha all variables have a good value of above 0.6. So it can be interpreted that all values of this research variable are said to be good and acceptable.

Data normality tests using Kolmogorov-Smirnov showed that regression models, including dependent variables (Employee Performance) and independent variables (Intrinsic Motivation, Discipline, and Non-Physical Work Environment), had a normal sample distribution (Asymp Sig. = 0.200, a > 0.05).

The multicollinearity test is used to check for deviations from the existing multicollinearity assumption. That is, if the Tolerance value > 0.1 or VIF &lt; It, then there is a linear relationship or variance factor (VIF) value < 10, then accept it is said that multicollinearity does not occur in the model studied. To find out whether multicollinearity occurs the results can be seen in table 3 as follows:

**Table 3. Output of Coefficientsa Multicollinearity Test Results**

Model	Unstandardized Coefficients		Standardized Coefficients		Collinearity Statistics		
	B	Std. Error	Beta	t	Sig.	Tolerance	BRIGHT
1 (Constant)	6,821	2,589		2,634	,010		
Leadership Transformational	,122	,060	,135	2,041	,044	,921	1,086
Extrinsic Motivation	,466	,070	,547	6,639	,000	,595	1,680
Work Discipline	,209	,067	,264	3,105	,002	,559	1,787

a. Dependent Variable: Employee Performance  
 Sumber: Output SPSS 23, diolah 2022

Based on Table 3 above (Coefficients) it can be seen that the Variance Inflation Factor (VIF) of each independent variable has a VIF value for the Transformational Leadership variable (X1) of 1.086 < 10 and a tolerance value of 0.921 > 0.10. The VIF value for the Extrinsic Motivation (X2) variable is 1.680 < 10 and the tolerance value is 0.595 > 0.10. The VIF value for the Work Discipline variable (X3) is 1.787 < 10 and the tolerance value is 0.559 > 0.10. Therefore, it can be concluded that multicollinearity does not occur in regression equation models and can be used in this study.

The heteroscedasticity test aims to test whether a regression model arises when the residual variance of one observation is not the same for another observation. This is called homodispersion, otherwise called heteroscedasticity. A good regression model is with and without heterokedasticity. In this study the authors used a non-uniform variance test using the ScatterPlot test. The results of heterokedasticity testing can be known in table 4 as follows:

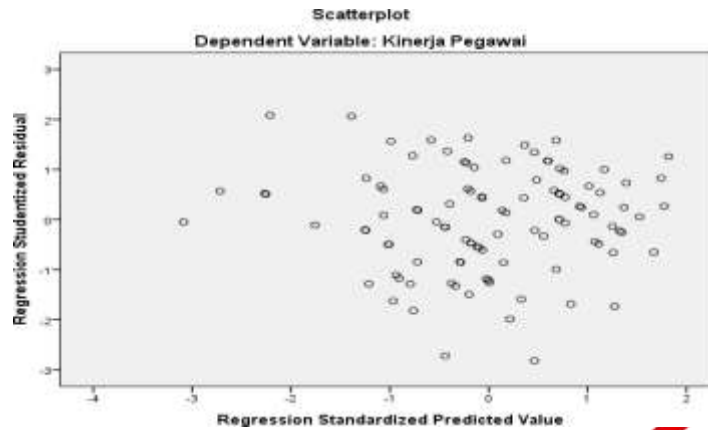


Figure 1. Heterokedasticity Test Results (ScatterPlot)

Sumber: Output SPSS 23, diolah 2022

Table 1 explains that the results of each independent variable, namely Transformational Leadership (X1), Extrinsic Motivation (X2), and Work Discipline (X3), using the ScatterPlot graph above can be concluded that there are regular and adjacent points. Based on this pattern, heterokedasticity can occur.

Autocorrelation test is a condition in which there is a strong correlation between one observation and another observation arranged in a time series. The autocorrelation test aims to check whether in the linear regression model there is a correlation between confounding error in the current period and confounding error in the previous period. A good regression equation is one that has no autocorrelation. In the event of autocorrelation, the equation is not suitable for production. One way to check for autocorrelation problems is to use the Durbin Watson (DW) test. The results of the autocorrelation test can be seen in table 4 as follows:

**Table 4. Autocorrelation Test Results Output**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.772a	.596	.584	1.961	2.089

Source: SPSS 23 result output, processed 2022

Based on Table 4 it can be seen that the Durbin-Watson value is 2.089. Where the K value or number of independent variables is 3 and the N value or the number of respondent data = 104. So that the value of  $dL = 1.6217$  and the value of  $dU = 1.7402$  then the value of  $4 - dU = 2.2598$ . If included in the criteria so that the results of  $dU < DW < 4 - dU$  ( $1.7402 < 2.089 < 2.2598$ ) which means that the regression model obtained does not occur autocorrelation.

Multiple linear regression analysis is a form of analysis that discusses the extent of the impact of the independent variable on the dependent variable. The independent variables in this study are Transformational Leadership (X1), Extrinsic Motivation (X2), and Work Discipline (X3), while the dependent variable is employee performance (Y). In calculating the regression coefficient in this study using the SPSS 23 program. Below are the output results presented in table 5 as follows:

**Table 5. Multiple Linear Test Results Output**

Model		Unstandardized		Standardized		
		Coefficients		Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	6.821	2.589		2.634	.010
	Leadership Transformational	.122	.060	.135	2.041	.044
	Extrinsic Motivation	.466	.070	.547	6.639	.000
	Work Discipline	.209	.067	.264	3.105	.002

*Source: SPSS 23 result output, processed 2022*

Test F is used to test the significance of independent variables namely Transformational Leadership, Extrinsic Motivation, and Work Discipline with the dependent variable i.e., its impact on Employee performance. Test results using a significance level of 0.05. The results of the F test can be seen in table 6 as follows:

**Table 6. Output of F Test Results**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	566.487	3	188.829	49.123	.000b
	Residual	384.397	100	3.844		
	Total	950.885	103			

*Source: SPSS 23 result output, processed 2022*

As shown in the ANOVA table data output in Table 6 above, it can be explained that the F<sub>calculate</sub> value is 49.123 with a sig value of 0.000. Based on the calculation results assisted by the SPSS 23 program, the value of sig = (0.000) is smaller than alpha or the error limit rate obtained is 5% ( $\alpha = 0.05$ ). The model is said to be significant because it is below the specified alpha value limit of  $0.000 < 0.05$ . It can be concluded that in this study the model is said to be significant and feasible to be used in this study based on the sig value obtained, that all independent variables can explain any changes in the value of the dependent variable because it has a significant influence.

#### **The Effect of Transformational Leadership on Employee Performance**

Transformational Leadership on Employee Performance as seen from the calculated value of 2.041 and significant 0.044 ( $0.000 < \alpha = 0.05$ ) then H<sub>0</sub> is rejected and H<sub>1</sub> is accepted, so it is concluded that Transformational Leadership has a positive and significant effect on Employee Performance.

#### **The Effect of Extrinsic Motivation on Employee Performance**

Based on Table 6, it can be explained that the effect of the Extrinsic Motivation variable on Employee Performance which is seen from the calculated value of 6.639 and significant 0.000 ( $0.000 < \alpha = 0.05$ ) then H<sub>0</sub> is rejected and H<sub>1</sub> is accepted, so it is concluded that Extrinsic Motivation has a positive and significant effect on Employee Performance.

#### **The Effect of Work Discipline on Employee Performance**

Based on Table 6, it can be explained that the effect of the Work Discipline variable on Employee Performance which is seen from the calculated value of 3.105 and significant 0.002 ( $0.000 < \alpha = 0.05$ ) then  $H_0$  is rejected and  $H_1$  is accepted, so it is concluded that Work Discipline has a positive and significant effect on Employee Performance.

## CONCLUSION

Based on the formulation of the problem, hypothesis, and research results, it can be concluded that there is a positive and significant influence on the study entitled "The Effect of Transformational Leadership, Extrinsic Motivation, and Work Discipline on Employee Performance at the Ministry of Agriculture Agricultural Extension and Human Resources Development Agency". Multiple linear regression analysis shows that the Extrinsic Motivation variable ( $X_2$ ) has the highest Standardized Coefficient Beta, signifying the need to maintain and improve Extrinsic Motivation indicators to improve Employee Performance. Instead, the Transformational Leadership variable ( $X_1$ ) needs to be noted and improved. The t-test confirms that there is a partially positive and significant influence between Transformational Leadership, Extrinsic Motivation, and Work Discipline on Employee Performance. This conclusion is based on a calculated value that exceeds  $t_{table}$  and significance less than  $\alpha$ . Thus, the hypothesis that states the influence is accepted based on the previous assumption.

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