



THE INFLUENCE OF TRANSFORMATIONAL LEADERSHIP STYLE, MOTIVATION, AND WORK DISCIPLINE ON EMPLOYEE PERFORMANCE AT THE BANK INDONESIA REPRESENTATIVE OFFICE, SOUTHEAST SULAWESI PROVINCE

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ABSTRACT

This research was conducted to know, test, and analyze (1) the effect of transformational leadership style on employee performance, (2) the effect of work motivation on employee performance, (3) the effect of work discipline on employee performance in Bank Indonesia Representative Office employees in Southeast Sulawesi Province. The design of this study uses an explanatory approach. The population of this study is permanent employees at Bank Indonesia Representative Offices in Southeast Sulawesi Province, totaling 38 people. The research sample was taken by census method. Data collection uses a questionnaire and the data analysis tool uses Partial Least Square (PLS).

The results of this study indicate that (1) the transformational leadership style has a positive and significant effect on employee performance, meaning that the better the leader applies the transformational leadership style, the better the level of performance produced by the employees. (2) Work motivation has a positive and insignificant effect on performance, meaning that work motivation is always present within employees, but the effect has no meaning or significance on employee performance. In addition, work motivation does not have a significant effect on employee performance when achievement, recognition, responsibility, progress, and the work itself have become commonplace for employees and have become a concern for the Representative Office of Bank Indonesia, Southeast Sulawesi Province.

Keywords: *Transformational Leadership Style, Work Motivation, Work Discipline, Performance*

INTRODUCTION

Economic development in a country is highly dependent on the development and real contribution of the banking sector. We can see how important the role of economic banking is in the country's development sector, especially during the conditions when the Coronavirus outbreak hit. When the banking sector slumps, the country's national economy will also slump, and vice versa. All the efforts that have been made by banks to help economic growth must have been well prepared in advance through the management of human resource organizations within them. Companies need potential human resource factors, both leaders and employees, in the pattern of tasks and supervision which is a determinant of achieving company goals.

Human resources are the main asset for organizations that are active planners and actors in various activities within the organization. Human resources have thoughts, feelings, desires, status, and educational backgrounds whose mindset can be brought into an organizational environment. Human resources are not like money, machines, and materials which are positive and fully manageable in supporting the achievement of company goals. So the success of an organization is supported by the good performance of all existing human resources. The achievement of organizational goals also does not only depend on technology but even more, depends on the people who carry out their work. The ability to provide good work results to meet the needs of the organization as a whole is a contribution to employee performance.

Performance is the result of work in quality and quantity achieved by an employee in carrying out his duties under the responsibilities given to him. According to Bangun (2012: 231) performance is the result of work achieved by employees based on job requirements. This performance appraisal aims to reward and motivate performance improvement in the future. Information obtained from performance appraisal can be used for the benefit of providing incentives, salary increases, promotions, training, and placement in certain tasks.

In addition, other factors affect the level of employee performance in an organization. This factor is the role of a leader because a leader is someone who directs the course of an organization and also serves as an example for employees in the organization. According to Mas'ud (2004:32) leadership determines the progress and decline of the organization. Leadership style in an organization plays a very important role because leadership style is very influential on working conditions. According to Robbins and Judge (2013:49) leadership is the ability to influence a group to achieve a certain vision or set of goals.

According to Robbins and Judge (2013: 90), a transformational leader is a leader who inspires his followers to not prioritize their interests and has extraordinary influencing abilities. This means that leaders must be able to pay attention and know the development needs of their followers or subordinates.

The leader must also be able to change followers' awareness of problems by helping them see old problems in new ways. Leaders can excite, excite and inspire followers to spend extra effort to achieve group goals. According to Ivan cevich et al, (2014: 213) transformational leaders are leaders who motivate their followers to work towards a goal, not for short-term personal gain, and to achieve self-actualization achievements, not for the sake of feeling secure. Meanwhile, according to Atmojo (2012: 115), transformational leadership is leadership that nurtures the personal development needs of followers and stimulates and inspires them to give their best effort in achieving organizational goals.

Work motivation is a working drive that arises in an employee to do certain work or activities so motivation has an important role in the organization. Proper work motivation will be able to advance and develop the organization because employees will carry out tasks in their fields based on awareness. Work discipline is also one of the motivations for employees to produce a good performance. Work discipline is a person's awareness and willingness to obey all company regulations and applicable social norms (Hasibuan, 2016).

This research will take an object at the representative office of Bank Indonesia in Southeast Sulawesi Province where from the theoretical description described above, it is found that the phenomenon of performance produced by employees has decreased. This is caused by the decreased motivation of employees in carrying out their duties and responsibilities, especially in the current conditions which are being hit by the Covid-19 outbreak. The emergence of concerns about the health of each employee regarding the Covid-19 outbreak also affected employee performance. The existence of organizational policies in supporting the government, namely imposing restrictions on activities outside the home, also influences employee

performance. The lack of maximum performance produced by employees is also influenced by how leaders manage their employees, the application of leadership that is more motivating and provides feedback to its employees is felt to still tend to be less applied. Support from the leadership is one of the important factors in preventing employees from working optimally so that the presence of a leader's role is felt as well as the existence of support and understanding for employees, in this case, will provide moral encouragement to employees to work with full responsibility.

In addition to the phenomena that have been described above, there are also previous research gaps that are the basis for testing the influence of the existing variables. Rita et al (2017) who in their research found that transformational leadership styles have an important influence in creating the expected work results, as well as work motivation which in turn can elevate the resulting performance. Arman et al (2018) and Choiriyah et al (2021) also concluded similarly that a good leadership style owned by an organization where the leader can direct his subordinates to prioritize the interests of the organization will have an impact on good employee acceptance of each work order given and will ultimately improve performance.

LITERATURE REVIEW

Human Resource Management Concept

Human resources are an important asset and play a role as the main driving factor in the implementation of all activities or organizational activities, so they must be managed properly through Human Resource Management (HRM). Human Resource Management can be interpreted as an approach that leads to the management of the workforce within the organization by using an integrated cultural arrangement through the development of strategies, capabilities, and commitments to create a competitive advantage which includes decision-making activities in planning, implementing and controlling human resources (Mangkuprawira, 2014:66).

Human resource management is a science and art that regulates the relationship and role of the workforce so that it is more effective and efficient in the use of human capabilities to achieve company goals (Hasibuan, 2013). Dessler (2017: 5) also argues that human resources are the process of acquiring, training, appraising, and compensating employees, paying attention to their work relationships, as well as health and justice issues.

Leadership Style Concept

Amstrong (2020) defines leadership as the way managers carry out leadership roles that characterize behavior in managing people. "Leadership is how managers exercise their leadership role-it characterizes their approach to managing people". Whereas Achua and Lussier (2010:64) argue that leadership is a combination of traits, skills, and behaviors that leaders use in their interactions with subordinates. Furthermore, Kartono (2013: 57) argues that leadership is the activity or art of influencing subordinates or other people to want to cooperate based on the ability to guide in achieving the goals desired by the group.

Yukl (2015) defines leadership as the process of influencing others to understand and agree on what needs to be done and how to do it, and the process of facilitating individuals to achieve common goals. Leadership is a norm of behavior used by someone when that person tries to influence the behavior of others.

Transformational Leadership Style

Robbins (2012) says that transformational leadership is included in modern leadership theory which explicitly raises a theory that states that transformational leadership is a process in which leaders and their subordinates trying to achieve a higher level of morality and motivation.

The concept of transformational leadership from Benard M. Bass is a leadership concept that is more able to explain precisely the behavior patterns of real superior leadership and can contain behavioral patterns from other leadership theories. Transformational leaders always try to expand and increase needs beyond their interests and encourage these changes in the direction of shared interests including organizational-related interests.

Work Motivation

A person works because he wants to fulfill his life needs. The desire for a person is different from other people so human behavior tends to vary at work. Motivation questions how to encourage someone's work passion so that they want to work hard by giving all their abilities and skills to realize organizational goals. The organization not only expects capable, capable and skilled employees, but most importantly they want to work hard and have the desire to achieve optimal work results (Hasibuan, 2013:92).

Motivation is a desire within a person that causes that person to act (Robbins, 2012: 214). People generally act for a reason to achieve goals. Motivation is a drive that is driven by a purpose and rarely arises in a vacuum. The words need, want and desire and drive are all similar to motive from which the word motivation is derived.

Work Discipline

Hasibuan (2016) defines work discipline as a person's awareness and willingness to comply with all organizational regulations and applicable social norms. Meanwhile, according to Rivai (2014) work discipline is a tool used by managers to communicate with employees so that they are willing to change their behavior and as an effort to increase awareness and willingness to comply with all existing regulations in the organization.

In addition, Hamali (2016) states that work discipline is a force that develops within employees and causes these employees to be able to adjust voluntarily to regulatory decisions and high values of work and behavior. Sutrisno (2014: 86) says that discipline is an attitude of willingness and willingness of a person to obey and comply with the norms of regulations that apply around him.

Performance

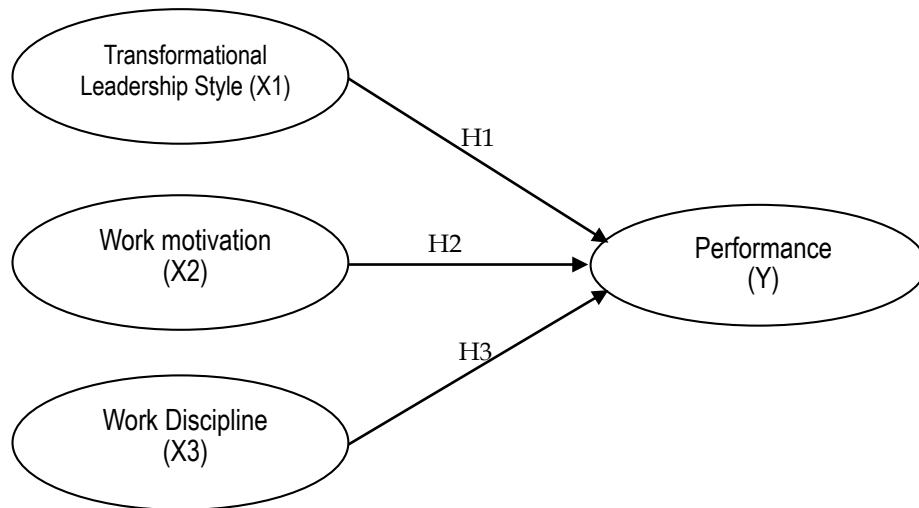
The concept of performance is a change or paradigm shift from the concept of productivity. In the literature employee performance and job, performance is used interchangeably, the concept of performance is very difficult to define because it is an abstract or latent construct. In general, performance is assumed to be related to the ability of individuals to realize their work goals, meet expectations and achieve work targets or achieve standards set by the organization (Mathis and Jackson, 2013: 78).


Performance is the employee's ability to achieve work results in the form of quality, quantity, and timeliness in completing basic tasks and functions under the responsibilities entrusted to employees. Therefore performance is the output of the implementation of work achieved by individuals based on the authority and responsibility to achieve organizational goals. Consistent with Bangun (2012) who states that performance is the result of work achieved by employees based on job requirements.

Conceptual Framework

Based on theoretical studies and the results of previous studies that have been studied, most of them have proven that transformational leadership style, work motivation, and work discipline influence performance, but these results are still inconsistent with some of the results that have been found. Because of this, the researcher is interested in conducting further research on this influence in an integrated manner.

Figure 1. Research Conceptual Framework



Explanation :  Direct Influence

Hypothesis

Based on the framework, conceptual framework, and also the relationship between variables, it can be concluded that the research hypothesis is as follows:

1. Transformational leadership style has a positive and significant effect on performance
2. Work motivation has a positive and significant effect on performance
3. Work discipline has a positive and significant effect on performance

RESEARCH METHODS

Research design

Judging from the purpose of the analysis, this research is classified as explanatory research which aims to provide an explanation of the effect of causality between variables and then choose alternative actions (Cooper & Schindler, 2006). Based on the data collection method of this study is a survey using a questionnaire (questionnaire) as a data collection tool.

Population and Research Sample

Population

According to Sugiyono (2012) population is a generalization area consisting of objects or subjects that have certain quantities and characteristics determined by researchers to be studied and then conclusions drawn. The population in this study were all permanent employees at the Representative Office of Bank Indonesia in Southeast Sulawesi Province, totaling 38 employees.

Sample

Determination of the sample in this study will use a census technique by taking the entire population as the research sample due to the limited number of the study population, therefore the number of samples in this study is 38 permanent employees at the Representative Office of Bank Indonesia, Southeast Sulawesi Province.

Data Types and Sources

Data Type

The types of data used in this study are Qualitative and quantitative.

1. Qualitative data, namely data presented in the form of verbal words not in the form of numbers, which includes deep qualitative data This research is a general description of the object of research.
2. Quantitative data is a type of data that can be measured or calculated directly, in the form of information or explanations expressed in numbers or the form of numbers. In this case, the required quantitative data is the result of the respondents' questionnaire answers.

Data source

There are two sources of data that will be used in this study, namely:

1. Primary data. Primary data is data that will be collected directly from the respondents. The primary data in this study are the results of the questionnaire answers from the respondents. The questionnaires distributed are used to measure transformational leadership style, work motivation, and work discipline and performance.
2. Secondary data. Secondary data is evidence, historical records, or reports that have been compiled in published and unpublished archives. Secondary data is a source or research obtained by researchers randomly, or indirectly through intermediary media (obtained and recorded by other parties).

Method of Collecting Data

The data collection for this study is through a survey method in the following way:

1. The questionnaire is carried out by distributing questions or questionnaires to permanent employees at the Representative Office of Bank Indonesia, Southeast Sulawesi Province. The distribution questionnaire was carried out by distributing it directly to employees and explaining and waiting until the questionnaire could be taken again.
2. Documentation was carried out to obtain written data regarding the number of employees, organizational structure, a profile of the Southeast Sulawesi Province Bank Indonesia Representative Office, and other written data related to this research.

Data Analysis Technique

Data analysis in this study will be carried out using Partial Least Squares (PLS) analysis, which is an approach using a path diagram that allows all observer variables to be included according to the related theoretical model. PLS is a statistical technique that allows testing a series of relationships that are quite complicated simultaneously. This relationship can be interpreted as a series of relationships built between one or several dependent variables with one or several independent factors, where each dependent and independent is in the form of a structure built from several observation indicators or measured directly. The PLS calculation process uses the SmartPLS program tool.

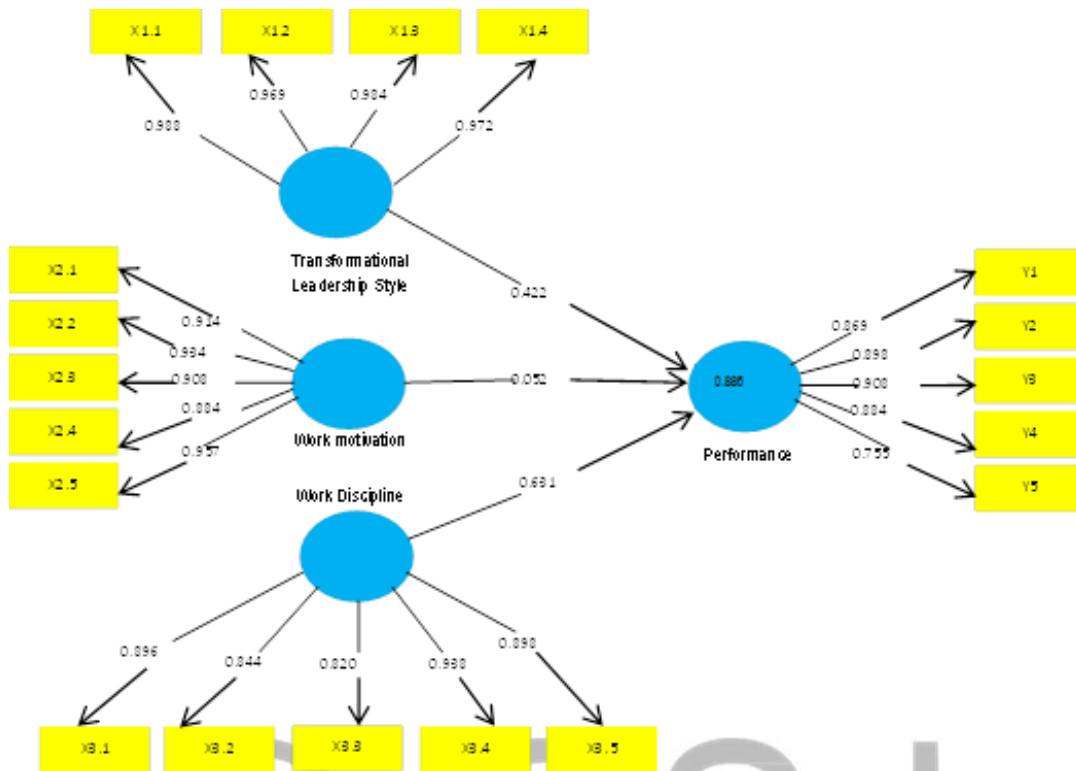
Abdillah and Jogiyanto (2015: 164) explain PLS as a variant-based structural equation (SEM) that can simultaneously be used for testing measurement models (validity and reliability tests) and also structural models (causality tests). Therefore, PLS is referred to as a causality prediction tool in the context of theory development.

RESEARCH RESULT

Outer Model Testing (Measurement Model)

Testing the outer model (measurement model) is an assessment of the reliability and validity of the research variables. There are criteria for assessing the outer model, namely: convergent validity and composite reliability. The results of the first stage of testing using Smart-PLS 3 by producing outer loading can be seen in the following figure:

Figure 2. Outer Model Testing (Measurement Model)



Source: PLS Analysis Output Ver. 3

The figure above can explain the results of the outer loading of all indicators in reflective form, none of which have a loading of less than 0.50 ($OL < 0.50$), so the model does not need to be re-estimated by removing the indicators.

Transformational Leadership Style Variable (X1)

The transformational leadership style variable consists of 4 (four) indicators and the results of the outer model test, namely: convergent validity and composite reliability on the transformational leadership style variable can be seen in the following table:

Table 1. Construct Unidimensionality Resultstransformational leadership style

Indicator	Factor Loading	T-Statistics	Composite Reliability
Idealized Influence (X1.1)	0.988	232,098	0.989
Inspirational motivation (X1.2)	0.969	62,881	
Intellectual stimulation (X1.3)	0.984	136,557	
Individual consideration (X1.4)	0.972	82,696	

Source: Primary data processed, 2022

Based on the table above, the results of the convergent validity test for the transformational leadership style variable show that the construct indicator loading factor has a loading value > 0.50 and has a t-statistic value that is greater than $t\text{-table} > 1.960$. Thus, as a whole it can be concluded that the measurement of indicators for the transformational leadership style variable fulfills the convergent validity test.

Work Motivation Variable (X2)

The work motivation variable consists of 5 (five) indicators and the results of the outer model test,

namely: convergent validity and composite reliability on work motivation variables can be seen in the following table.

Table 2. Unidimensionality Results of the Work Motivation Construct

Indicator	Factor Loading	T-Statistics	Composite Reliability
Achievements (X2.1)	0.914	36,596	0.965
Confession (X2.2)	0.934	47,450	
Responsibility (X2.3)	0.908	43,803	
Progress (X2.4)	0.884	23,899	
The work itself (X2.5)	0.957	69,916	

Source: Primary data processed in 2022

Based on the table above, the results of the convergent validity test for the work motivation variable show that the outer loading construct indicator has a loading value > 0.50 and a t-statistic value that is greater than the t-table > 1.960. Thus, as a whole, it can be concluded that the indicator measurement for the work motivation variable fulfills the convergent validity test.

Work Discipline (X3)

The work discipline variable consists of 5 (five) indicators and the results of the outer model test, namely: convergent validity and composite reliability on work discipline variables can be seen in the following table.

Table 3. Unidimensionality Results of the Work Discipline Construct

Indicator	Factor Loading	T-Statistics	Composite Reliability
Compliance with regulations (X3.1)	0.896	27,161	0.945
Compliance with leaders (X3.2)	0.844	13,169	
Presence (X3.3)	0.820	13,954	
Accuracy in completing tasks (X3.4)	0.938	44,861	
Willingness to complete additional tasks (X3.5)	0.898	26,787	

Source: Primary data processed in 2022

Based on the table above, the results of the convergent validity test for the work discipline variable show that the outer loading construct indicator has a loading value > 0.50 and a t-statistic value that is greater than the t table > 1.960. Thus, as a whole, it can be concluded that the indicator measurement for the work discipline variable fulfills the convergent validity test.

Performance Variable (Y)

Performance variables consist of 5 (five) indicators and the results of the outer model testing, namely: convergent validity and composite reliability on performance variables can be seen in the following table.

Table 4. Results of the Unidimensionality of the Performance Construct

Indicator	Factor	T-Statistics	Composite
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	Loading		Reliability
Quality of work (Y1)	0869	14,842	0936
Working quantity (Y2)	0898	23,677	
Timeliness (Y3)	0.908	37,797	
Effectiveness (Y4)	0.884	22,678	
Independence (Y5)	0.755	9,670	

Source: Primary data processed, 2022

The table above shows the results of the convergent validity of the Performance variable showing that the outer loading constructs indicator has a loading value > 0.50 and a t-statistic value that is greater than the t table > 1.960. Thus overall it can be concluded that the measurement of indicators for the performance variable meets the convergent validity test.

Discriminate Validity Testing

Discriminant validity aims to test how far the latent construct differs from other constructs. Discriminant validity can be known through a comparison of the value of the root AVE of each variable with the correlation between variables. If the value of the AVE root is greater than the correlation that occurs then the variable has good discriminant validity. The following is a presentation of data related to AVE values, AVE roots, and correlations between variables:

Table 5. AVE, AVE Root and Correlation Between Variables

Variable	AVE	AVE root	Latent Variable Correlation			
			Work Discipline	Transformational Leadership Style	Performance	Work motivation
Work Discipline (X3)	0.774	0.8800	1,000	0.438	0.852	0697
Transformational Leadership Style (X1)	0.957	0.9785	0.438	1,000	0.732	0.660
Performance (Y)	0.747	0.8645	0.852	0.732	1,000	0.770
Work Motivation (X2)	0.846	0.9196	0697	0.660	0.770	1,000

Source: Primary data processed, 2022

The test results in the table above show that each latent construct has good discriminant validity because all correlation values between the constructs are lower in value compared to the value of the AVE roots of each latent construct. In addition, the AVE root value obtained for each variable is greater than the correlation of the latent variable concerned with other latent variables and is still above 0.50 (tolerance limit). Based on this, it can be concluded that all existing constructs are valid and meet the requirements of discriminant validity, and can be used for further testing.

In addition to these tests, discriminant validity can also be tested by looking at the cross-loading value. A variable can be said to have good discriminant validity if it has a value greater than 0.60 and the effect of the indicator is not greater than the effect on other variables. The results of discriminate validity testing with cross-loading can be seen in the following table

Table 6. Cross-Loading

Indicator	Work	Transformational	Performance	Work
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	Discipline	Leadership Style		motivation
X1.1	0.443	0.988	0.736	0.645
X1.2	0.458	0.969	0.741	0.697
X1.3	0.429	0.984	0.705	0.620
X1.4	0.379	0.972	0.681	0.617
X2.1	0.571	0.590	0.643	0.914
X2.2	0.586	0.674	0.684	0.934
X2.3	0.695	0.644	0.765	0.908
X2.4	0.637	0.490	0.679	0.884
X2.5	0.703	0.629	0.756	0.957
X3.1	0.896	0.473	0.813	0.712
X3.2	0.844	0.393	0.762	0.577
X3.3	0.820	0.214	0.586	0.421
X3.4	0.938	0.379	0.770	0.628
X3.5	0.898	0.424	0.783	0.685
Y1	0.720	0.666	0.869	0.568
Y2	0.759	0.612	0.898	0.724
Y3	0.828	0.702	0.908	0.683
Y4	0.754	0.658	0.884	0.720
Y5	0.599	0.509	0.755	0.638

Source: Primary data processed, 2022

Based on the table above, it can be seen that all indicators for each variable have a cross-loading value greater than 0.60 (> 0.60), then the value of each indicator is greater for the variable compared to other variables. On this basis, it can be said that each existing construct has good discriminant validity and can be used for further testing.

Structural Model Testing

Testing the structural model or inner model is evaluated by looking at the R^2 value of the latent variable using the Geisser Q Square test, then looking at the magnitude of the structural path coefficient. The stability of the estimation of the structural path coefficient was evaluated using the t-statistic test obtained from the bootstrapping procedure. Inner model testing can be seen from the R-Square on the equations between latent variables. The results of the R-Square calculation can be seen in the following table.

Table 7. R-Square Calculation Results

Information	R Square
Performance (Y)	0.886

Source: Primary data processed, 2022

Based on the calculation of the R-square (R^2), the R-square value is 0.886. so that the model that has been built has a predictive relevance value or an accurate predictive level.

Hypothesis Test

In this test, there are three hypotheses used in this study. These hypotheses will be tested using the

structural equation method with the PLS (Partial Least Square) approach, by testing the significant path coefficients in the model. The PLS approach is used to test complex hypotheses by calculating the effect of an independent (exogenous) variable on a dependent (endogenous) variable. Therefore, to conclude whether the research hypothesis is proven, a significance value of p-value with a cut-off value of $\alpha \leq 0.05$ is used.

Table 8. Recapitulation of Research Results

	Hypothesis	Path Coefficient	p-values	Ket
H1	Transformational Leadership Style → Performance	0.422	0.000	Accepted
H2	Work motivation → Performance	0.052	0.633	Rejected
H3	Work Discipline → Performance	0.631	0.000	Accepted

Source: Primary data processed in 2022

DISCUSSION

Transformational Leadership Style Against Performance

Based on the results of the tests that have been carried out in this study, it is concluded that there is a positive and significant influence between the transformational leadership style on employee performance. Based on this, it can be seen that an increase in employee performance can be created when existing leaders can apply the concept of a transformational leadership style, namely a leadership model that is closer to their subordinates and can motivate them to try more than expected. In this test it was found that the direction of influence is positive, which means that the better the transformational leadership style possessed by the leadership at Bank Indonesia in Southeast Sulawesi Province, the performance owned and produced by employees can be even higher.

From the findings of this study, it can be seen that the leadership at the Bank Indonesia Representative Office in Southeast Sulawesi Province has implemented a good transformational leadership style and is felt by employees to be able encourage them to be able to work better and create a work atmosphere that is under the expectations of employees. Employee performance is determined by how the leader delegates authority and assigns work responsibilities to each employee so it becomes important for an organization or scope of work units to pay attention to how superiors lead a work unit and direct employees to work.

The results of this study can prove the truth of the theory of transformational leadership put forward by Burns and Bass which shows that leaders with a transformational style can make perceptions as individuals who can support and give attention to subordinates with individual considerations, through inspirational motivation and charisma. In addition, these findings are consistent with the opinion of Kreitner and Kinicki (2014: 313) that leaders can encourage higher performance by providing activities that can influence their subordinates to have confidence that valuable work results can be achieved with serious effort.

Work Motivation Against Performance

Based on the results of tests conducted in this study concluded that work motivation does not have a significant effect on employee performance. Based on this, it can be concluded that the work motivation of employees is good and has no impact on the results of the work they provide when employees start work they have a strong desire to work so this is a fundamental thing that exists within employees. Apart from that, the organization where employees work has guaranteed all aspects needed by employees so that motivation is no longer the thing that drives employees to produce better performance.

The findings of this study are in line with the results of previous research conducted by Razak et al (2018) in which one of the tests looked at the effect of work motivation on employee performance in private companies. From the results of the tests conducted, it was concluded that the work motivation possessed by employees does not affect employee performance. In addition, the findings from Hakim et al (2019) are also in line with the results of this study, which in his research which looked at the motivation of employees at the

Population and Civil Registry Office found that work motivation did not affect employee performance.

Work Discipline Against Performance

Based on the test results that have been carried out in this study, it can be concluded that work discipline has a positive and significant effect on employee performance at Bank Indonesia Representative Offices in Southeast Sulawesi Province. Based on these results, the results of this study prove that the obedience of employees towards aspects related to the organization can make a real contribution to improving the performance of employees. The results of this study can reflect good work discipline and are reflected in obedience to regulations, obedience to leaders, and high attendance.

The results of this study are consistent with the opinion of Mangkunegara (2013) which revealed that work discipline is one of the benchmarks for assessing employee performance, employees who can demonstrate a disciplined attitude at work tend to have great accuracy and responsibility towards their work assignments. In addition, this finding is also in line with the opinion of Sutrisno (2014: 86) that discipline is an attitude of willingness and willingness to comply with applicable regulatory norms, and discipline can accelerate the achievement of organizational goals.

Furthermore, the findings from Sitopu et al (2021) in their research on private company employees, in the research conducted it was concluded that work discipline has a positive and significant effect on employee performance. Other findings are also in line with the findings of this study, each from Araffat et al (2020), Santoso and Oktafien (2021), Eka (2018), Frizilia et al (2021), Siregar and Evanita (2019), Hidayati et al (2019), Romondang and Nawangsari (2020), Anah et al (2020), Razak et al (2018) where each researcher concluded the same thing that from their research findings work discipline has a positive and significant influence on the performance of organizational members.

Research Limitations

The results of research that has been done found some limitations that exist in this study. These limitations include:

1. This research was conducted limited to employees of the Bank Indonesia Representative Office in Southeast Sulawesi Province as one of the government's independent institutions, thereby limiting the ability to generalize the findings of this study, especially to private organizations in other regions. For further research, it is expected to be able to increase the number of organizational units studied to broaden the level of generalization of research findings.
2. Data analysis in this study is based on data from surveys which are limited to presenting relationships at one point in time (cross-sectional). Due to the dynamics of individual characteristics that are constantly changing, it is hoped that further time series data can be used or combined to obtain results that can include situational changes.

CONCLUSIONS AND SUGGESTIONS

Conclusion

Based on the results of the research that has been done, the conclusions that can be drawn from this study are as follows:

1. Transformational leadership style has a positive and significant effect on employee performance.
2. Work motivation has a positive and insignificant effect on employee performance. This means that work motivation is always there, and high morale continues to be shown by employees, even though various changes that occur, for example, increased compensation, decreased health benefits, or other benefits, are not meaningful or do not give meaning to employee performance.

3. Work discipline has a positive and significant effect on employee performance. this means that the better the level of discipline of employees in work, the performance produced by employees will increase. In terms of this variable, work discipline has the greatest influence on improving employee performance, therefore organizations need to pay attention to this aspect.

Suggestion

Based on the findings of this study and also the conclusions that have been described, suggestions can be put forward that become recommendations for this study. The suggestions include:

1. Efforts to increase the application of the transformational leadership style based on the perceptions of respondents who still need attention from the Representative Office of Bank Indonesia in Southeast Sulawesi Province are improvements in the aspect of the leadership's ability to understand the point of view of employees and try to always build cooperative relationships with employees and increase the aspect of respect for employees. who has an important contribution to the work.
2. Although in the tests conducted, work motivation does not affect performance, motivation still needs attention from the organization. Specifically, on work motivation, it was found that the aspect of progress had the lowest response, which means that the organization needs to pay attention to the development of employees both in terms of career opportunities and the development of the work abilities of the employees themselves. Therefore it is important for organizations to always provide training and work competency development so that employees can work well.
3. In the work discipline variable, it was found that the willingness of employees to carry out additional tasks and the timeliness of returning from work still received low responses, therefore organizations need to consider this and overcome the problem of additional work outside working hours so that employees can maximize themselves to work according to with the rules in force.
4. For future researchers, it is hoped that they can re-examine the relationship between these variables by enlarging the unit of analysis, thus providing a better level of generalization, and also being able to test work motivation as mediation to find out more about the role of motivation in improving performance.

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