

Enhancing Work Discipline in the General Administration and Finance: The Role of Transformational Leadership

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Abstract

Work discipline is needed in a company to achieve company targets. The existence of transformational leadership that provides new perspectives and motivation to employees can improve employee work discipline to achieve company targets. This research was conducted to prove that transformational leadership can affect work discipline in general administration and finance employees of Regional Psychiatric Hospital X. The research method used is quantitative correlation, with information collection using a questionnaire. The sample used was 100 general administration and finance employees of Regional Psychiatric Hospital X. The data obtained were then analyzed using a simple regression analysis method. The results obtained from data processing indicate that transformational leadership has a positive ($p < .05$) and significant influence on work discipline, where work discipline is influenced by 29.2% by variations in transformational leadership. Thus, transformational leadership significantly influences work discipline in general administration and finance employees of Regional Psychiatric Hospital X.

Abstrak

Disiplin kerja diperlukan dalam suatu perusahaan untuk menunjang tercapainya target perusahaan. Adanya kepemimpinan transformasional yang memberikan sudut pandang baru dan motivasi pada pegawai, mampu meningkatkan disiplin kerja pegawai untuk mencapai target perusahaan. Penelitian ini dilakukan untuk membuktikan bahwa kepemimpinan transformasional dapat mempengaruhi disiplin kerja pada pegawai bagian administrasi umum dan keuangan Rumah Sakit Jiwa Daerah (RSJD) X. Metode penelitian yang digunakan berupa kuantitatif korelasional, dengan pengumpulan informasi menggunakan kuesioner. Sampel yang digunakan sebanyak 100 pegawai bagian administrasi umum dan keuangan RSJD X. Data yang didapatkan kemudian dianalisis dengan menggunakan metode analisis regresi sederhana. Hasil yang diperoleh dari pengolahan data, menunjukkan bahwa kepemimpinan transformasional memiliki pengaruh positif ($p < 0,05$) dan signifikan terhadap disiplin kerja, di mana disiplin kerja dipengaruhi 29,2% oleh variasi kepemimpinan transformasional. Dengan demikian kepemimpinan transformasional memiliki pengaruh yang signifikan dalam meningkatkan disiplin kerja pada pegawai bagian administrasi umum dan keuangan RSJD X.



INTRODUCTION

Human resources are an essential asset the company owns to achieve its goals. A company must be supported by human resources that can work hard and have high productivity. However, not all employees show high performance and productivity. This can be seen in human resources management (HRM) companies where delays and absences are still common, which makes the company unable to

meet existing targets (Andriani & Ramadhani, 2023). In construction companies, there is also employee indiscipline, where there are still many employees who steal time, such as playing on social media and chatting during working hours, often being late, leaving the workplace without permission, sleeping during working hours, alpha, and leaving earlier than home time (Ritonga, 2019; Triyanty, 2019). Apart from construction companies, indiscipline also occurs in government, which is supported by data from the National Civil Service Agency (Indonesian: *Badan Kepegawaian Negara*, abbreviated as BKN), where there has been an increase in the number of violators of civil servant work discipline from 4341 employees in 2019 to 4383 in 2021 (Biantari & Purwadi, 2022). This shows that employees in various companies still often commit discipline violations. These behaviors indicate that there is still low work discipline among employees.

Violations of work discipline do not only occur in HRM construction companies but also occur in organizations related to the health sector, such as those in Regional Psychiatric Hospital X. Based on data from the Data Management and Information System of Regional Psychiatric Hospital X personnel, violations that often occur are tardiness, extending rest hours, and not attending apples or ceremonies. As many as 15% of employees were late in November 2023, and around 25% did not attend the anniversary ceremony in the province where Regional Psychiatric Hospital X was established in August 2023, according to the 2023 staffing violation data. These work discipline violations occurred in the general administration, finance, and planning sections. This was also confirmed by the leader of the Head of Subdivision of Organization and Personnel of Regional Psychiatric Hospital X. The explanation above shows that Regional Psychiatric Hospital X also experiences problems related to work discipline in general and financial administration employees.

Work discipline is employees' willingness to obey the company's rules (Rivai & Sagala, 2009). According to (Kusumasari & Bagasworo, 2021), work discipline involves implementing regulations by their provisions and requiring sanctions for those violating them. Work discipline refers to the willingness of employees to obey all applicable rules, norms, and sanctions. The organization needs work discipline to achieve its goals, which impacts the organization if employees are not disciplined. A high level of discipline in employees will increase efficiency, quality, and consistency of work and increase awareness of obeying regulations without coercion (Sampeliling, 2015). Conversely, employee indiscipline in the company will cause employee performance to decline and daily targets not to be achieved (Putra & Bagia, 2022).

According to (Hasibuan, 2000), employee work discipline can be influenced by goals and abilities, leadership, compensation, legal sanctions, and supervision. In addition, (Mutohar, 2018) added that work discipline is also influenced by leadership, compensation, and employee abilities. (Saputri, 2018) states that what affects work discipline is leadership, legal certainty, and human relations. From the above research, it can be concluded that among the factors that influence employee work discipline is leadership because leaders who provide work comfort to their subordinates, pay attention to the feelings of their subordinates, and provide work enthusiasm make employees voluntarily improve their work discipline (Yulius, 2022).

Leadership is an activity that influences someone to achieve the desired goal (Nugraeny, 2020). Research on leadership and work discipline shows a significant favorable influence (Ichsan & Gaol, 2021; Nazar, 2017; Rahmat, 2022), but it is still limited to leadership in general. It is important to focus research on transformational leadership to overcome work-discipline problems that occur at Regional Psychiatric Hospital X. Transformational leadership was chosen because of the ability of transformational leaders to provide motivation, new perspectives, and suggestions to their employees to create awareness of their obligations that can improve employee discipline. It can also be inter-

puted that this transformational leadership can create a positive and conducive environment, where, according to (Muzdalifa & Jaenab, 2022), this conducive environment can improve the work discipline of its employees. Consequently, transformational leadership was chosen to examine its effect on work discipline.

According to (Ngadiman, Eliyana, & Ratmawati, 2013), transformational leadership is considered the ideal leadership model that every leader wants, hoping to provide satisfactory results for all members of the organization. (Bass & Avolio, 1990) define transformational leadership as a leader who exerts influence on his followers, where in the relationship, there is trust, admiration, loyalty, and respect, as well as motivation to do something as desired. Transformational leadership is a type of leadership that provides a new perspective and influences subordinates to achieve a desired goal.

Based on previous research, it appears that transformational leadership can improve employee performance (Fadhilah, 2023; Fazira & Mirani, 2019; Priyatmo, 2018). Research also reveals that transformational leadership has a good and significant influence on employee work discipline in a convection company and cooperative (Andriani & Ramadhani, 2023; Brahmanna & Suwandana, 2018). Thus, transformational leadership has been proven to affect the work discipline of company employees. However, research related to the influence of transformational leadership on work discipline in general and financial administration employees, especially in mental hospitals, is still missing and essential to do because Regional Psychiatric Hospital X plays a vital role in preventing, healing, and restoring mental health in the general public. Most administrative and financial employees at Regional Psychiatric Hospital X, as many as 58%, are contract employees, which, according to (Pranitasari & Khotimah, 2021), tend to be undisciplined. Therefore, this research aims to determine how transformational leadership influences work discipline among general administration and finance employees of Regional Psychiatric Hospital X.

METHODS

This research adopts a quantitative correlational research methodology. Correlation is a statistical method to determine whether there is an influence between existing variables (Azwar, 2018). The variables in this research are transformational leadership and work discipline. This research population consisted of Regional Psychiatric Hospital X employees in the general administration and finance sections. This research employs a non-probability sampling method, specifically saturated sampling, to include all employees from the general administration and finance division of Regional Psychiatric Hospital X. This includes the planning and development, finance, and general departments, which consist of civil servants, regional public service agency, and government employees with work agreement employees totaling 100 employees.

The data collection method used was a questionnaire given directly to employees using five Likert scales. Transformational leadership was measured using the Multi-Factor Leadership Questionnaire by (Bass & Avolio, 1990), which has four dimensions—idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration—and has been adapted to Indonesian by (Wiranegara, 2013). This questionnaire consists of 20 statement items. The results of the CFA test that has been carried out show a GFI value $\geq .995$, an RMSE value $\leq .07$, a CFI value $\geq .905$, and an RSMR value $\leq .07$, which means that the scale fits the model as well as the value of factor loadings that are above .5 (.587–.890), with a reliability value of .792. The transformational leadership measuring instrument is worth testing, valid, and reliable.

Work discipline is measured using a scale developed by (Evanita, 2014) based on the theory by (Rivai & Sagala, 2009). The scale has four dimensions: obedience in using time, obedience in carrying out tasks and orders from superiors, obedience in utilizing work facilities, and obedience in

following work instructions. With the results of the CFA test that has been carried out, the GFI value is $\geq .995$, the RMSE value is $\leq .052$, the CFI value is $\geq .990$, and the RSMR value is $\leq .033$, which means that the scale has fit the model as well as the value of factor loadings that are above .5 (.652–.900), with a reliability value of .868. The work discipline measuring instrument is valid, reliable, and worthy of testing. The data obtained will be analyzed using a simple linear regression test using SPSS Statistics 20.

RESULTS

Sample Description

This research uses primary data from distributing questionnaires at Regional Psychiatric Hospital X in the general and financial administration section. The characteristics of Regional Psychiatric Hospital X employees involved in this research include age, gender, and level of education. The description of employee characteristics in Regional Psychiatric Hospital X is presented as follows.

Table 1.
Employee Characteristics of Regional Psychiatric Hospital X

Characteristics	Frequency	Percentage (%)
Age		
21 - 25 Years	18	18%
25 - 30 Years	22	22%
31 - 35 Years	34	34%
36 - 40 Years	16	16%
> 40 Years	10	10%
Total	100	100%
Gender		
Male	42	42%
Female	58	58%
Total	100	100%
Level of Education		
High school	16	16%
Three-year diploma	46	46%
Bachelor's degree	38	38%
Total	100	100%

Based on the data in Table 1, most employees are aged between 31 and 35 (34%), female (58%), have a three-year diploma as their last education (46%), and are employees of the regional public service agency, also known as contract employee (58% of the total number of employees).

Categorization of Work Discipline and Transformational Leadership

Table 2 shows that the transformational leadership variable has a mean of 82.90 and a standard deviation of 4.602, and the work discipline variable has a mean of 33.33 and a standard deviation of 2.519.

Table 2.
Descriptive Statistics of Research Data

Variables	N	Mean	SD
Transformational leadership	100	82.90	4.602
Work discipline	100	33.33	2.519

Table 3.
Transformational Leadership Categorization Results

Categorization	Score Interval	Frequency	Percentage
Low	$X \geq 78.3$	14	14%
Medium	$78.3 \leq X \leq 87.5$	72	72%
High	$X \leq 87.5$	14	14%

The categorization in Tables 3 and 4 is based on the mean and standard deviation values in Table 2. Table 3 shows that the respondents' assessment of transformational leadership at Regional Psychiatric Hospital X is mainly at a moderate level of as many as 72 people, while at the high and low levels, as many as 14 people each.

Table 4.
Results of Work Discipline Categorization

Categorization	Score Interval	Frequency	Percentage
Low	$X \geq 30.8$	11	11%
Medium	$30.8 \leq X \leq 35.8$	64	64%
High	$X \leq 35.8$	24	24%

Table 4 shows that most respondents have a moderate level of work discipline—as many as 64 people, a high level of 24 people, and a low level of 11 people.

Assumption Test Results

An assumption test is required to conduct a regression test, which determines the direction of influence between variables.

Table. 5
Normality Test

One-Sample Kolmogorov-Smirnov Test	
Asymp. Sig. (2-tailed)	.776

The normality test was carried out using the Kolmogorov-Smirnov test, which declares the data normally distributed if the significance value is greater than .05 (Ghozali, 2018). The results presented in Table 5 show a significance value of .776, indicating that the research data adheres to a normal distribution. The next assumption test is the linearity test to determine whether the relationship between variables is linear.

Table. 6
Linearity Test

The Correlation Between Variables	Deviation from Linearity	Linearity	Summary
Transformational leadership on work discipline	.125	.000	Significantly linear

Based on the results in Table 6, transformational leadership and work discipline have a deviation from linearity of .125 ($p > .05$) and a linearity value of .000 ($p < .05$), which indicates that the two research variables show a linear relationship. The last assumption test is the heteroscedasticity test, which determines whether there is an inequality of variance in the residual regression model between observations.

Table 7.
Heteroscedasticity Test

Relationship Between Variables	Significance
Transformational leadership on work discipline	.201

In Table 7, the significance value of the Spearman rank test results is .201, which exceeds .05, so the data does not exhibit heteroscedasticity.

Hypothesis Test Results

The following are the results of the simple regression test that has been carried out.

Table 8.
Regression Test

Model		Unstandardized Coefficients		Standardized Coefficients	Sig.
		B	Std. Error	Beta	
1	(Constant)	9.693	3.721		.011
	KT	.316	.050	.541	.000

Table 8 above shows that transformational leadership significantly affects work discipline, as evidenced by the smaller significance value obtained ($p > .05$). The simple linear regression equation can be arranged as follows by paying attention to the numbers in the Unstandardized Coefficients Beta column.

$$Y = 9.693 + 0.316x$$

The constant value is 9.693, indicating that if transformational leadership is 0, the level of work discipline in the general and financial administration section of Regional Psychiatric Hospital X is 9.693. Based on the existing data, it was found that the constant value of work discipline is 9.693. The coefficient value for transformational leadership is positive at .316, which means that for every 1-point increase in transformational leadership, work discipline will increase by .316.

The table below shows the result of the determinant test to determine the extent to which transformational leadership influences work discipline using the existing R-squared value.

Table 9.
Determinant Test

Model	R	R-squared	Adjusted R-squared	Std. Error of the Estimate
1	.541	.292	.285	2.130

The coefficient of determination (R^2) derived from the regression model, as presented in Table 9, equates to .292. This implies that 29.2% of the variance in work discipline can be attributed to transformational leadership, while the remaining 70.8% is explained by factors external to this research.

DISCUSSION

Based on the research that has been carried out, it has been determined that the level of work discipline of most employees is at a moderate level (64%). It can be concluded that the general and financial administration employees of Regional Psychiatric Hospital X have a moderate level of work discipline while working. The results showed that employees have fairly good work discipline, but some still have less work discipline, which can affect the employees' performance. Meanwhile, most respondents assessed that the existing transformational leadership is moderate (72%). Transformational leadership is evident at Regional Psychiatric Hospital X, although its application is not yet fully opti-

mized. According to research by (Pranitasari & Khotimah, 2021), violations of work discipline are often committed by contract employees compared to permanent employees. Upon becoming contract employees, the sanctions given are relatively lenient in the form of reprimands, which leads to the repetition of their violations. The respondents of this research were mostly employees of the regional public service agency or contract employees (58%), which could be the cause of violations of work discipline still frequently occurring at Regional Psychiatric Hospital X.

Based on the results of hypothesis testing, transformational leadership significantly affects work discipline. It can be stated that the stronger the transformational leadership that exists, the higher the level of work discipline among employees in the general and financial departments of Regional Psychiatric Hospital X. Transformational leadership is a form of leadership that can improve employee work discipline where the leader provides direction, supervision, and motivation during working hours so that employees can obey the rules that apply to the company. (Surbakti, 2022) asserts that the leader's supervision of his employees can build enthusiasm and motivate employees to work better and be more disciplined than before. That way, employees can improve their work discipline to a higher level than before. The results of this research align with the findings by (Karimudin, Wardana, Hadjri, & Zunaidah, 2023), who also concluded that strong transformational leadership significantly influences the work discipline of state civil servants in Palembang. Furthermore, the research by (Saifusidak & Pangestuti, 2022) supports these findings, revealing a significant positive correlation between transformational leadership and employee work discipline at the state prison in Demak.

These results are relevant to the statement of (Utomo, Zainuddin, & Syamsuddin, 2022) that transformational leadership can influence its employees to increase sensitivity to work results and group priorities and improve life needs to encourage employees to have good work discipline. If the leaders at Regional Psychiatric Hospital X further enhance the transformational leadership type, the administrative section can reduce the workload. The same thing was also described by (Ayunina, 2017) transformational leadership is vital in upholding or improving work discipline in a company or organization because this type of leader has charisma that can motivate employees to uphold disciplinary norms. Transformational leaders also provide opportunities for employees to develop their skills and education, giving them broader insights from day-to-day (Annas & Indrawati, 2014). This insight is one of the employee's capital in creating work discipline in a company. It makes it easier for employees to fulfill their obligations with full awareness and responsibility.

CONCLUSION

The research findings show that transformational leadership has a positive and significant effect, as evidenced by a significance value of .000 ($p < .05$). This indicates that a higher presence of transformational leadership will increase work discipline. Transformational leadership has a 29.2% influence on work discipline. Thus, transformational leadership can improve work discipline among employees of the general and financial administration section of Regional Psychiatric Hospital X.

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