# Employee Performance Optimization

**Helmaini Sinaga, Darmilisani, Kholilul Kholik**

**Abstract**

This study aims to analyze the influence of transformational leadership, job design, and work experience on employee performance with work discipline as an intervening variable at the Regional Office of the Directorate General of Corrections, North Sumatra. The problem in this study is the employee performance that has not been optimal, which is influenced by several factors such as transformational leadership, job design, work experience, and work discipline. This study used a quantitative approach with an associative research type. The population in this study consisted of all employees at the Regional Office of the Directorate General of Corrections, North Sumatra. The sampling technique used was saturated sampling, in which the entire population was used as the research sample. Data were collected through questionnaires. The data analysis method used was Structural Equation Modeling (SEM) based on Partial Least Square (PLS) with the assistance of SmartPLS software.

The results showed that job design had a positive and significant effect on work discipline and employee performance. Work discipline also had a positive and significant effect on employee performance. Transformational leadership had a positive and significant effect on work discipline, but did not have a significant effect on employee performance. Work experience had a positive and significant effect on work discipline, but did not have a significant effect on employee performance. In addition, work discipline was able to mediate the influence of job design, transformational leadership, and work experience on employee performance. The conclusion of this study indicates that work discipline plays an important role in improving employee performance. Therefore, the institution needs to improve job design, the implementation of transformational leadership, and the development of employees' work experience in order to create better work discipline so that employee performance can improve optimally.

***Keywords**:* Transformational Leadership, Job Design, Work Experience, Work Discipline, Employee Performance.

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## Introduction

Performance is the work results and work behavior achieved by a person in completing assigned tasks and responsibilities. Improving employee performance is a primary concern in every organization, influenced by various factors, including transformational leadership. Job design is also a factor that affects employee performance. Work experience is another factor that influences employee performance. Work experience is the level of mastery of knowledge and skills acquired by a person during work over a certain period. Work discipline also plays an important role in improving employee performance. The leadership style applied has not fully reflected transformational leadership because there are still leaders who tend to be instructive. In terms of job design, there is still an imbalance in workload and a lack of task clarity.

## Literature Review

### 2.1 Employee Performance

According to Mangkunegara (2019), employee performance is the quality and quantity of work results achieved by employees in carrying out their duties. According to Edison et al. (2018), performance is the work results achieved by a person based on standards determined by the organization.

### 2.2 Factors Affecting Employee Performance

According to Edison et al. (2018), the factors affecting employee performance are:

1. Transformational Leadership
2. Job Design
3. Work Experience
4. Work Discipline

### 2.3 Indicators of Employee Performance

According to Edison et al. (2018), indicators of employee performance include:

1. Work Quality
2. Work Quantity
3. Timeliness
4. Effectiveness
5. Work Commitment.

### 2.4 Transformational Leadership

According to Yukl (2020), transformational leadership is the leader's ability to increase employee awareness and commitment to organizational goals. According to Northouse (2019), transformational leadership is a leadership style that can inspire and motivate subordinates to achieve higher results.

### 2.5 Indicators of Transformational Leadership

According to Northouse (2019), indicators of transformational leadership are:

1. Charisma (Idealized Influence)
2. Inspirational Motivation
3. Intellectual Stimulation
4. Individualized Consideration

### 2.6 Job Design

According to Dessler (2018), job design is the process of determining tasks, responsibilities, and methods of carrying out work aimed at improving efficiency and effectiveness in the organization. According to Griffin (2020), job design is the process of arranging tasks and responsibilities so that work can be carried out effectively.

### 2.7 Indicators of Job Design

According to Dessler (2018), job design can be measured through the following indicators:

1. Job Specialization
2. Job Standardization

3. Work Methods
4. Work Relationships
5. Working Conditions

**2.8 Work Experience**

According to Busro (2018), work experience is a learning process through work practice. According to Sutrisno (2019), work experience is the level of mastery of knowledge and skills acquired from work that has been done.

**2.9 Indicators of Work Experience**

According to Busro (2018), indicators of work experience include:

1. Length of Work
2. Job Mastery
3. Skill Level

**Work Discipline**

According to Afandi (2021), work discipline is an attitude of obedience to applicable rules. According to Hasibuan (2019), work discipline is a person's awareness and willingness to comply with organizational regulations.

**Indicators of Work Discipline**

According to Hasibuan (2019), indicators of work discipline include:

1. Attendance
2. Compliance with Regulations
3. Punctuality
4. Responsibility

**Research Methodology**

**3.1 Research Type**

According to Sugiyono (2019), quantitative research is a research method used to examine a specific population or sample with the aim of testing predetermined hypotheses. Associative research aims to determine the relationship between two or more variables. This study aims to analyze the influence of transformational leadership, job design, and work experience on employee performance with work discipline as an intervening variable.

**3.2 Population and Sample**

According to Sugiyono (2019), population is the generalization area consisting of objects or subjects that have certain characteristics. The population in this study was all employees at the Regional Office of the Directorate General of Corrections, North Sumatra, totaling 110 employees. This data previously in 2023 to 2024 there were 40 employees and increased rapidly in 2025 to 110 employees. According to Sugiyono (2019), a sample is a part of the population used in research. The sampling technique used was saturated sampling, where all members of the population were used as samples. Thus, the number of samples in this study was 110 employees.

**3.3 Data Analysis Technique**

The data analysis technique used was Partial Least Square (PLS) with the help of SmartPLS 3 software. According to Ghozali (2018), PLS is an analysis method used to test relationships between latent variables.

The analysis stages include:

1. Outer Model (Measurement Model) To test the validity and reliability of indicators, including convergent validity, discriminant validity, and composite reliability.
2. Inner Model (Structural Model) To test the relationships between variables by looking at R-square values, path coefficients, and significance tests.
3. Hypothesis Testing Hypotheses are accepted if T-statistics > 1.96 and P-value < 0.05.

## Results

### 4.1 Convergent Validity

This test is viewed from the loading factor with a limit value of 0.7, as well as the Average Variance Extracted (AVE) limit value of 0.5; if above that value, it is considered valid. This means that the value for an indicator is considered valid if the indicator explains the construct variable with a value > 0.7. The structural model in this study is shown in the following figure:

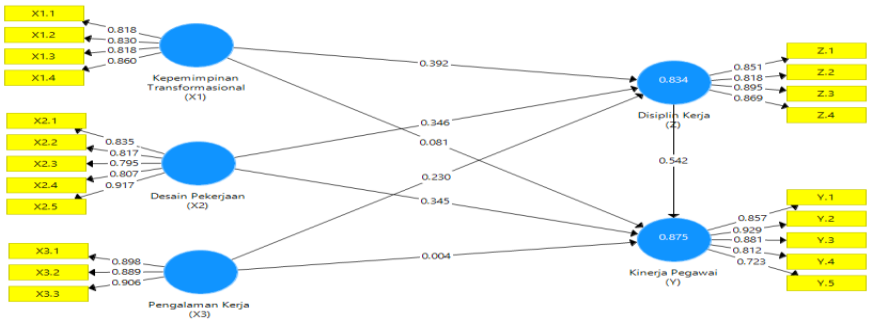



**Figure 1. Outer Model**

Source :Output PLS

**Tabel 1: Construct Reliability and Validity**

| | Cronbach's Alpha | Composite Reliability | Average Variance Extracted (AVE) |
|---|---|---|---|
| **Job Design_(X2)** | **0,891** | **0,920** | **0,698** |
| **Work Discipline_(Z)** | **0,881** | **0,918** | **0,737** |
| **Transformational Leadership_(X1)** | **0,851** | **0,900** | **0,692** |
| **Employee Performance_(Y)** | **0,896** | **0,924** | **0,711** |
| **Work Experience _(X3)** | **0,880** | **0,926** | **0,806** |

Source :Output PLS

Based on Table 1, the construct reliability and validity test results show that all research variables have Cronbach's Alpha and composite reliability values above 0.70, so they can be declared reliable. The Job Design variable has a Cronbach's Alpha value of 0.891 and composite reliability of 0.920, Work Discipline 0.881 and 0.918, Transformational Leadership 0.851 and 0.900, Employee Performance 0.896 and 0.924, and Work Experience 0.880 and 0.926. In addition, all variables also have Average Variance Extracted (AVE) values above 0.50, which indicates that the constructs have met convergent validity and are suitable for use in research.

### 3.2 Coefficient of Determination (R2)

Based on data processing conducted using the SmartPLS 3.0 program, the R Square values are obtained as follows:

**Tabel 2: R Square Results**

| | R Square | Adjusted R Square |
|---|---|---|
| **Work Discipline_(Z)** | 0,834 | 0,829 |
| **Employee Performance_(Y)** | 0,875 | 0,870 |

Source :Output PLS

Based on Table 2 R Square results, Work Discipline has an R Square value of 0.834 and Adjusted R Square of 0.829. This indicates that Work Discipline can be explained by the independent variables in the study by 83.4%, while the remaining 16.6% is influenced by other variables outside the research model. Furthermore, the Employee Performance variable has an R Square value of 0.875 and Adjusted R Square of 0.870. This means that Employee Performance can be explained by the independent variables in the model by 87.5%, while the remaining 12.5% is explained by other factors outside the study. These values indicate that the research model has a strong ability to explain the endogenous variables.

### 3.3 Hypothesis Testing

**Tabel 3 : Path Coefficients (Direct Effects)**

| | Original Sample (O) | T Statistics (\| O/STDEV \|) | P Values | Results |
|---|---|---|---|---|
| **Job Design_(X2) -> Work Discipline_(Z)** | 0,346 | 3,477 | **0,000** | **Accepted** |
| **Job Design_(X2) -> Employee Performance_(Y)** | 0,345 | 4,102 | **0,000** | **Accepted** |
| **Work Discipline_(Z) -> Employee Performance_(Y)** | 0,542 | 6,395 | **0,000** | **Accepted** |
| **Transformational Leadership_(X1) -> Work Discipline_(Z)** | 0,392 | 4,158 | **0,000** | **Accepted** |
| **Transformational Leadership_(X1) -> Employee Performance_(Y)** | 0,081 | 1,097 | **0,137** | **Rejected** |
| **Work Experience _(X3) -> Work Discipline_(Z)** | 0,230 | 3,401 | **0,000** | **Accepted** |
| **Work Experience _(X3) -> Employee Performance_(Y)** | 0,004 | 0,061 | **0,476** | **Rejected** |

Source :Output PLS

1. The path coefficient value of 0.346 with T Statistic 3.477 and P Values 0.000 indicates that Job Design has a positive and significant effect on Work Discipline, so the hypothesis is accepted. This means that the better the job design implemented, the higher the employee work discipline will be.
2. The path coefficient value of 0.345 with T Statistic 4.102 and P Values 0.000 indicates that Job Design has a positive and significant effect on Employee Performance, so the hypothesis is accepted. This means that good job design can improve employee performance.
3. The path coefficient value of 0.542 with T Statistic 6.395 and P Values 0.000 indicates that Work Discipline has a positive and significant effect on Employee Performance, so the hypothesis is accepted. This means that the higher the employee work discipline, the higher the employee performance will be.
4. The path coefficient value of 0.392 with T Statistic 4.158 and P Values 0.000 indicates that Transformational Leadership has a positive and significant effect on Work Discipline, so the hypothesis is accepted. This means that the application of transformational leadership can improve employee work discipline.
5. The path coefficient value of 0.081 with T Statistic 1.097 and P Values 0.137 indicates that Transformational Leadership does not have a significant effect on Employee Performance, so the hypothesis is rejected. This means that transformational leadership has not been able to provide a direct effect on improving employee performance.
6. The path coefficient value of 0.230 with T Statistic 3.401 and P Values 0.000 indicates that Work Experience has a positive and significant effect on Work Discipline, so the hypothesis is accepted. This means that the higher the employee work experience, the higher the work discipline will be.

7. The path coefficient value of 0.004 with T Statistic 0.061 and P Values 0.476 indicates that Work Experience does not have a significant effect on Employee Performance, so the hypothesis is rejected. This means that work experience has not been able to provide a direct effect on improving employee performance.

**Tabel 4: Path Coefficients (Indirect Effects)**

| | Original Sample (O) | T Statistics (\| O/STDEV \|) | P Values | Results |
|---|---|---|---|---|
| **Job Design_(X2) -> Work Discipline_(Z) -> Employee Performance_(Y)** | 0,187 | 2,855 | **0,002** | **Accepted** |
| **Transformational Leadership_(X1) -> Work Discipline_(Z) -> Employee Performance_(Y)** | 0,212 | 3,608 | **0,000** | **Accepted** |
| **Work Experience _(X3) -> Work Discipline_(Z) -> Employee Performance_(Y)** | 0,124 | 3,061 | **0,001** | **Accepted** |

Source :Output PLS

8. The T Statistic value of 2.855 is greater than 1.96 and the P Values value of 0.002 is less than 0.05, so the effect is declared significant and the hypothesis is accepted. This indicates that Work Discipline is able to mediate the influence of Job Design on Employee Performance.
9. The T Statistic value of 3.608 is greater than 1.96 and the P Values value of 0.000 is less than 0.05, so the hypothesis is accepted. This result indicates that Work Discipline is able to significantly mediate the influence of Transformational Leadership on Employee Performance.
10. The T Statistic value of 3.061 is greater than 1.96 and the P Values value of 0.001 is less than 0.05, so the hypothesis is accepted. Thus, Work Discipline is proven to be able to significantly mediate the influence of Work Experience on Employee Performance.

## Conclusion

1. Job Design has a positive and significant effect on Work Discipline. This indicates that the better the job design implemented, the higher the employee work discipline will be.
2. Job Design has a positive and significant effect on Employee Performance. This means that good job design can optimally improve employee performance.
3. Work Discipline has a positive and significant effect on Employee Performance. Thus, the higher the employee work discipline, the higher the employee performance will be.
4. Transformational Leadership has a positive and significant effect on Work Discipline. This indicates that the application of transformational leadership can improve employee work discipline.
5. Transformational Leadership does not have a significant effect on Employee Performance. This means that transformational leadership has not been able to provide a direct effect on improving employee performance.
6. Work Experience has a positive and significant effect on Work Discipline. Thus, the higher the employee work experience, the higher the work discipline will be.
7. Work Experience does not have a significant effect on Employee Performance. This means that work experience has not been able to provide a direct effect on improving employee performance.
8. Job Design has a significant indirect effect on Employee Performance through Work Discipline. This indicates that Work Discipline is able to mediate the influence of Job Design on Employee Performance.

9. Transformational Leadership has a significant indirect effect on Employee Performance through Work Discipline. Thus, Work Discipline is able to mediate the influence of Transformational Leadership on Employee Performance.
10. Work Experience has a significant indirect effect on Employee Performance through Work Discipline. This means that Work Discipline is proven to be able to mediate the influence of Work Experience on Employee Performance.

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