



Driving Personnel Performance: The Role of Leadership, Discipline, and Motivation with Job Satisfaction as a Mediator at Kodim 0802/Ponorogo

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Abstract: *This research seeks to examine how transformational leadership style (TLS), work discipline, and work motivation affect job satisfaction and their subsequent influence on employee performance. This study employed a quantitative method using a causal-associative approach. The population consisted of 548 staff members, with a sample of 232 respondents determined using Slovin's formula. Data analysis was conducted using the SEM-PLS. The findings suggest that TLS, adherence to work discipline, and motivation at work have a positive and significant impact on both job satisfaction and employee performance. Additionally, job satisfaction significantly affects performance and serves as a mediating factor. In conclusion, improving the quality of leadership, discipline, and motivation can optimally enhance job satisfaction and personnel performance. Therefore, Military District Commanders should strengthen the implementation of transformational leadership, improve the disciplinary system, and develop motivation programs to enhance organizational performance.*

Keywords: *transformational leadership style; work discipline; work motivation; job satisfaction; performance*

Introduction

The performance of personnel is vital to an institution as it greatly boosts the organization's overall effectiveness. This improvement facilitates the achievement of the institution's goals and objectives effectively and efficiently. Performance can also be understood as the concrete results achieved by personnel in carrying out their duties and responsibilities. Efficiency in work is the result of good performance, which subsequently streamlines the activities of the institution making it easy to achieve its objectives. Moreover, performance is one of the most important aspects of determining the level of success of personnel in respect to the standards that are established by the organization. Excellent performance has a positive impact on the institution's welfare, both in terms of productivity and the quality of work results. One of the strategic factors in the effectiveness of the execution of the national defense and security tasks is the performance of the military personnel. Within the framework of military units, including the Kodim 0802/Ponorogo, the optimal performance is not only influenced by technical competence but also by psychological and managerial aspects of work, including leadership style, work discipline, work motivation and job satisfaction. Good leadership within a military setting is one of

the important aspects of instilling discipline, improving work spirit, and making the personnel highly satisfied with the organization (Bass & Riggio, 2006).

Transformational leadership style (TLS) can be one of the factors that can impact personnel performance. One of the most popular leadership styles that have the power to inspire and motivate subordinates to go out of their personal interests in favor of organizational objectives is the TLS (Avolio and Yammarino, 2013). Transformational leaders do not just provide directions in a military context but also serve the role of role models who are able to instill trust and moral responsibility among soldiers (Northouse, 2025). Such leadership style promotes establishment of strong emotional connections between superiors and subordinates, which has a positive influence on personnel satisfaction and performance. TLS refers to one of the leadership styles where leaders encourage and influence their followers to deliver remarkable outcomes (Hasana & Helmi, 2023). Transformational leaders do not just concentrate on transactions or exchanges (as in transactional leadership style), but instead they aim at transforming the values, beliefs, and aspirations of their followers to supersede the personal interests to advance the larger organizational interests. Leadership has a

significant role to play in the success of an organization as stressed by Founda (2016). Good leaders can encourage, inspire and provide an efficient working environment and this is imperative in reaching the objectives of the company. Great leadership helps in maximizing team potential, surmounting challenges, fostering innovation, and eventually leading to the organization success in the long term.

In the military environment, discipline reflects adherence to established rules, orders, and responsibilities. Personnel with high discipline will demonstrate consistent work behavior and loyalty to the institution (Robbins & Judge, 2019). Discipline helps personnel to stay focused on the tasks at hand and avoid distractions. Compliance with work procedures and task priorities allows personnel to work more purposefully and produce more output within the same time. Personnel who are disciplined in following procedures and using company equipment or resources correctly will minimize waste. This contributes to overall operational efficiency and allows the company to achieve more with the existing resources. This is in accordance with the research of Ariesni & Asnur (2021) and Nurimansjah (2023) that work discipline has an effect on personnel performance. This influence is not only limited to compliance with rules, but also permeates various aspects that determine how effective and efficient a personnel is in carrying out their duties. In contrast, the research results of Pradipta & Suhermin (2020) found that work discipline does not affect performance.

Disciplined personnel feel responsible for completing their tasks according to the designated time and standards. This sense of responsibility encourages them to give their best and ensure the quality of their work is maintained. Work discipline builds a culture of professionalism and mutual respect among personnel. Compliance with work rules and norms creates an atmosphere conducive to collaboration and effective teamwork (Nurimansjah, 2023). The next factor is motivation. Work motivation can be understood as the internal and external drives

that awaken a person's enthusiasm and perseverance to take action, including in the context of work (Afandi, 2018). In a military organization, motivation can come from intrinsic factors such as pride in serving the nation, as well as extrinsic factors such as rewards and recognition from superiors.

The level of motivation of a personnel significantly affects how they approach tasks, the amount of effort they put in, and ultimately, the quality and quantity of their performance. Motivation helps to focus the mind and energy on the task at hand, reduces distractions, and increases concentration. This contributes to efficiency and accuracy in work. This is in line with the research of Norkhalisah et al. (2024) and Basyid (2024), which states that motivation impacts personnel performance. In contrast, the findings of Rosmaini & Tanjung (2019) found that motivation does not affect employee performance.

In addition to the three factors, job satisfaction also plays an important role as a mediating variable that connects antecedent factors with performance. Job satisfaction reflects a person's feelings toward their job, which is manifested in a positive attitude toward the work and everything encountered in the work environment (Robbins, 2015). Robbins & Judge (2019) state that a person's job satisfaction depends on the difference between what should be (expectations, needs, or values) and what in their perception or feelings has been obtained. According to the findings of Pradipta & Suhermin (2020), Pazrina (2024), and Marlius & Melaguci (2024), job satisfaction positively and significantly influences employee performance.

In the Indonesian Army (TNI AD) environment, particularly at Kodim 0802/Ponorogo, research that integrates all four variables (TLS, work discipline, work motivation, and job satisfaction) into a single research model to analyze their influence on personnel performance is still limited. In fact, a comprehensive understanding of the relationships between these variables is very necessary to formulate effective human resource development strategies. Research in

the TNI environment, such as that conducted by Syarifudin & Widodo (2023), shows that transformational leadership and work discipline influence performance. Based on this description and the research gap, the researcher is interested in studying and focusing on the performance of personnel at Kodim 0802/Ponorogo with factors influenced by TLS, Work Discipline, Work Motivation, and Job Satisfaction.

Literature Review

Performance

Performance refers to “the outcome of an individual's work, encompassing both the quality and quantity of tasks completed in alignment with their assigned responsibilities” (Mangkunegara, 2019). The performance of an individual must be measured based on how well and how much the tasks and responsibilities assigned to them have been carried out. By focusing on tangible work results that are relevant to responsibilities, organizations can have a strong basis for making decisions related to personnel development, compensation, and promotion. Performance is the achievement of work results or work accomplishments from the goals that must be achieved by a personnel within a certain period according to their tasks and respective functions (Aisyah, 2021). Performance is “an achievement or level of success reached by an individual or an organization in carrying out work during a certain period” (Silaen et al., 2021). Silaen *et al* (2021) stating that employee performance indicators can be seen through the following main aspects: (1) Work Quality, The level of accuracy, neatness, and reliability of work results according to established standards. (2) Work Quantity, The amount of work results achieved within a certain period compared to the planned target. (3) Timeliness, The ability to complete tasks within the specified deadline without compromising quality. (4) Cooperation, The ability to work together with colleagues, supervisors, and other parties in achieving organizational goals. (4) Responsibility, The level of seriousness in carrying out tasks and the ability to bear the risks of the work results produced.

Transformational Leadership Style (TLS)

Leadership style reflects “the overall pattern of a leader's actions, both visible and hidden to their subordinates” (Zainal, 2015). This pattern is a consistent combination of the philosophy, skills, character, and underlying views that shape their behavior, and it directly or indirectly indicates the leader's confidence in their staff's abilities. In short, leadership style is the behavior and strategy applied by a leader when attempting to influence the performance of their subordinates, which is influenced by their philosophy, skills, traits, and attitudes.

TLS is a leadership approach that emphasizes the leader's ability to inspire, motivate, and encourage positive change in subordinates so that they can go beyond personal interests for the sake of organizational goals (Bass & Riggio, 2006). According to Bass & Riggio (2006), indicators of TLS can be explained through the following four main dimensions: (1) Idealized Influence. Leaders serve as role models for subordinates through integrity, courage, and a high commitment to organizational values. Leaders with idealized influence foster respect and trust from followers. (2) Inspirational Motivation. Leaders can get the vision and mission of the organization across, in an enthusiastic way that encourages subordinates to engage in attainment of common objectives. (3) Intellectual Stimulation. Leaders motivate subordinates to think out of the box, find new solutions and not to be afraid to share new ideas without being afraid of failure or criticism. (4) Individualized Consideration. The leaders are concerned about the needs, possibilities, and personal growth of every member of a team and offer guidance and support depending on the personal traits.

Work discipline

Work discipline encompasses an attitude, behavior, and actions that adhere to both formal and informal rules, with penalties imposed for any breaches (Aisyah, 2021). It is a managerial approach aimed at motivating organization or company members to follow established guidelines and regulations, with consequences for non-compliance (Maskur,

2024). As per Hasibuan (2019), work discipline reflects an individual's awareness and willingness to abide by all organizational rules and norms.

Discipline reflects the level of compliance, responsibility, and dedication of employees to the tasks and obligations assigned. The higher a person's discipline, the greater their ability to carry out tasks effectively and efficiently for the achievement of organizational goals. Work discipline indicators according to Hasibuan (2019) include: (1) Compliance with Rules and Regulations, which reflects the extent to which employees follow organizational rules, work schedules, and applicable operational procedures. (2) Obedience to Supervisor's Orders, which indicates the individual's willingness to carry out leadership instructions responsibly and without delay. (3) Responsibility in Carrying Out Tasks, which reflects the employee's seriousness in completing the work they are responsible for with optimal results. (4) Awareness of Obligations, which reflects the individual's understanding of their duties and responsibilities without always needing supervision from a superior.

Work Motivation

Motivation can be described as a person's mental state and attitude that energizes actions and guides behavior toward meeting needs that bring satisfaction or alleviate imbalance (Siswanto, 2002). It is the internal desire that emerges from within an individual, inspired and encouraged to participate in activities with sincerity, willingness, and dedication, leading to high-quality and effective outcomes (Afandi, 2018). Work motivation refers to an internal drive, whether psychological or physiological, that channels the energy and actions of employees to strive diligently toward achieving the goals of the organization.

Maslow (1970) stated that work motivation is a person's drive to fulfill five hierarchical levels of needs. People will strive to meet their needs in a hierarchical manner; once the most basic needs are fulfilled, higher-level needs become the main driver of work behavior. Indicators of work motivation according to Maslow's Theory (1970) consist

of: (1) Physiological Needs. These are the most basic needs such as eating, drinking, resting, and having a proper physical condition. (2) Safety Needs. After basic needs are met, employees want a sense of security. (3) Social Needs. Employees need a sense of belonging, acceptance, and positive relationships. (4) Esteem Needs. Employees want to be appreciated for their efforts and competencies. (5) Self-Actualization Needs. This is the highest level when employees want to develop their full potential.

Job Satisfaction

Robbins & Judge (2019) stated that job satisfaction can be defined as "a positive feeling about one's job resulting from its characteristics". In addition, age, health condition, ability, and education are feelings related to oneself. According to Werther & Davis (2014), job satisfaction is the favorableness or unfavorableness with which employees view their work. This means that job satisfaction is the way an employee sees their work as favorable or unfavorable. Like motivation, job satisfaction can be influenced by the work environment, but the job design itself can increase satisfaction. Jobs that are related to behavioral elements such as autonomy, job identity, meaningful work, and feedback will contribute to employee satisfaction. In short, everything related to the workplace can increase or decrease job satisfaction.

Formulation of Hypothesis

In military organizations such as Kodim 0802/Ponorogo, job satisfaction is an important element because it relates to loyalty, discipline, and commitment to national duties. Bass & Riggio (2006) stated that transformational leaders instill moral values, provide motivation, and develop the potential of subordinates. Research by Ramadhani & Indawati (2021) and Hidayat et al. (2020) shows that transformational leadership has a positive and significant effect on employee job satisfaction because leaders become a source of inspiration and support. Meanwhile, work discipline also contributes to job satisfaction because discipline creates order and certainty in performing work. According to Hasibuan

(2019), work discipline is a reflection of a person's compliance and responsibility towards organizational regulations. In the case of military, high degree of control brings about a feeling of security, order and pride in the unit which in the long run makes the job satisfaction high. Ariesni and Asnur (2021) and Nurimansjah (2023) support this by saying that good work discipline will boost satisfaction since people feel appreciated and have focus on the work they do.

Moreover, work motivation is also an internal force that motivates the people to work in a dedicated and enthusiastic manner. Robbins & Judge (2019) describe motivation as a psychological force that moves someone to achieve organizational goals. In the Kodim environment, work motivation can grow from a sense of responsibility, pride, and a spirit of service. A study by Basyid (2024) and Norkhalisah et al. (2024) shows that job satisfaction is positively correlated with work motivation. Based on this description, the following hypothesis was developed:

H1 : TLS, Work Discipline, and Work Motivation affect Job Satisfaction.

Personnel performance is a work output in quality and quantity of work completed by an individual based on his or her duties (Mangkunegara, 2019). Performance in military organizations is based not on the physical results but on timeliness, discipline and obedience to authority. TLS is directly associated with the performance since transformational leaders promote innovation, exemplary behavior, and moral responsibility. Bass and Riggio (2006) elaborate that transformational leaders develop a common vision and motivate their subordinates to go beyond the expected levels. The results of studies by Ramadhani and Indawati (2021), Hidayat et al. (2020), Hassanah (2023), Pangestuti and Sari (2025) demonstrate that transformational leadership enhances performance. Discipline at work is one of the critical elements in ensuring high performance particularly in a military setting where rules are to be followed and prompt action taken. According to Hasibuan (2019), work discipline is the awareness and willingness of a

person to comply with all applicable rules and norms within the organization. Research by Ariesni & Asnur (2021), Nurimansjah (2023), Ananda & Hadi (2023) found that discipline has an influence on improving employee performance because it creates order in the execution of tasks.

There is a strong link between work motivation and enhanced performance. Employees with high levels of motivation tend to work more diligently and creatively to achieve optimal results. Motivation is an internal force that encourages, stimulates and impels people to do things with heart, passion, and commitment to attain quality results (Afandi, 2018). Research by Norkhalisah et al. (2024), Basyid (2024), and Pangestuti and Sari (2025) shows that work motivation has a positive impact on employee performance. Based on this description, the hypothesis below is formulated:

H2 : TLS, Work Discipline, and Work Motivation affect Personnel Performance.

Job satisfaction is a significant factor in influencing positive behavior in an organization. Robbins & Judge (2019) state that job satisfaction can be defined as a positive feeling about one's job that results from its characteristics. The best way to explain job satisfaction in a military setting is that it is associated not only with material rewards but also with recognition, a feeling of pride, and the ratio of duties to rewards. The study by Hassanah (2023), Ananda and Hadi (2023) demonstrates that job satisfaction has a meaningful impact on the performance of employees. Satisfied personnel will be more disciplined, highly initiative, and completely dedicated to their unit. Therefore, the more satisfied the personnel is with their job the better performance can be attained. Based on this explanation, the following hypothesis is developed:

H3 : Job Satisfaction affects Personnel Performance.

TLS creates a work atmosphere that is motivating and inspiring, thus increasing job satisfaction among the employees. Hassanah (2023) indicates that transformational

leadership is a major factor in job satisfaction among employees and indirectly boosts employee performance by raising job satisfaction. Transformational leaders who are able to inspire, provide individual attention, and stimulate intellectual growth will create job satisfaction, which then impacts personnel performance improvement. Good work discipline creates order and clarity in work, which can increase personnel job satisfaction. Similarly, Safrila & Oktiani (2024) found that work discipline affects job satisfaction. When personnel have high discipline, they feel a sense of achievement and pride in their work, which increases satisfaction. This job satisfaction further encourages improved performance.

High work motivation encourages personnel to work with enthusiasm and dedication, which increases job satisfaction. Maryen et al. (2023) found that work motivation affects job satisfaction, while Noviani & Siddiq (2025) also proved that motivation influences job satisfaction. Motivated personnel will feel meaning and purpose in their work, creating satisfaction that ultimately improves personnel performance. This relationship is reinforced by the findings of Norkhalisah et al. (2024) which show a significant influence of work motivation on personnel performance, where the higher the work motivation, the higher the personnel performance. Job satisfaction acts as a psychological mechanism that transforms the influence of TLS, work discipline, and work motivation into actual performance. When TLS, work discipline, and work motivation work in support of each other, they can create high job satisfaction. personnel will demonstrate commitment, dedication, and maximum effort in carrying out their duties, which is reflected in optimal performance. Hassanah (2023) proves this mediating role by finding that TLS has a significant effect on employee performance through job satisfaction. Based on the literature review and the empirical findings above, the hypothesis is formulated:

H₄ : TLS, Work Discipline, and Work Motivation affect Personnel Performance through Job Satisfaction.

Method

This research applies a quantitative method with a causal associative approach to examine the cause-and-effect relationship between variables. The quantitative method, which is rooted in positivist philosophy, involves collecting structured data from a population or sample using valid and reliable instruments. The collected data is then statistically analyzed to test previously formulated hypotheses (Sugiyono, 2019). Qualitative research aims to understand phenomena comprehensively and deeply in their natural context. In this approach, the researcher becomes the main instrument in collecting data from the research environment (Priadana & Sunarsi, 2021).

The population of this study is all personnel of Kodim 0802/Ponorogo totaling 548 members. Meanwhile, a sample is a part of the number and characteristics possessed by a certain population (Sanusi, 2014). Using the Slovin formula, the number of respondents studied was 232 people.

This study employs the SEM-PLS approach, utilizing the SmartPLS 3. SEM-PLS is a type of structural equation modeling (SEM) that is based on variance and allows for the simultaneous testing of both measurement and structural models (Ghozali & Latan, 2015). The measurement model assesses validity and reliability, while the structural model examines causality. The process involves the following steps: (1) The measurement model, or outer model, is assessed through convergent and discriminant validity for each indicator, along with CR for all constructs (Solimun, 2011); (2) The structural model, or inner model, is evaluated using several criteria, including R², Q², Goodness of Fit Model (GoF), followed by testing the research hypotheses.

Results

Convergent Validity

Convergent validity assesses how well indicators within a construct consistently

represent the same concept and exhibit a strong correlation. According to Hair et al. (2019), an indicator is deemed to satisfy the criteria for convergent validity if its loading factor exceeds 0.70.

All indicators for each research variable exceed the minimum threshold of 0.70. This suggests that each indicator effectively and consistently represents the latent construct it is intended to measure, making it valid and appropriate for further analysis within the inner model.

Convergent validity can also be assessed through the Average Variance Extracted (AVE) value, which reflects the proportion of variance in the indicators that is accounted for by the latent construct, as opposed to variance arising from measurement error.

According to the AVE results, all the research variables have AVE values that surpass the minimum threshold of 0.50. This suggests

that each latent construct can sufficiently account for the majority of the variance in its associated indicators. Consequently, all variables are confirmed to meet the criteria for convergent validity and are appropriate for use in subsequent analysis stages.

Table 2. AVE

Variable	Cut Off	AVE	Result
Transformational Leadership		0,903	Valid
Work discipline		0,940	Valid
Work Motivation	0,50	0,942	Valid
Job Satisfaction		0,904	Valid
Personnel Performance		0,889	Valid

Source: Data processed (2025)

Discriminant validity

Discriminant validity in the PLS-SEM approach is generally evaluated using two main methods, namely the Fornell-Larcker criterion

Table 1. Convergent Validity Test

Variable	Item	Outer Loading	Cut Off	Results
Transformational Leadership (X ₁)	X1_1	0,943	0,70	Valid
	X1_2	0,967		
	X1_3	0,966		
	X1_4	0,924		
Work discipline (X ₂)	X2_1	0,960	0,70	Valid
	X2_2	0,975		
	X2_3	0,972		
	X2_4	0,972		
Work Motivation (X ₃)	X3_1	0,951	0,70	Valid
	X3_2	0,974		
	X3_3	0,968		
	X3_4	0,984		
	X3_5	0,975		
Job Satisfaction (Y ₁)	Y1_1	0,957	0,70	Valid
	Y1_2	0,897		
	Y1_3	0,963		
	Y1_4	0,965		
	Y1_5	0,970		
Personnel Performance (Y ₂)	Y2_1	0,911	0,70	Valid
	Y2_2	0,957		
	Y2_3	0,939		
	Y2_4	0,952		
	Y2_5	0,954		

Source: Data processed (2025)

and cross-loading analysis. Both approaches are used to ensure that each latent construct has a clear level of distinction and does not overlap with other constructs in the research model.

Table 3. Discriminant validity

Construct	Work discipline	TLS	Job Satisfaction	Personnel Performance	Work Motivation
Work discipline	0,970				
TLS	0,929	0,950			
Job Satisfaction	0,913	0,922	0,951		
Personnel Performance	0,925	0,916	0,910	0,943	
Work Motivation	0,911	0,910	0,913	0,927	0,971

Source: PLS output, processed

Based on the table above, discriminant validity using the HTMT approach shows that all inter-construct relationship values are below the recommended critical threshold. This indicates that each construct has an adequate level of distinction from one another. Therefore, it can be concluded that the research model has met the criteria for discriminant validity, meaning that each latent variable truly measures a different concept and does not overlap with others.

Composite Reliability (CR)

Table 4. Reliability test

Variable	Cronbach's Alpha	CR	Cut off	Results
TLS	0,964	0,974		
Work discipline	0,979	0,984		
Work Motivation	0,985	0,988	0,60	Reliable
Job Satisfaction	0,973	0,979		
Personnel Performance	0,969	0,976		

Source: Data processed

CR is used as one of the methods to assess the level of internal consistency of a construct in a research model. Ghazali & Latan (2015) stated that a construct can be categorized as reliable if the CR and Cronbach's alpha values exceed the threshold of 0.60. This scale is used to evaluate how much the indicators in a variable can indicate stability and consistency in the measurement of the construct being measured. When the reliability values satisfy

these requirements, then the same indicator is always consistent when the measurement is repeated. Table 4 provides the outcomes of the composite reliability testing of each variable.

The Cronbachs Alpha and CR tests indicate that all the research variables have values >0.60. This result shows that the constructs of TLS, Work Discipline, Work Motivation, Job Satisfaction and Personnel Performance have a very good internal consistency.

Coefficient of Determination (R^2)

The R-Square (R^2), quantifies the extent to which the variance in endogenous latent variables is accounted for by exogenous latent variables within a model. The R^2 value is in the range of 0 to 1, where the value getting closer to 1 indicates the better ability of the model to explain the observed data variation. The calculation of R^2 is performed separately on each latent construct that serves as a dependent variable in the structural model.

Table 5. R^2 and AVE

Variable	R-square (R^2)	AVE
TLS	-	0,903
Work discipline	-	0,940
Work Motivation	-	0,942
Job Satisfaction	0,977	0,904
Personnel Performance	0,988	0,889
Average	0,983	0,916

Source: Data processed

TLS, Work Discipline, and Work Motivation account for 97.7% of the variation in Job Satisfaction, leaving 2.3% influenced by factors not included in the research model. Furthermore, when these variables are

combined with Job Satisfaction, they explain 98.8% of the variation in Personnel Performance, with only 1.2% attributed to other variables outside the model. This exceptionally high R² value demonstrates that the structural model developed has a very strong ability to explain the dependent variables in the study.

Predictive Relevance (Q²)

Predictive relevance (Q²) is used to evaluate the extent to which a model has the ability to predict endogenous latent variables. A positive Q² value indicates that the model has adequate predictive power. The calculation of Q-Square is carried out by comparing the model's predicted results against the actual observed data, where the larger the Q² value, the higher the predictive capability of the model (Hair et al., 2011). The results of the Q² measurement in this study are presented as follows:

$$\begin{aligned}
 Q^2 &= 1-(1-R_1^2) \times (1-R_2^2) \times (1-R_2^2) \\
 &= 1-(1-0,977) \times (1-0,988) \\
 &= 0,9997
 \end{aligned}$$

The Q² value of 0.9997 demonstrates that the model possesses an exceptionally strong predictive ability, with 99.97% of the variability in the endogenous variable being accounted for by the exogenous variables in the constructed model.

Goodness of Fit (GoF)

GoF is an indicator that is taken to determine the suitability of the research model in general. The GoF value is the quality of the integration of the measurement model (outer model) and the structural model (inner model) and, therefore, may be viewed as the overall measure of the feasibility of the model built. The more GoF value obtained, the more the model fits the empirical data used. The calculation of the GoF value is carried out with the following steps:

$$\begin{aligned}
 \text{GoF} &= \sqrt{AVE \times R^2} \\
 &= \sqrt{0,916 \times 0,983} \\
 &= 0,948
 \end{aligned}$$

A Goodness of Fit (GoF) value of 0.948 indicates that the research model has a very high level of conformity with the empirical data. This value suggests that the combination of the measurement model and the structural model has been able to optimally represent the relationships between constructs. Thus, the developed model can be considered very good and suitable for use as a basis in hypothesis testing and drawing research conclusions.

Hypothesis Testing

In this study, hypothesis testing relied on the probability value (p) as a benchmark.

Table 6. Hypothesis Testing

Hypothesis	Variable	Path Coefficient	t-Statistics	p-values	Result
H ₁	TLS → Job Satisfaction	0,143	2,720	0,007	Significant
	Work discipline → Job Satisfaction	0,428	5,034	0,000	Significant
	Work Motivation → Job Satisfaction	0,426	5,110	0,000	Significant
H ₂	TLS → Personnel Performance	0,090	2,362	0,018	Significant
	Work discipline → Personnel Performance	0,207	3,072	0,002	Significant
	Work Motivation → Personnel Performance	0,299	3,886	0,000	Significant
H ₁	Job Satisfaction → Personnel Performance	0,407	5,292	0,000	Significant
H ₄	TLS → Job Satisfaction → Personnel Performance	0,058	2,219	0,027	Significant
	Work discipline → Job Satisfaction → Personnel Performance	0,174	3,527	0,000	Significant
	Work Motivation → Job Satisfaction → Personnel Performance	0,173	4,012	0,000	Significant

Source: Data processed

When the p-value is 0.05 or lower, it signifies a

notable impact of one variable on another. A p-value under 0.05 suggests that the test outcomes are statistically significant, allowing the hypothesis to be accepted.

Hypothesis H1 examines the effects of TLS, Work Discipline and Work Motivation on Job Satisfaction. The findings are good and significant. This implies that, the higher the leadership level, the more the level of job satisfaction. Work Discipline has the biggest impact on Job Satisfaction. This demonstrates that doing what is required, attending work punctually and working continuously are significant in job satisfaction. Job Satisfaction is also aided by Work Motivation. This implies that job satisfaction depends on intrinsic and extrinsic motivation. So, H1 is accepted. Hypothesis H2 demonstrates that the positive influence of TLS, Work Discipline, and Work Motivation on Personnel Performance exist. This validates the fact that leadership assists in enhancing performance. Work Discipline greatly affects Personnel Performance. This implies that discipline results in improved performance. Personnel Performance also is facilitated by Work Motivation. This demonstrates that people who are motivated are better performers. Thus, H2 is accepted. Additional tests indicate that Job Satisfaction has a positive influence on Personnel Performance with a path coefficient of 0.407, t-statistics of 5.292, and p-value of 0.000, which is less than 0.05. This establishes that job satisfaction is relevant in enhancing performance. Thus, H3 is accepted.

Hypothesis H4 looks at how Job Satisfaction affects the link between TLS, Work Discipline, Work Motivation, and Personnel Performance. It shows that Job Satisfaction is important. Personnel Performance is enhanced when TLS enhances Job Satisfaction. The t-statistic is 2.219, and the p-value is 0.027, which is below 0.05. It implies that transformational leadership aids in performance by enabling people to be more satisfied with their jobs. Work Discipline also contributes towards Employee Performance through enhancement of Job Satisfaction. This is why with high job satisfaction, there is improved performance. The same applies to

Work Motivation, which enhances Employee Performance by increasing Job Satisfaction. Thus, H4 is accepted.

DISCUSSION

The Influence of TLS, Work Discipline, and Work Motivation on Job Satisfaction

Job satisfaction is influenced by transformational leadership. Employees are more contented when the leaders apply this style appropriately. The reason is that such leaders motivate, lead by example and are concerned about the needs of their team, making employees feel good about their work. Job satisfaction is also influenced by work discipline. Employees feel satisfied when they are more disciplined. Discipline assists in molding work attitudes and behavior that is in line with the values and objectives of the organization. Another factor is the work motivation. Employees are also satisfied with their jobs when they are more motivated. Motivation brings on positive work attitudes, behavioral and mental. Job satisfaction is paramount in a military organisation such as Kodim 0802/Ponorogo. It has a connection with loyalty, discipline and dedication to responsibilities. Happy workers comply with regulations, are committed, and responsible towards their work.

This paper confirms the results of Ariesni and Asnur (2021) and Nurimansjah (2023), who state that good discipline enhances job satisfaction. It further coincides with a study by Basyid (2024) and Norkhalisah et al. (2024) that established that motivation enhances job satisfaction. In disciplined settings, workers feel appreciated, there are clear instructions and they do their duties. Therefore, enhancing discipline in Kodim 0802/Ponorogo will be critical in enhancing work satisfaction and guaranteeing continuity in performance.

The Influence of TLS, Work Discipline, and Work Motivation on the Performance of Kodim 0802 Ponorogo Personnel

Transformational leadership affects how well people perform. When leaders use this style, people tend to perform better. Leaders do more than just manage tasks; they also influence how well their team members do.

Discipline also affects performance. More discipline leads to better performance. Discipline keeps work organized and consistent with company goals. Motivation at work boosts performance too. More motivation means better results. It drives people to do their best according to company needs. In a military unit like Kodim 0802/Ponorogo, performance includes not just physical output but also timeliness, discipline, following orders, and dedication to duties. Leadership style greatly affects how well people perform in this unit. Here, motivation is tied to personal needs and values like service, responsibility, and commitment to duties and the institution.

This study supports findings by Ramadhani & Indawati (2021), Hidayat et al. (2020), Hassanah (2023), and Pangestuti and Sari (2025), showing that transformational leadership improves performance. Research by Ariesni & Asnur (2021), Nurimansjah (2023), and Ananda and Hadi (2023) shows that discipline boosts employee performance. Studies by Norkhalisah et al. (2024), Basyid (2024), and Pangestuti & Sari (2025) confirm that motivation positively affects performance. Motivated people work better, more productively, and responsibly.

The Influence of Job Satisfaction on the Performance of Personnel at Kodim 0802 Ponorogo

Job satisfaction affects personal performance, which means that the higher the level of job satisfaction felt by personnel, the better the performance demonstrated in carrying out tasks. Job satisfaction is an important psychological factor that influences personnel's attitudes, behavior, and commitment to the organization. Job satisfaction in a military setting such as Kodim 0802/Ponorogo is influenced not only by financial but also by non-financial factors such as performance appreciation, pride in the team and the proportion of work to the type of reward obtained. These factors are significant in influencing the favorable attitude of personnel towards their work. The findings of this study are in line with the results of research by Hassanah (2023) and Ananda and Hadi (2023) which state that job satisfaction has a positive and significant effect on employee

performance. The more people are satisfied with their work the more they will be intrinsically motivated to work to best.

The Influence of TLS, Work Discipline, and Work Motivation on Personnel Performance through Job Satisfaction

Transformational style of leadership influences personal performance due to job satisfaction, i.e. transformational leaders not only promote direct performance improvement, but initially influence the positive attitude of people towards their jobs, which is then translated to the quality and quantity of performance improvement. Transformational leaders who make the situation conducive to job satisfaction are of strategic importance in the context of military organizations like Kodim 0802/Ponorogo. Satisfied personnel tend to be more responsive to leadership directions, highly loyal, and mentally prepared to perform official responsibilities which involve discipline and sacrifice. The aspect of job satisfaction is what serves as an intermediary between the leadership values and the actual behavior in the field.

These findings correlate with the findings of Hidayat et al. (2020), Ramadhani and Indawati (2021), and Hassanah (2023), who demonstrated that transformational leadership enhances the individual performance in organizations. The initiatives to reinforce transformational leadership emphasizing exemplary behavior, inspiration and attention to personnel will generate high job satisfaction, which will eventually lead to optimal and sustainable personnel performance.

Work discipline also influences individual performance with job satisfaction implying that an adequate level of discipline not only influences performance directly but also initially influences the positive attitude towards work that consequently stimulates the best performance change. Work discipline ensures that the personnel feel safe in their work as they are sure that there are rules and that there is fairness in the implementation of sanctions or rewards. With a strong but fair enforcement of regulations, the personnel would perceive the organization as a

professional and reliable system. High work discipline in the Kodim 0802/Ponorogo environment enhances job satisfaction since the personnel knows what is expected to be done, when it has to be done and the implications of any action. This assurance produces a sense of accountability, pride in the unit and the feeling that performance is assessed in an objective manner. Job satisfaction formed from good discipline will encourage personnel to work more focused and with full dedication.

These findings are in line with the research of Ariesni & Asnur (2021) and Nurimansjah (2023), which stated that work discipline has a positive effect on job satisfaction. Discipline applied consistently creates satisfaction because individuals feel they have a clear work direction and fair treatment. The implementation of work discipline oriented toward awareness, fairness, and responsibility will increase the job satisfaction of Kodim 0802/Ponorogo personnel, which ultimately impacts the continuous and professional improvement of performance.

Work motivation affects personal performance through job satisfaction, which means that job satisfaction functions as a psychological mechanism that bridges personnel's work drive with the performance achieved. High motivation does not automatically improve performance if it is not accompanied by a sense of satisfaction with the work. Thus, job satisfaction emerges as a major factor transforming the sense of inner motivation into quality and productive work behavior. In a military setting such as Kodim 0802/Ponorogo, material incentives are not the only things that motivate workers, but the sense of security, the pride of being a soldier and the sense of commitment to the country. This motivation develops a favorable attitude towards work performed.

This finding is supported by the findings of Norkhalisah et al. (2024) and Basyid (2024), which indicate a positive impact of work motivation on job satisfaction. Moreover, the study conducted by Pangestuti and Sari (2025) has validated that highly motivated people will

be able to perform optimally. Thus, job satisfaction plays a strategic role in strengthening the influence of work motivation on personal performance. The increase in work motivation accompanied by the creation of working conditions that support satisfaction will result in personnel of Kodim 0802/Ponorogo achieving more professional, consistent performance that is oriented towards the sustainable achievement of organizational tasks.

Conclusion

TLS, work discipline, and work motivation have a positive and significant effect on the job satisfaction of personnel at Kodim 0802/Ponorogo. Leaders who are able to set an example, consistently enforce discipline, and encourage healthy work motivation will create positive feelings among personnel towards their work. Job satisfaction arises because personnel feel valued, secure, and have good working relationships within the unit.

The impact of TLS, work discipline and work motivation on personnel performance are positive and significant. Inspirational leadership motivates people to perform beyond the set standards, work discipline brings order in performance of tasks and work motivation fosters enthusiasm and hard work in performing a task. These three variables have direct implications on the quality improvement, quantity improvement, timely improvement, cooperation improvement and responsibility improvement of personnel.

The performance of the personnel of Kodim 0802/Ponorogo is positively and significantly influenced by job satisfaction. Satisfied personnel will be more committed and cooperative in performing state tasks and be more responsible. Job satisfaction is a psychological factor that enhances positive attitudes and work behaviors in the military environment.

Job satisfaction plays a mediating role in how TLS, work discipline, and work motivation influence personnel performance. This suggests that the positive impact of these factors on performance is contingent upon

personnel experiencing job satisfaction. It indicates that enhancing personnel performance relies not only on leadership, adherence to rules, and motivation but also significantly on the psychological state and positive attitudes of personnel towards their work.

Suggestions

Ideally, the results of this study contribute to the Transformational Leadership Theory and Motivation Theory in the military life and also emphasize the role of job satisfaction as a mediating variable in the improvement of personnel performance. The study finds that transformational leadership has both positive and negative impacts on performance in the sense that it builds job satisfaction in the staff.

The Commander of Kodim 0802/Ponorogo should incorporate both transformational and transactional leadership patterns as a leadership style across the ranks, both staff and in the Koramil. Provide a good example of conduct, motivation skills, and care of the needs and possibilities of the personnel. Leaders will serve as not only command controllers who give orders but also as mentors, directors and inspirers of their execution in order to accomplish the following: establish loyalty, commitment and enthusiasm among personnel to complete official tasks and territorial development.

It is recommended that they need to enlarge this research model to incorporate more variables that are relevant such as organization culture, organization commitment and job well-being with an aim of obtaining a more holistic view of the variables that determine personnel satisfaction and performance especially in the military organizations.

Limitations

This research has various limitations that must be taken into account when decoding the results. To begin with, quantitative approach, involving self-reported questionnaires, can lead to the subjective bias such as social desirability bias. Second, the research was done in one military unit (Kodim 0802/Ponorogo), and this might not be representative of other

military or non-military organizational settings. Third, the model does not consider other important factors like organizational culture, compensation and work environment, and only covers transformational leadership, work discipline, work motivation and job satisfaction. Fourth, the cross-sectional design does not allow the ability to capture dynamics of behavior over time. Lastly, PLS-SEM is more focused on prediction relationships as opposed to in-depth causal study.

Future Research

In any future study, it is suggested to widen the area of the study to more military units or other areas of organizations in order to enhance generalization. More variables should be used in the study (organizational culture, leadership styles, and work environment) to create a more comprehensive model. Mixed methods are also recommended to elicit more in-depth understanding and minimize bias on responses. Furthermore, longitudinal designs are advisable because they will capture changes as time goes by and enhance causal interpretations. Future studies can also use other methods of analysis, e.g., covariance-based SEM (CB-SEM) or multigroup analysis to examine the robustness of the model in new settings.

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