

The Role of Work Motivation as a Mediator in the Influence of Transformational Leadership and Work Discipline on Employee Performance in the Culinary Industry of Ayam Betutu in Kuta, Bali

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ARTICLE INFO

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

Received : 18, March

Revised : 19, April

Accepted: 20, May

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ABSTRACT

In the culinary industry, competition positioning often involves following competitors closely, focusing on their strategies and actions. This study examines how Work Motivation mediates the influence of Transformational Leadership and Work Discipline on Employee Performance in culinary industry of ayam betutu in Kuta, Bali, using a sample of 75 individuals. Data was collected through surveys and analyzed using Partial Least Squares (PLS). Findings reveal that while Transformational Leadership significantly influences Work Motivation, its impact on Employee Performance is nonsignificant. Work Discipline positively and significantly affects both Work Motivation and Employee Performance. However, Work Motivation does not mediate the relationship between Transformational Leadership or Work Discipline and Employee Performance.

INTRODUCTION

The Creative Industry's development in Indonesia has shown continuous growth over the years, as revealed by Ashary (2019). Currently, one sector experiencing rapid growth is the culinary industry, considered a relatively new creative endeavor. Positive indications are observed concerning culinary tourism development in Bali Province, highlighted by BPS Provinsi Bali, recording 287,398 direct tourist visits to Bali in 2022 (BPS Provinsi Bali, 2023). It's noteworthy that Bali's culinary tourism development not only benefits the tourism sector but also positively impacts the local economy. Utilizing local ingredients not only supports environmental sustainability but also creates authentic flavors favored by locals. Thus, it's concluded that the synergy between creative industry growth, particularly in the culinary sector, and enhanced human resource performance has broad positive impacts, not only at the business level but also at the societal and economic levels. Competitive positioning in the culinary industry can be identified as a market follower, focusing more on competitors' actions and strategies, thereby imitating or following their footsteps, hence the importance of enhancing inter-business competitive performance. According to Yogatama (2022), human resource (HR) plays a crucial role in the tourism context. HR in these restaurants isn't just task executors but essential driving forces, determining competitiveness and the quality of tourism experiences provided to customers. Therefore, in facing stiff competition in Bali's culinary industry, human resource development strategies become the key to these restaurants' success in maintaining and enhancing their positions in this dynamic culinary market.

The study was conducted in Kuta, Badung Regency, chosen because it's the most visited area by both domestic and foreign tourists. There are numerous ayam betutu restaurants in the area, but the researcher selected eight samples: Ibu Mira, Ibu Lina, Dolar, Ajik, Mek Tut, Men Tempeh, Pak Man, and Ibu Nia. These were chosen as they are considered market followers and believed capable of addressing the research issues. Based on initial surveys of these eight restaurants, several issues regarding employee performance were identified, particularly related to sales levels not meeting set targets. Observations and interviews revealed leadership issues, such as leaders not being exemplary to employees, ineffective guidance when employees encounter problems, leaders failing to listen to employee complaints, difficulty in resolving company issues, inability to motivate employees, and failure to instill trust in subordinates to carry out tasks.

Aside from discipline and leadership factors, employees also encounter issues related to work motivation. These issues include peer-related concerns, where a gap between senior and new employees creates friction, and job-related challenges, where work monotony results in boredom, slow task completion, an inability to set targets, a lack of self-improvement, and difficulties adapting to new methods and creative ideas when performing tasks assigned by superiors. Employee performance represents more than mere task completion; it serves as the cornerstone of organizational success. As outlined by Qustolani (2018), it encompasses the outcomes derived from adhering to company regulations. This

sentiment is echoed by Dewi and Surya (2021), who emphasize its pivotal role and assert its direct correlation with organizational effectiveness and triumph. Pariesti et al. (2022) further elaborate on this concept, proposing a comprehensive set of performance indicators, including work quality, timeliness, cost-effectiveness, autonomy, and dedication.

Transformational leadership is not just about giving instructions; it's about inspiring trust, instilling pride, fostering loyalty, and commanding respect. Suwatno (2019) highlights its ability to motivate employees to surpass expectations. This assertion is corroborated by various studies, including those by Pratiwi & Wimba (2021) on Sisterfields Café Seminyak staff, Nursolihat & Abadi (2022) on manufacturing employees in Indonesia, and Veliando & Yanuar (2021) on CV. Prima Ujaya Snack's employees, along with Indrayanto's (2018) research on civil servants in Banyumas Regency. Similarly, work motivation plays a pivotal role in enhancing employee performance (Afriyanti, 2019). Drawing from David McClelland's achievement motivation theory, this study delves into the three fundamental needs – achievement, affiliation, and power – that drive motivation (Pratama et al., 2022). Previous studies have consistently demonstrated the positive and significant impact of transformational leadership on employee motivation. For instance, Putra & Sudibya (2019) observed this phenomenon among Spazzio Kuta Bali hotel employees, Ouakouak et al. (2020) among public sector workers in Kuwait, Li et al. (2020) among industry professionals in China, Digdowiseiso & Seftia (2021) among Pertamina Upstream Data Center (Pudc) staff, Fikri & Prastyani (2021) among PT. Duta Nichirindo Pratama employees.

Discipline embodies an individual's conscientiousness and readiness to adhere to service regulations and societal norms (Lubis et al., 2019). Past research consistently underscores the positive and significant impact of work discipline on employee performance. For instance, studies by Indrayanto (2018) on civil servants in Banyumas Regency, Tyas & Sunuharyo (2018) on employees of PT. Pertamina (Persero) Refinery Unit IV Cilacap, Afriyanti (2019) on PT. Unimax Traktor Indonesia employees, Purnawijaya (2019) on employees of 27 Kedai in Surabaya, and Yulandri & Onsardi (2020) on PT (SBS) Sinar Bengkulu employees all corroborate this finding. Prior research consistently demonstrates the profound influence of work discipline on motivation. Studies by Arifa & Mushin (2018) among Village Device employees in Demak Regency, Siagian (2018) among PT. Cahaya Pulau Pura employees in Batam City, Afriyanti (2019) among PT. Unimax Traktor Indonesia employees, Yulandri & Onsardi (2020) among PT (SBS) Sinar Bengkulu employees, and Digdowiseiso & Seftia (2021) among Pertamina Upstream Data Center (Pudc) employees all underline this association.

Moreover, preceding investigations reveal the tangible impact of work motivation on employee performance. Indrayanto (2018) found this correlation among Banyumas Regency civil servants, Afriyanti (2019) among PT. Unimax Traktor Indonesia employees, Rinando & Rahardjo (2019) among PT. Besttolow System Tangerang employees, Martha et al. (2021) among PT. Gersindo Minang employees, and Veliando & Yanuar (2021) among CV. Prima Ujaya Snack's

employees. Based on the outlined background issues, further research is necessary, titled "The Role of Work Motivation as a Mediator in the Influence of Transformational Leadership and Work Discipline on Employee Performance in the Culinary Industry of Ayam Betutu in Kuta, Bali."

LITERATURE REVIEW

Employee Performance

Performance refers to the results attained by an organization, irrespective of whether it operates for profit or non-profit, within a defined timeframe (Fahmi, 2018: 127). Purnamasari et al. (2019) state that employee performance is the result of specific job processes carried out deliberately by employees at the designated time and place within the relevant organization. Performance refers to the personnel's work outcomes within an organization. Dewi & Surya (2021) utilized five indicators to measure employee performance, namely: Quantity, Quality, Timeliness, Cost-effectiveness, and Interpersonal Impact.

Transformational Leadership

Lubis et al. (2019) delineate four leadership traits: intelligence, maturity and social relationship flexibility, self-motivation and achievement orientation, and human relationship attitudes. Transformational leaders can unite all subordinates and alter their beliefs, attitudes, and personal goals to achieve objectives, even surpassing predefined goals. Rinando & Rahardjo (2019) developed four criteria for evaluating transformational leadership: Idealized Influence, Individualized Consideration, Inspirational Motivation, and Intellectual Stimulation. Research conducted by Pratiwi & Wimba (2021) on Sisterfields Café Seminyak employees, Nursolihat & Abadi (2022) on manufacturing company employees in Indonesia, and Veliando & Yanuar (2021) on CV. Prima Ujaya Snack's employees, as well as Indrayanto's (2018) study on civil servants in Banyumas Regency, indicates a positive and significant impact of transformational leadership on employee performance.

H1: Transformational leadership has a positive and significant impact on employee performance.

H2: Transformational leadership has a positive and significant impact on work motivation.

Work Discipline

Lubis et al. (2019) assert that discipline entails an individual's awareness and willingness to comply with all service regulations and societal norms. It involves mental training and character development to ensure adherence to rules and regulations. Work discipline encompasses behaviors that mutually respect and honor, and comply with both written and unwritten regulations set forth by the company, along with the willingness to accept sanctions when rules are violated. In their study, Purnamasari et al. (2019) employ four indicators of work discipline: punctuality, output volume and distribution, compliance with directions and improvements, and adherence to regulations. Previous research, such as that by Indrayanto (2018) on civil servants in Banyumas Regency, Tyas & Sunuharyo (2018) on employees of PT. Pertamina (Persero) Refinery Unit IV

Cilacap, Afriyanti (2019) on employees of PT. Unimax Traktor Indonesia, Purnawijaya (2019) on employees of 27 Kedai in Surabaya, and Yulandri & Onsardi (2020) on employees of PT (SBS) Sinar Bengkulu, demonstrates the positive and significant impact of work discipline on employee performance.

H3: Work discipline has a positive and significant impact on employee performance.

H4: Work discipline has a positive and significant impact on work motivation.

Work Motivation

Widyawati (2021) posits that motivation stems from an employee's attitude towards work situations and drives them towards organizational goals. An organization's success is contingent upon the optimal utilization of human resources, particularly its employees. Therefore, organizations must be cognizant of techniques that can be employed to maintain sustainability. Kristinae (2018) delineates the elements of work motivation as behavioral direction, effort level, and persistence. In their research, Lubis et al. (2019) utilize five indicators to measure employee work motivation: physiological needs, need for security, need for ownership, need for recognition, and need for self-actualization. Previous studies by Indrayanto (2018) on civil servants in Banyumas Regency, Afriyanti (2019) on employees of PT. Unimax Traktor Indonesia, Rinando & Rahardjo (2019) on employees of PT Besttolow System Tangerang, Martha et al. (2021) on employees of PT. Gersindo Minang, and Veliando & Yanuar (2021) on employees of CV. Prima Ujaya Snack's, indicate the positive and significant impact of work motivation on employee performance.

H5: Work motivation has a positive and significant impact on employee performance.

H6: Motivation mediates the relationship between transformational leadership and employee performance.

H7: Motivation mediates the relationship between work discipline and employee performance.

The conceptual framework of the study is depicted as follows.

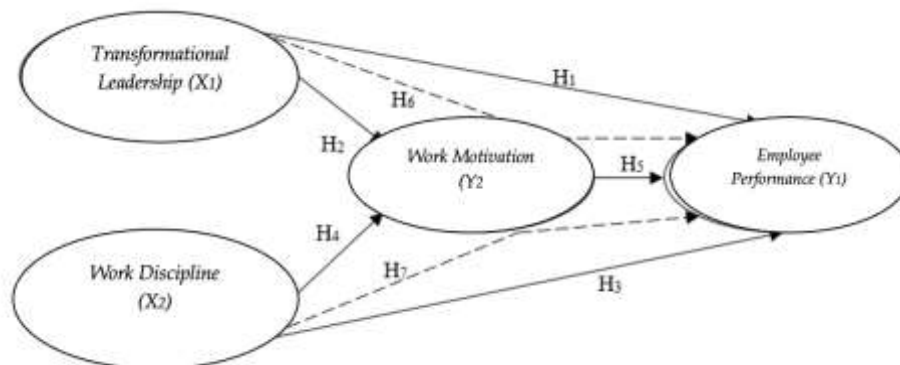


Figure 1. Conceptual Framework

METHODOLOGY

This study was conducted in the culinary industry of ayam betutu in Kuta, Bali. The object of this research is to examine how work motivation influences transformational leadership and work discipline on employee performance. Sample determination in this study utilized a census method with stratified random sampling technique. The total number of samples in this research amounted to 75 respondents. The data collection method employed in this study involved survey techniques, conducted through interviews using questionnaires and analyzed using Partial Least Squares (PLS).

RESEARCH RESULT AND DISCUSSION

Validity and Reliability Test

The validity test results are shown in Table 1 which shows that all indicators meet the validity requirements based on the discriminant validity criteria, namely the outer loading value > 0.60 and statistically significant.

Table 1. Validity Test Results

Construct	Indicator / Item	P value	Loading factor
Transformational leadership (X1)	X1.1 <- Leaders in the culinary industry of ayam betutu in Kuta Badung have charismatic traits	0.000	0,809
	X1.2 <- The leader of the culinary industry of ayam betutu in Kuta Badung will be an idea or inspiration in the eyes of his employees	0.000	0,863
	X1.3 <- The leader of the culinary industry of ayam betutu in Kuta Badung is able to influence and direct his followers through an awareness approach.	0.000	0,865
	X1.4 <- The leaders of the culinary industry of ayam betutu in Kuta Badung always pay attention to the needs and potentials of employees.	0.000	0,848
Work discipline (X2)	X2.1 <- Employees always arrive on time	0.000	0.778
	X2.2 <- Employees always look neat and polite	0.000	0.876
	X2.3 <- Employees always use work equipment and tools in accordance with the SOP.	0.000	0.880

Construct	Indicator / Item	P value	Loading factor
	X2.4 <- Employees always work according to their respective functions and duties	0.000	0.818
	X2.5 <- Employees have a sense of responsibility at work	0.000	0.879
Employee performance (Y1)	Y1.1 <- Employees are able to work beyond the targets set by the company.	0.000	0,703
	Y1.2 <- Employees are able to complete work perfectly.	0.001	0.610
	Y1.3 <- Employees are able to maximize working time properly when doing work.	0.000	0.668
	Y1.4 <- Employees are able to make maximum use of the resources available in the company.	0.000	0.754
	Y1.5 <- Employees are able to communicate well with superiors.	0.000	0.699
	Y1.6 <- Employees are able to communicate well with other employees.	0.000	0.814
Work motivation (Y2)	Y2.1 <- The desire to complete work and obedience to regulations	0.000	0.835
	Y2.2 <- Seriousness in work and desire to be better than before	0.000	0.875
	Y2.3 <- Desire to develop skills and advance the company	0.000	0.841
	Y2.4 <- Persistence in working despite unfavorable environment	0.020	0.501

The reliability assessment outcomes presented in Table 2 reveal that the composite reliability and Cronbach's alpha coefficients for each construct surpass the threshold of 0.70. Specifically, the transformational leadership construct exhibits composite reliability and Cronbach's alpha coefficients of 0.882 and 0.833, respectively. Similarly, the work discipline construct demonstrates a composite reliability coefficient and Cronbach's alpha of 0.927 and 0.904, respectively. Moreover, the employee performance construct attains composite reliability and Cronbach's alpha coefficients of 0.853 and 0.801, respectively. Lastly, the work motivation construct displays composite reliability and Cronbach's alpha coefficients of 0.765 and 0.839, respectively.

Table 2. Reliability Test Results

Variables	Cronbach's Alpha
Transformational Leadership	0.833
Work Discipline	0.904
Employee Performance	0.801
Work Motivation	0.765

Hypothesis Test

Transformational leadership shows a positive influence of 0.198 on employee performance, but this association lacks significance ($0.126 > 0.05$), with the t-statistic value being less than 1.96, specifically 1.531. Transformational leadership demonstrates a positive influence of 0.399 on work motivation, with a significant relationship ($0.005 < 0.05$), and a t-statistic value greater than 1.96, namely 2.823. Work discipline exhibits a positive influence of 0.343 on employee performance, which is statistically significant ($0.006 < 0.05$), with the t-statistic value exceeding 1.96, specifically 2.884. Work motivation presents a positive influence of 0.366 on employee performance, signifying a significant relationship ($0.050 < 0.05$), and a t-statistic value greater than 1.96, specifically 1.965. Furthermore, work motivation demonstrates a positive influence of 0.343 on employee performance, with a significant relationship ($0.006 < 0.05$), and a t-statistic value greater than 1.96, specifically 2.758. Transformational leadership through work motivation reveals a positive influence of 0.146, yet this link lacks significance ($0.072 > 0.05$) concerning employee performance. This suggests that work motivation does not act as a mediator in the association between the impact of transformational leadership and employee performance. Similarly, work discipline through work motivation indicates a positive influence of 0.092, but this relationship lacks significance ($0.129 > 0.05$) concerning employee performance. This implies that work motivation does not mediate the relationship between the impact of work discipline and employee performance.

The R-squared value for employee performance is 0.492, indicating a moderate model. This means that transformational leadership, work discipline, and work motivation can only explain 49.2% of employee performance variance, while the remaining 50.8% is explained by other variables outside the analyzed model. The work motivation variable has an R-squared value of 0.282, indicating a weak model. This means that transformational leadership and work discipline can only explain 28.2% of employee performance variance, while the remaining 71.8% is explained by variables outside the analyzed model. Based on these results, Q2 is 0.635, indicating a strong criterion, meaning that 63.5% of the endogenous construct variation can be predicted by the exogenous construct variation.

Table 3. Hypothesis Test Results

Construct	Path Coefficient	P value	Description
X1 -> Y1	0.198	0.126	Not Significant
X1 -> Y2	0.399	0.005	Significant
X2 -> Y1	0.343	0.004	Significant
X2 -> Y2	0.253	0.050	Significant
Y2 -> Y1	0.366	0.006	Significant
X1 -> Y2 -> Y1	0.146	0.072	Not Significant

X2 -> Y2 -> Y1	0.092	0.129	Not Significant
R ² Employee Performance: 0,492			
R ² Work Motivation: 0,282			
Q ² : 0,635			

DISCUSSION

The Influence of Transformational Leadership on Employee Performance in the Culinary Industry of Ayam Betutu in Kuta, Bali

According to the analysis examining the impact of transformational leadership on employee performance, it is evident that transformational leadership positively affects employee performance. However, the relationship between the two is not statistically significant. This implies that while better transformational leadership leads to enhanced employee performance, the degree of improvement is not considered significant. According to the analysis results, transformational leadership, reflected by the indicator of inspiring ideas or inspiration among employees in the culinary industry of ayam betutu in Kuta Badung, has the highest loading factor value. This indicates that this indicator is capable of improving employee performance. However, this research found a nonsignificant relationship, which is attributed to the respondents' answers. In fact, based on the respondents' descriptions of transformational leadership, it has an average good score, thus not significantly impacting employee performance. Previous research by Indrayanto (2018) has proven that transformational leadership has a positive and significant effect on civil servants in Banyumas Regency. Pratiwi & Wimba (2021) demonstrated that transformational leadership has a positive and significant effect on the performance of employees at Sisterfields Café Seminyak. Veliando & Yanuar (2021) showed that transformational leadership has a positive and significant effect on the performance of employees at CV. Prima Ujaya Snack's. Nursolihat & Abadi (2022) proved that transformational leadership has a positive and significant effect on the performance of employees in manufacturing companies in Indonesia.

The Influence of Transformational Leadership on Work Motivation in the Culinary Industry of Ayam Betutu in Kuta, Bali

Based on the analysis testing the influence of transformational leadership on work motivation, it is found that transformational leadership has a positive and significant effect on work motivation. This means that the better the transformational leadership, the higher the work motivation. According to the analysis results, in the indicator of transformational leadership, the leaders in the culinary industry of ayam betutu in Kuta Badung consistently pay attention to the needs and potentials of their employees, scoring the highest average score. Additionally, in the indicator of inspiring ideas or inspiration among employees in the culinary industry of ayam betutu in Kuta Badung, they have the highest loading factor value. This indicates that these indicators are the most capable of enhancing work motivation in the culinary industry of ayam betutu in Kuta Badung. This suggests that the leaders acknowledge the importance of addressing the needs of individuals working for them. This could mean providing opportunities to take on additional responsibilities, offering training to enhance skills, or providing support in achieving their career goals

The Influence of Work Discipline on Employee Performance in the Culinary Industry of Ayam Betutu in Kuta Bali

Based on the analysis of testing regarding the influence of work discipline on employee performance, it is evident that work discipline has a positive and significant impact on employee performance. This implies that better work discipline leads to improved employee performance. According to the analysis, in the indicator of work discipline, employees demonstrating a sense of responsibility in their work exhibit the highest average scores. This indicates that this indicator is most capable of enhancing employee performance in the culinary industry of ayam betutu in Kuta Badung. It means that employees who exhibit a sense of responsibility will arrive at work on time, adhere to company rules, complete their tasks within the designated deadlines, and work according to standard operating procedures (SOPs). They will actively seek ways to improve their performance or make positive contributions to the company, even without direct guidance from superiors. Goal-setting theory and work discipline are closely related in the context of employee performance. Clear and measurable goal setting helps establish specific expectations for employee performance. Clearly defined goals provide a strong foundation for employees to manage their time, resources, and efforts more disciplinedly to achieve those goals. Thus, goal setting and work discipline complement each other in creating a productive and efficient work environment. Leaders and managers can play a crucial role in facilitating both by providing clear direction, supporting employees in goal achievement, providing constructive feedback, and fostering a work culture that values discipline and achievement. These analysis results align with statements made by Indrayanto (2018), demonstrating that work discipline has a positive and significant impact on the performance of civil servants in the Banyumas Regency. Tyas & Sunuharyo (2018) show that work discipline has a positive and significant impact on the performance of employees at PT. Pertamina (Persero) Refinery Unit IV Cilacap. Afriyanti (2019) proves that work discipline has a positive and significant impact on the performance of employees at PT. Unimax Traktor Indonesia. Purnawijaya (2019) demonstrates that work discipline has a positive and significant impact on the performance of employees at 27 Kedai in Surabaya. Yulandri & Onsardi (2020) show that work discipline has a positive and significant impact on the performance of employees at PT (SBS) Sinar Bengkulu.

The Influence of Work Discipline on Work Motivation in the Culinary Industry of Ayam Betutu in Kuta Bali

Based on the analysis of testing regarding the influence of work discipline on work motivation, it is evident that work discipline has a positive and significant impact on work motivation. This implies that better work discipline leads to increased work motivation. According to the analysis, in the indicator of work discipline, employees demonstrating a sense of responsibility in their work exhibit the highest average scores, and in the indicator of employees always using equipment and tools according to SOPs, the outer loading value is the highest. This indicates that these indicators are most capable of enhancing employee performance in the culinary industry of ayam betutu in Kuta Badung. It means

that employees who exhibit a sense of responsibility will arrive at work on time, adhere to company rules, and complete their tasks within the designated deadlines. They will actively seek ways to improve their performance or make positive contributions to the company, even without direct guidance from superiors. Goal setting theory and work discipline have a close relationship with employee work motivation. Clear and measurable goals help employees focus on tasks that need to be completed. By knowing what needs to be achieved, employees are more likely to actively engage in their work. This can enhance intrinsic motivation because employees feel they have meaningful goals relevant to their work. Thus, goal setting and work discipline play a crucial role in enhancing employee work motivation. Leaders and managers can leverage this concept by providing clear goals, supporting employees in overcoming obstacles, providing constructive feedback, and fostering a work culture that encourages consistency and good performance.

These analysis results align with statements made by Arifa & Mushin (2018), demonstrating that work discipline has a positive and significant impact on the work motivation of village apparatus employees in the Demak Regency. Siagian (2018) proves that work discipline has a positive and significant impact on the work motivation of employees at PT. Cahaya Pulau Pura in Batam City. Afriyanti (2019) demonstrates that work discipline has a positive and significant impact on the work motivation of employees at PT. Unimax Traktor Indonesia. Yulandri & Onsardi (2020) show that work discipline has a positive and significant impact on the work motivation of employees at PT (SBS) Sinar Bengkulu. Digdowiseiso & Seftia (2021) prove that work discipline has a positive and significant impact on the work motivation of employees at Pertamina Upstream Data Center (PUDC).

The Influence of Work Motivation on Employee Performance in the Culinary Industry of Ayam Betutu in Kuta Bali

Following an examination of the assessments concerning the correlation between work motivation and employee performance, it becomes apparent that work motivation substantially and positively affects employee performance. This implies that higher work motivation leads to increased employee performance. According to the analysis, in the indicator of work motivation, seriousness in work and the desire to improve from previous performance exhibit the highest average scores. This indicates that these indicators are most capable of enhancing employee performance in the culinary industry of ayam betutu in Kuta Badung. It means that employees who are serious will take the initiative to seek opportunities for learning and development, whether through training, special projects, or new experiences that can enhance their skills and knowledge. Serious employees will continually seek opportunities to enhance their skills and knowledge, both through formal training and self-learning. They may also take the initiative to share their knowledge and experiences with colleagues. The relationship between goal-setting theory and work motivation on employee performance is very close and mutually influential; clear goal setting helps direct employees' attention and energy towards tasks that support the achievement of those goals. When employees have specific and measurable goals, they are more motivated to allocate

their time and effort effectively to achieve those goals. Thus, good goal setting can be a key driver of employee work motivation. Leaders and managers need to understand the importance of setting specific, measurable, and challenging goals, as well as providing appropriate support, feedback, and recognition to sustain and enhance employee motivation continuously.

These findings are consistent with assertions made by Indrayanto (2018), who illustrate that adherence to work discipline significantly and positively influences the work motivation of civil servants in Banyumas Regency. Additionally, Afriyanti (2019) provides evidence that work discipline has a noteworthy and beneficial impact on the work motivation of employees at PT. Unimax Traktor Indonesia. Furthermore, Rinando & Rahardjo (2019) demonstrate a similar positive correlation between work discipline and work motivation among employees at PT Besttolow System Tangerang. Similarly, Martha et al. (2021) substantiate the positive and significant impact of work discipline on the work motivation of employees at PT. Gersindo Minang. Likewise, Veliando & Yanuar (2021) indicate that work discipline has a significant and favorable effect on the work motivation of employees at CV. Prima Ujaya Snack's.

The Role of Work Motivation in Mediating the Influence of Transformational Leadership on Employee Performance in the Culinary Industry of Ayam Betutu in Kuta Bali

Based on the analysis of testing regarding the influence of transformational leadership through work motivation on employee performance, it is observed that the predicted estimation of the interaction effect is 0.146. However, this relationship is not significant, being smaller than the direct prediction of the relationship between transformational leadership and employee performance, which is 0.478. Thus, it can be stated that the work motivation construct does not mediate the relationship between transformational leadership and employee performance. This implies that work motivation alone cannot fully explain how transformational leadership influences employee performance; there are other factors at play. Other unexamined factors in this study appear to be more dominant in influencing employee performance than work motivation. This result suggests that other aspects of organizational dynamics need further exploration to understand how transformational leadership can directly impact employee performance. Motivation is reflected in employees' willingness to complete tasks and adhere to regulations. Based on respondents' answers, overall work motivation criteria are considered good, but improvement is needed in terms of completing tasks and adhering to regulations. The non-significant indirect relationship indicates issues with completing tasks and adhering to regulations. When leadership fails to influence its employees through awareness approaches, employee motivation tends to be less effective. Effective leadership involves delegating authority, such as nurturing leaders within the organization and assigning tasks to subordinates. The better the transformational leadership coupled with providing motivation to employees, the higher the employee performance.

These findings are in opposition to the claims made by Novita et al. (2022), who provided evidence that work motivation acts as a mediating factor in the impact

of transformational leadership on the performance of school employees. Similarly, Hamzah & Harwoko (2020) presented evidence supporting the idea that work motivation serves as a mediating mechanism in the relationship between transformational leadership and the performance of junior high school employees in Malang Regency.

The Role of Work Motivation in Mediating the Influence of Work Discipline on Employee Performance in the Culinary Industry of Ayam Betutu in Kuta Bali

Based on the analysis of testing regarding the influence of work discipline through work motivation on employee performance, it is observed that the predicted estimation of the interaction effect is 0.092. This is positively smaller than the direct prediction of the relationship between work discipline and employee performance, which is 0.360. Hence, it can be stated that the work motivation construct does not mediate the relationship between work discipline and employee performance. This implies that work motivation alone cannot fully explain how the work discipline variable can influence employee performance; there are other factors at play. The non-significance of the indirect influence is based on indicators of the work discipline variable, namely employees always maintaining neat and courteous appearances, which have the lowest average scores. This indicates that this indicator has not been able to enhance employee performance in the culinary industry of ayam betutu in Kuta Badung. Similarly, indicators of the work motivation variable, such as persistence in working despite an unsupportive environment, also have the lowest average scores, indicating that this indicator has not been able to enhance employee performance in the culinary industry of ayam betutu in Kuta Badung.

These analysis results contradict statements made by (Lubis et al., 2019), who demonstrated that work motivation mediates the influence of transformational leadership on employee performance at the Malang Regency Department of Industry and Trade (DPMPTSP). Jufrizen (2021) proved that work motivation mediates the influence of transformational leadership on employee performance at PT Perkebunan Nusantara III (Persero) Medan. Rohmah (2021) proved that work motivation mediates the influence of transformational leadership on employee performance at BAPEDA Jawa Tengah.

CONCLUSIONS AND RECOMMENDATIONS

Positioning in the culinary industry can be identified as being a market follower, which focuses more on observing the actions and strategies of competitors and imitating or following their footsteps, thus it is crucial to enhance competitive performance among businesses. This research aims to analyze the influence of the mediating role of work motivation on the impact of transformational leadership and work discipline on employee performance in the culinary industry of ayam betutu in Kuta Bali. The sample consisted of 75 individuals. Data collection method utilized a survey approach, with the research instrument being a questionnaire. The analytical technique employed to address the hypotheses was inferential analysis using Partial Least Squares (PLS). The study's results suggest that while transformational leadership positively affects employee performance, this influence is not statistically significant. However,

transformational leadership significantly and positively impacts work motivation. Similarly, work discipline significantly and positively influences both employee performance and work motivation. Moreover, work motivation significantly and positively affects employee performance. However, work motivation does not serve as a mediating factor between the influence of transformational leadership or work discipline and employee performance.

A recommendation that can be given by researchers for holistic evaluation is that, despite having high charismatic values and the ability to provide ideas and inspiration, it is important to conduct a comprehensive evaluation of overall business performance and success. This may involve identifying areas where improvements are still needed, such as operational efficiency, product quality, or customer service. Strengthening the implementation of standards is important to ensure that the standards are not only applied but also consistently maintained. This may involve providing additional training on the importance of discipline in maintaining appearance and adhering to Standard Operating Procedures (SOP) rigorously.

ADVANCED RESEARCH

Subsequent studies should endeavor to broaden the scope of inquiry beyond the realms of transformational leadership and work discipline to explore additional factors that could potentially impact both employee performance and work motivation. Factors such as job stress, servant leadership, workload, and job characteristics could be incorporated to uncover additional variables that may influence employee performance through work motivation. Moreover, it is advisable for future researchers to extend the breadth of their investigation to offer a more comprehensive perspective, thereby facilitating the generalization of research findings on a broader scale.

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