
**TRANSFORMATIONAL LEADERSHIP AND WORK DISCIPLINE AS
DETERMINANTS OF EMPLOYEE PERFORMANCE IN THE DIGITAL
MARKETING INDUSTRY: EVIDENCE FROM CV. QUEENSHA MEDIA
GROUP**

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Abstract

The rapid growth of the digital marketing industry requires organizations to strengthen employee performance through effective leadership and organizational discipline in increasingly dynamic, creativity-oriented, and technology-driven work environments. This study aims to analyze the influence of transformational leadership and work discipline on employee performance at CV. Queensha Media Group and examine their explanatory power within the context of the digital marketing industry. This research employed a quantitative associative approach using a saturated sampling technique involving all 120 employees, while data were collected through structured questionnaires and analyzed using Structural Equation Modeling–Partial Least Squares (SEM-PLS). The measurement model demonstrated satisfactory validity and reliability, whereas the structural model produced a substantial explanatory power ($R^2 = 0.819$). The findings reveal that transformational leadership has a positive and significant effect on employee performance ($\beta = 0.512$; $t = 5.728$; $p < 0.001$), followed by work discipline ($\beta = 0.461$; $t = 5.063$; $p < 0.001$), indicating that transformational leadership is the more dominant determinant. These findings suggest that inspirational leadership is particularly effective in project-based, collaborative, and innovation-driven digital marketing organizations, while work discipline supports operational consistency through timely task completion and accountability. The study extends the empirical application of Human Resource Management theory by confirming the complementary roles of motivational leadership and behavioral control in enhancing employee performance and provides practical implications for strengthening leadership development, adaptive work discipline, and project management practices to improve organizational competitiveness in the digital marketing industry.

Keywords: Employee Performance, Human Resource Management, Transformational Leadership, Work Discipline

INTRODUCTION

The role of Human Resource Management (HRM) in modern organizations has become increasingly strategic amidst rapid digital transformation and intensifying business competition (Nababan & Saputra, 2026). Organizations are no longer expected solely to adopt digital technologies but also to optimize employee performance as a sustainable competitive advantage. Within the digital marketing industry, where consumer preferences change rapidly and innovation cycles are considerably shorter, organizations must continuously develop adaptive human resources capable of creativity, collaboration, and rapid decision-making (Handayani et al., 2024). As a result, employee performance has become a critical organizational capability rather than simply an operational outcome.

Employee performance represents one of the primary indicators of organizational effectiveness, particularly in industries characterized by creativity, project-based work, and dynamic customer demands. Beyond work quantity and quality, employee performance in digital organizations includes innovation, collaboration, responsiveness, and individual accountability (Desvi et al., 2026). Nevertheless, organizations frequently experience inconsistent employee performance due to changing workloads, fluctuating project targets, and varying levels of employee initiative. Such conditions suggest that improving employee performance requires managerial approaches that simultaneously encourage creativity while maintaining organizational effectiveness. Previous studies have consistently identified leadership, organizational culture, and employee commitment as important determinants of performance (Erdi et al., 2022).

Among these determinants, transformational leadership has received substantial attention within Human Resource Management literature because of its ability to inspire employees, communicate organizational vision, and stimulate innovative behavior (Jaroliya, 2026). Transformational leaders motivate employees to exceed formal job requirements through inspirational motivation, intellectual stimulation, individualized consideration, and idealized influence (Wahyuniardi & Nababan, 2018). Numerous empirical studies have demonstrated positive relationships between transformational leadership, employee performance, and job satisfaction (Puspitaria & Hendarsjah, 2022). Moreover, transformational leadership facilitates knowledge sharing and organizational learning, ultimately improving organizational performance (Prasetyaningtyas et al., 2020).

Similarly, work discipline remains an essential organizational mechanism for ensuring consistency, accountability, and compliance with organizational objectives. Work discipline reflects employees' willingness to comply with organizational regulations, work procedures, and assigned responsibilities (Hasanah et al., 2025). Previous studies consistently report that work discipline positively influences employee performance by improving operational effectiveness and encouraging productive work behavior (Maharani & Rani, 2025; Ardin Putra, 2020). These findings have established work discipline as one of the most important predictors of employee performance across various organizational settings.

Although the relationship between transformational leadership, work discipline, and employee performance has been extensively investigated, an important theoretical issue

remains insufficiently addressed. Most previous studies implicitly assume that the effects of transformational leadership and work discipline are universal across organizational contexts (Amelia et al., 2022; Purwanto et al., 2023). However, this assumption may not fully apply to digital marketing organizations, whose employees operate within highly flexible, knowledge-intensive, and creativity-oriented environments (Mulyadi, 2025). According to transformational leadership theory, leadership effectiveness depends on leaders' ability to inspire innovation and encourage intellectual stimulation. In creative digital workplaces, these leadership dimensions may become more influential because employees require greater autonomy, continuous learning, and collaborative problem-solving than employees working in highly standardized environments. Conversely, conventional concepts of work discipline primarily emphasize compliance with formal rules and standardized procedures. In digital organizations, however, excessive procedural control may reduce flexibility and creativity, suggesting that the relationship between work discipline and employee performance may operate differently from that observed in manufacturing or public-sector organizations (Azwar Maulana, 2025). Therefore, the existing literature has not explained sufficiently whether transformational leadership and work discipline maintain similar explanatory power under organizational conditions characterized by high creativity, flexibility, and innovation demands.

According to it, this study seeks to address not merely a contextual gap but also a theoretical gap by re-examining the applicability of transformational leadership and work discipline theories within the digital marketing industry. Rather than assuming that established Human Resource Management theories operate identically across sectors, this study evaluates whether the relative influence of transformational leadership and work discipline differs in a creative digital work environment where innovation, collaboration, and adaptive behavior are central organizational capabilities. By positioning the digital marketing industry as a theoretically meaningful organizational context, this study contributes to extending the boundary conditions under which these established theories explain employee performance.

Based on this background, this study aims to examine the influence of transformational leadership and work discipline on employee performance at CV. Queensha Media Group. Specifically, the study addresses the following research questions: (1) Does transformational leadership significantly influence employee performance? (2) Does work discipline significantly influence employee performance? (3) Do transformational leadership and work discipline simultaneously influence employee performance?

Theoretically, this study contributes to Human Resource Management literature by examining the applicability of transformational leadership and work discipline theories within the context of creative digital organizations, thus providing empirical evidence regarding their explanatory power under different organizational characteristics. Practically, the findings are expected to assist CV. Queensha Media Group in strengthening leadership effectiveness and designing work discipline systems that support both innovation and organizational performance. From a policy perspective, the results provide a foundation for developing leadership development programs, performance management systems, and sustainable

human resource strategies that enhance organizational competitiveness within the rapidly evolving digital marketing industry.

REVIEW OF LITERATURE

The literature review in this study was designed to provide a strong conceptual and empirical foundation regarding the influence of transformational leadership and work discipline on employee performance. The discussion structure includes major theories, empirical findings and controversies, research gaps, and a proposed framework.

1. Major Theories or Frameworks

This study is grounded in Human Resource Management (HRM) theory, which views employees as strategic organizational assets whose performance is influenced by leadership, organizational control, and behavioural responses toward organizational goals (Nababan & Saputra, 2026). Accordingly, transformational leadership and work discipline are positioned as two complementary organizational mechanisms that shape employee performance.

The theoretical foundation of transformational leadership originates from Burns (1978), who distinguished transformational leadership from transactional leadership by emphasizing leaders' ability to elevate followers' motivation and commitment. Bass (1985) further argued that transformational leaders encourage employees to exceed expected performance through intrinsic motivation, while Bass and Avolio (1994) identified four key dimensions: idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. These dimensions explain how leaders inspire innovation, strengthen commitment, and improve employee performance.

Consistent with this theoretical perspective, transformational leadership enhances employee performance by increasing employee engagement, creativity, and commitment. Empirical evidence supports this mechanism. Prasetyaningtyas et al. (2020a) found that transformational leadership promotes knowledge sharing and organizational learning, whereas Puspitarina and Hendarsjah (2022) demonstrated that its influence on performance is partly mediated by job satisfaction. Likewise, Wahyuniardi and Nababan (2018) confirmed that transformational leadership contributes positively to employee performance through a supportive organizational environment.

Work discipline, in contrast, functions as an organizational control mechanism that promotes compliance with organizational rules, responsibilities, and operational procedures (Purwanto et al., 2023). Through punctuality, responsibility, and adherence to organizational standards, work discipline reduces behavioural deviations and improves operational consistency. Consequently, disciplined employees are more likely to achieve higher productivity and reliable work outcomes. This theoretical argument is supported by Hasanah et al. (2025), Maharani and Rani (2025), and Ardin Putra (2020), who consistently found that work discipline positively influences employee performance.

Employee performance is defined as the achievement of organizational objectives through both task accomplishment and positive work behaviour. According to Erdi et al. (2022), employee performance encompasses work quality, work quantity, responsibility,

collaboration, and innovation. In digital marketing organizations, where creativity and adaptability are essential, employee performance is expected to result from the combined influence of transformational leadership, which strengthens intrinsic motivation, and work discipline, which ensures behavioural consistency and organizational effectiveness.

2. Empirical Findings and Controversies

Previous studies consistently demonstrate that transformational leadership and work discipline positively influence employee performance. Purwanto et al. (2023) and Amelia et al. (2022) found that both variables simultaneously improve employee performance, suggesting that motivational leadership and behavioural control jointly contribute to organizational effectiveness.

Nevertheless, empirical findings differ regarding the mechanism and relative contribution of each variable. Several studies identify transformational leadership as the dominant predictor because it enhances employee commitment, creativity, and discretionary effort (Wahyuniardi & Nababan, 2018). Moreover, Prasetyaningtyas et al. (2020a) and Puspitarina and Hendarsjah (2022) reported that its influence is often indirect, operating through knowledge sharing and job satisfaction. These findings indicate that transformational leadership may affect performance through employees' psychological and behavioural responses rather than solely through direct managerial influence.

In contrast, other studies emphasize work discipline as the primary determinant of employee performance. Hasanah et al. (2025), Maharani and Rani (2025), and Musdalifah (2016) showed that compliance with organizational rules, punctuality, and responsibility improve productivity and operational effectiveness. From this perspective, disciplined work behaviour provides organizational consistency regardless of leadership style.

These findings reveal an ongoing debate within the Human Resource Management literature. While transformational leadership is frequently viewed as the main driver of employee performance, other studies argue that work discipline plays a more fundamental role in ensuring behavioural consistency. Furthermore, previous research suggests that leadership-performance relationships are often influenced by mediating variables such as job satisfaction, organizational culture, motivation, organizational commitment, and knowledge sharing (Prasetyaningtyas et al., 2020a; Puspitarina & Hendarsjah, 2022; Wahyuniardi & Nababan, 2018), indicating that employee performance is shaped by multiple organizational mechanisms.

Another unresolved issue concerns organizational context. Most existing studies were conducted in public-sector or manufacturing organizations characterized by standardized work systems (Sugito, 2025). Comparatively fewer studies have examined whether transformational leadership and work discipline demonstrate similar explanatory power in digital marketing organizations that rely on creativity, flexibility, collaboration, and rapid innovation (Mulyadi, 2025; Azwar Maulana, 2025). Therefore, this study extends the discussion by examining whether these established Human Resource Management constructs remain significant predictors of employee performance within the dynamic context of the digital marketing industry.

3. Identified Research Gap

Although transformational leadership and work discipline have been widely examined in Human Resource Management research, important theoretical issues remain unresolved. Most studies consistently report positive effects on employee performance, yet they provide limited explanation regarding the organizational conditions under which these relationships become stronger or weaker. Consequently, the applicability of transformational leadership and work discipline theories across different organizational contexts remains insufficiently explored.

From a theoretical perspective, transformational leadership is expected to improve employee performance by enhancing intrinsic motivation, creativity, and intellectual development (Burns, 1978; Bass, 1985; Bass & Avolio, 1994). However, empirical findings remain inconsistent. Some studies report a direct positive influence on employee performance (Amelia et al., 2022; Purwanto et al., 2023), whereas others suggest that its effect is mediated by job satisfaction, knowledge sharing, organizational commitment, or organizational culture (Prasetyaningtyas et al., 2020a; Puspitaria & Hendarsjah, 2022; Wahyuniardi & Nababan, 2018). Likewise, work discipline is generally associated with improved performance through compliance with organizational rules (Hasanah et al., 2025; Maharani & Rani, 2025), yet its effectiveness in creative and innovation-driven organizations has received limited theoretical attention.

Furthermore, employee performance is recognized as a multidimensional construct influenced by various factors, including motivation, organizational commitment, job satisfaction, work engagement, organizational culture, and psychological empowerment (Musdalifah, 2016; Puspitaria & Hendarsjah, 2022). While many studies incorporate these variables as mediators or moderators, relatively few have examined whether transformational leadership and work discipline, as two fundamental Human Resource Management mechanisms, remain significant direct predictors of employee performance in highly dynamic digital organizations.

Accordingly, this study addresses this theoretical gap by evaluating the explanatory power of transformational leadership and work discipline within the digital marketing industry. Rather than developing a more complex model, this study focuses on testing the applicability and boundary conditions of these established theories in organizations where creativity, flexibility, and innovation are essential for employee performance.

4. Proposed Conceptual Framework

Based on the theoretical and empirical review, this study proposes a conceptual framework in which transformational leadership (X_1) and work discipline (X_2) function as independent variables influencing employee performance (Y). The framework is grounded in Human Resource Management theory, which suggests that employee performance is shaped by both motivational mechanisms and behavioural control mechanisms.

Transformational leadership enhances employee performance by inspiring employees, strengthening intrinsic motivation, encouraging creativity, and fostering organizational commitment (Burns, 1978; Bass, 1985; Bass & Avolio, 1994). In contrast, work

discipline improves performance through compliance with organizational rules, responsibility, punctuality, and operational consistency (Purwanto et al., 2023; Hasanah et al., 2025).

Although employee performance is influenced by many factors, including motivation, job satisfaction, organizational commitment, organizational culture, work engagement, and psychological empowerment (Musdalifah, 2016; Puspitaria & Hendarsjah, 2022; Wahyuniardi & Nababan, 2018), this study intentionally adopts a parsimonious model by focusing on transformational leadership and work discipline as two fundamental Human Resource Management mechanisms. This approach aims to evaluate their explanatory power within the context of a creative and dynamic digital marketing organization rather than to develop a comprehensive behavioural model.

Accordingly, this study proposes two hypotheses: (1) transformational leadership positively influences employee performance, and (2) work discipline positively influences employee performance. Both variables are also expected to simultaneously explain employee performance at CV. Queensha Media Group, providing empirical evidence regarding the applicability of these established Human Resource Management theories in the digital marketing industry.

RESEARCH METHOD

This study employs a quantitative approach with explanatory research design, aiming to analyze the influence of brand ambassador, brand image, and brand trust on repurchase intention among Generation Z consumers of Skintific products in Cirebon City. The quantitative approach was chosen for its capacity to objectively and empirically test relationships between variables through statistical analysis (Creswell, 2020; Arikunto in Afif et al., 2023). The study population consists of Generation Z consumers of Skintific products in Cirebon City who are active social media users and have made at least one purchase. The population refers to the entire set of subjects with particular characteristics to be studied and from which conclusions can be drawn (Hutami, 2024). Samples were selected using purposive sampling, with criteria including respondents aged 18–26 years, having purchased Skintific products, and being active social media users. The sample size ranged from 100–150 respondents to meet the requirements of SEM-PLS analysis.

The data in this study consist of primary and secondary data. Primary data were obtained through the distribution of structured questionnaires, both online and offline, to respondents meeting the study criteria. The questionnaire utilized a Likert scale of 1–5 to measure respondents' perceptions of the brand ambassador, brand image, brand trust, and repurchase intention variables. Research instruments were developed based on indicators adapted from the literature and prior studies, and were pre-tested to ensure measurement quality. Secondary data were obtained from scientific journals, books, company reports, and various publications related to the skincare industry, serving as the theoretical foundation and conceptual framework for the study.

The quality of research instruments was evaluated through validity and reliability tests. Validity testing was conducted to ensure that each item accurately measures the construct

under study (Rosita et al., 2021), while reliability testing assessed instrument consistency through Cronbach's Alpha values (Al Hakim et al., 2021). Subsequently, data were analyzed using the Structural Equation Modeling–Partial Least Squares (SEM-PLS) method with SmartPLS software. Hypothesis testing was carried out through the bootstrapping technique at a significance level of 5% ($\alpha = 0.05$), with hypothesis acceptance criteria of t-statistics > 1.96 and p-values < 0.05 . Additionally, R-square and effect size (f-square) analyses were used to determine the model's explanatory capacity and to identify the variable with the most dominant influence on repurchase intention.

RESULTS AND DISCUSSION

Results

The results are presented according to the research objectives, namely examining the influence of Transformational Leadership (X_1) and Work Discipline (X_2) on Employee Performance (Y) at CV. Queensha Media Group. The analysis consists of measurement model evaluation (outer model) followed by structural model evaluation (inner model).

a. Measurement Model (Outer Model)

The measurement model was evaluated to assess the validity and reliability of the research constructs before testing the structural model. Convergent validity was examined using outer loading and Average Variance Extracted (AVE), while reliability was assessed through Cronbach's Alpha and Composite Reliability. As presented in Table 1, all indicator loadings exceeded the recommended threshold of 0.70, ranging from 0.749–0.848 for Transformational Leadership, 0.728–0.824 for Work Discipline, and 0.718–0.783 for Employee Performance, indicating satisfactory convergent validity. Furthermore, all constructs achieved AVE values above 0.50, confirming adequate convergent validity. Reliability testing also demonstrated that all variables met the recommended criteria, with Cronbach's Alpha and Composite Reliability values exceeding 0.70. These findings indicate that the measurement model is valid and reliable, allowing the analysis to proceed to the structural model.

Table 1. *Measurement Model Evaluation*

Variable	Outer Loading	AVE	Cronbach's Alpha	Composite Reliability	Interpretation
Transformational Leadership (X_1)	0.749–0.848	0.655	0.824	0.883	Valid and Reliable
Work Discipline (X_2)	0.728–0.824	0.615	0.843	0.888	Valid and Reliable
Employee Performance (Y)	0.718–0.783	0.574	0.894	0.915	Valid and Reliable

Source: SmartPLS Output, processed by the authors (2026).

Table 1 demonstrates that all measurement indicators satisfy the recommended validity and reliability criteria. The outer loading values exceed the threshold of 0.70, indicating that each indicator adequately represents its respective latent construct. Likewise,

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the AVE values are greater than 0.50, confirming that each construct explains more than half of the variance of its indicators, thereby demonstrating satisfactory convergent validity. In terms of reliability, all constructs exhibit Cronbach's Alpha and Composite Reliability values above 0.70, indicating strong internal consistency among the measurement items. Collectively, these findings confirm that the measurement model is both valid and reliable, providing a sound basis for evaluating the structural relationships among transformational leadership, work discipline, and employee performance.

b. Structural Model (R^2)

The structural model was evaluated using the coefficient of determination (R^2) to assess the explanatory power of the proposed model. The results are presented in Table 2.

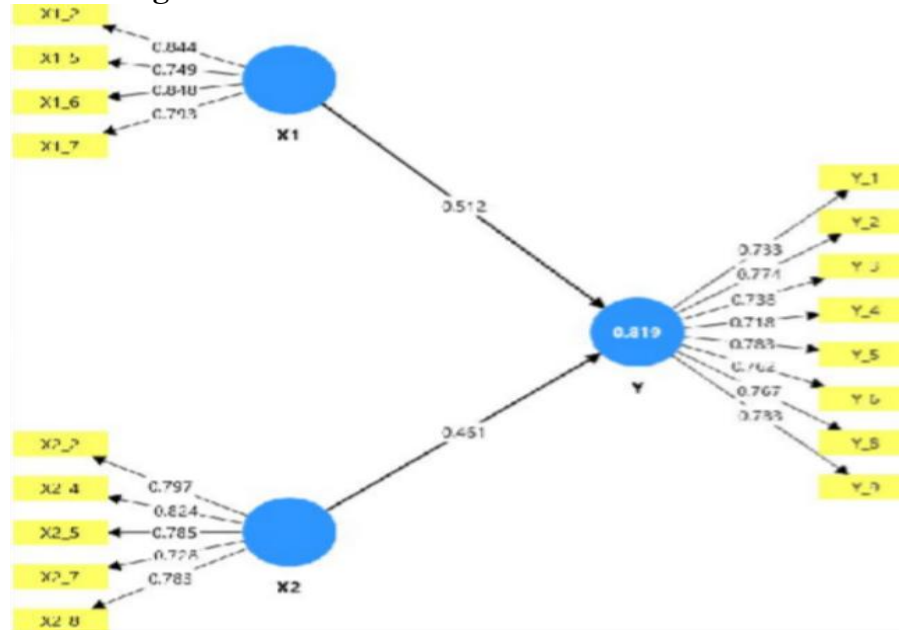
Table 2. *Coefficient of Determination (R^2)*

Dependent Variable	R^2	Adjusted R^2	Interpretation
Employee Performance (Y)	0.819	0.816	Strong explanatory power

Source: SmartPLS Output, processed by the authors (2026).

Table 2 shows that Employee Performance achieved an R^2 value of 0.819 and an Adjusted R^2 value of 0.816, indicating that Transformational Leadership and Work Discipline jointly explain approximately 81.9% of the variance in employee performance, while the remaining 18.1% is attributable to other factors outside the proposed model. This result suggests substantial explanatory power within the context of CV. Queensha Media Group. However, considering that employee performance is generally influenced by multiple organizational and psychological factors, including motivation, organizational commitment, job satisfaction, and organizational culture, the relatively high R^2 value should be interpreted cautiously. The finding may indicate that transformational leadership and work discipline are particularly relevant within the company's organizational context, characterized by collaborative work, project-based activities, and high performance expectations, rather than implying that these two variables exclusively determine employee performance.

c. Hypothesis Testing



Gambar 1. *Bootstrapping Test*

Hypothesis testing was conducted using the bootstrapping procedure in SEM-PLS to examine the significance of the relationships between the independent and dependent variables. The results are presented in Table 3.

Table 3. *Hypothesis Testing Results*

Hypothesis	Relationship	Path Coefficient (β)	T-Statistic	P-Value	Decision
H1	Transformational Leadership (X1) → Employee Performance (Y)	0.512	5.728	0.000	Supported
H2	Work Discipline (X2) → Employee Performance (Y)	0.461	5.063	0.000	Supported

Source: SmartPLS Output, processed by the authors (2026).

Table 3 indicates that both hypotheses are supported. Transformational Leadership has a positive and significant effect on Employee Performance ($\beta = 0.512$; $t = 5.728$; $p < 0.001$), supporting H1. Likewise, Work Discipline positively and significantly influences

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Employee Performance ($\beta = 0.461$; $t = 5.063$; $p < 0.001$), supporting H2. A comparison of the standardized path coefficients shows that Transformational Leadership exerts a stronger influence than Work Discipline. These findings suggest that both variables contribute substantially to employee performance, although leadership demonstrates a relatively greater explanatory role within the proposed model. The underlying reasons for this difference, particularly within the digital marketing context, are discussed in the subsequent discussion section.

Discussion

The findings indicate that transformational leadership has a positive and significant influence on employee performance, confirming the theoretical proposition that transformational leaders inspire, motivate, and encourage employees to exceed expected performance through vision, intellectual stimulation, and individualized support (Prasetyaningtyas et al., 2020). This result is consistent with Amelia et al. (2022) and Wahyuniardi and Nababan (2018), who reported that transformational leadership improves employee productivity by strengthening motivation and work engagement. The relatively stronger path coefficient of transformational leadership ($\beta = 0.512$) compared with work discipline ($\beta = 0.461$) suggests that leadership plays a more influential role in shaping employee behaviour within the digital marketing environment. Unlike conventional organizations that emphasize standardized procedures, digital marketing companies operate through project-based assignments, intensive client interaction, rapid technological change, and creativity-driven problem solving. Under these conditions, employees require continuous inspiration, clear strategic direction, and opportunities to innovate, making transformational leadership more effective than relying solely on procedural control.

Work discipline also demonstrated a positive and significant effect on employee performance, supporting the organizational control perspective proposed by Purwanto et al. (2023). The findings are consistent with Hasanah et al. (2025) and Maharani and Rani (2025), indicating that adherence to organizational rules, punctuality, and responsibility contribute directly to higher work performance. Nevertheless, within a digital marketing organization, discipline should not be interpreted merely as strict compliance with formal regulations. Instead, effective discipline involves maintaining project schedules, meeting client deadlines, coordinating across multidisciplinary teams, and consistently delivering high-quality outputs. Therefore, work discipline complements transformational leadership by providing behavioural consistency while allowing sufficient flexibility for creativity and innovation.

The structural model produced an R^2 value of 0.819, indicating substantial explanatory power. Although this value demonstrates that transformational leadership and work discipline jointly explain a large proportion of employee performance variance, it should be interpreted with caution because employee performance is generally influenced by additional organizational and psychological factors. The high explanatory power may reflect the close relationship between leadership practices, disciplinary behaviour, and performance within the organizational context of CV. Queensha Media Group, where organizational processes are highly integrated. Future studies are therefore encouraged to incorporate variables such as motivation, organizational commitment, organizational culture, job

satisfaction, or work engagement to examine whether these constructs further strengthen the explanatory capability of the model.

The findings also extend the application of Human Resource Management theory by demonstrating that transformational leadership and work discipline remain relevant predictors of employee performance within the digital marketing industry. While previous studies have largely focused on public-sector or manufacturing organizations, this study provides evidence that the effectiveness of transformational leadership is particularly pronounced in creativity-intensive environments requiring adaptability, collaboration, and continuous innovation. This finding contributes to the theoretical discussion regarding the boundary conditions of transformational leadership and work discipline across different organizational contexts.

From a managerial perspective, the findings suggest several practical interventions for CV. Queensha Media Group. First, leadership development programs should prioritize strengthening transformational leadership competencies, particularly in communicating organizational vision, providing intellectual stimulation, encouraging innovation, and offering individualized support to employees. Second, the organization should reinforce work discipline through clearer project management procedures, systematic monitoring of project milestones and client deadlines, regular performance feedback, and transparent reward and recognition systems that encourage both accountability and creativity. These strategies are expected to improve employee performance while maintaining organizational flexibility and competitiveness within the rapidly evolving digital marketing industry.

CONCLUSION

Based on the research findings, it can be concluded that Transformational Leadership and Work Discipline are significant determinants of Employee Performance at CV. Queensha Media Group, with Transformational Leadership emerging as the more influential predictor ($\beta = 0.512$) compared to Work Discipline ($\beta = 0.461$). Collectively, both variables explain 81.9% of the variance in employee performance ($R^2 = 0.819$), indicating substantial explanatory power within the digital marketing context while acknowledging that other organizational and psychological factors may also contribute to performance. These findings reinforce Human Resource Management theory by demonstrating that motivational leadership and behavioural control remain complementary mechanisms for improving employee performance, although inspirational leadership appears to be more effective in organizations characterized by project-based work, creativity, collaboration, and rapid technological change. The study contributes to extending the empirical application of transformational leadership and work discipline theories within the digital marketing industry and suggests that organizations should prioritize leadership development focused on vision, intellectual stimulation, and individualized support, while maintaining adaptive work discipline through effective project management, timely performance monitoring, and balanced accountability systems. Future research is encouraged to incorporate mediating or moderating variables,

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such as motivation, organizational commitment, job satisfaction, or organizational culture, to provide a more comprehensive explanation of employee performance.

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