

The Influence of Work Motivation, Work Discipline on Performance Through Visionary Leadership

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Abstract

The purpose of this study was to determine the effect of work motivation and work discipline on performance through visionary leadership as a mediating variable. Quantitative method with a survey approach. The population of 208 people in the village government and a sample of 208 people were taken using a non-probability sampling technique with a census method because the population is relatively small, this sampling aims to simplify data collection. The data collection technique used a questionnaire. The PLS-SEM data analysis technique used the SmartPLS 4 application. The results of the study found that work motivation, work discipline and visionary leadership have a positive and significant effect on the performance of village officials. Work motivation and discipline have a positive and significant effect on visionary leadership. Visionary leadership has the ability to mediate work motivation, work discipline on the performance of village officials. The results of the determination coefficient test are in the form of an Adjusted R-square value of 0.859. This means that work motivation and work discipline in explaining visionary leadership are 85.9% (high). Furthermore, the Adjusted R-square value is 0.808. This means that work motivation and work discipline can explain performance by 80.8% (high). These findings suggest that when village officials have high motivation and work discipline, their performance will improve. Visionary leadership also plays a role in strengthening work motivation and discipline, influencing the performance of village officials. Therefore, work motivation, work discipline, and visionary leadership are important for realizing good village governance.

Keywords: Work Motivation, Work Discipline, Visionary Leadership, Employee Performance.

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Introduction

Lareh Nan Panjang Village is located in VII Koto District, Padang Pariaman Regency, West Sumatra Province. Lareh Nan Panjang Village is located at an average altitude of 20-40 meters above sea level. Administratively, this village is bordered by: Kapur Ambuang Village, Sarik River to the north. Balah Aie Village is located to the east. Lareh Nan Panjang Village is located to the east of the Sarik River. West Lareh Nan Panjang Village is located to the west. Lareh Nan Panjang Village is located 4 kilometers from the Regency Government Office, 27 kilometers from the Regency Government Office, and 52 kilometers from the Provincial Government Office. Lubuk Alung Village in 2022 recorded a population of 1,943 people, consisting of 946 men and 997 women (BPS Padang Pariaman, 2024). The performance of this village government is heavily influenced by geographic factors that increase accessibility, as well as demographics that reflect gender equality and human resource capabilities. Therefore, the design and implementation of development initiatives and public services in Lareh Nan Panjang Village must take both geographic and demographic conditions into account to ensure efficient and targeted government performance.

Employee performance can be used as a means to gain competitive advantage if it is superior compared to its competitors. However, not all organizational management can manage its employees

well or professionally. This has an impact on low employee performance, thus hampering the success of the organization (Burhanudin, *et al.*, 2023). Performance refers to the outcomes of work in terms of both quality and quantity, measurable according to its function within the organization or company, and is accompanied by the abilities, competencies, and skills required to complete tasks within a specified timeframe (Ulantini, *et al.*, 2022). Table 1 presents the performance of Lareh Nan Panjang.

Table 1 Performance Achievements for 2023-2024

No	Performance Indicators	Target	Achievements %	
			2023	2024
1	Percentage of community participation in community economic activities	100	60	75
2	Percentage of community participation in community social, arts and cultural activities	100	60	70
3	Percentage of community participation in development activities	100	55	70
4	Percentage of public service facilities that function well	100	100	100
5	Percentage of PAD PBB Against the set target	100	73	75
6	Types and Coordinated Government Affairs	100	95	98
7	Realization of the use of the overall activity budget	100	100	100
Average Achievement			77,57	84

Source: Secondary Data from the Lareh Nan Panjang Village Government 2023 & 2024

Based on Table 1, several performance indicators for 2023–2024 have not yet achieved their targets. In 2023, the indicator with the lowest achievement was community involvement in development activities. In 2024, the lowest achievement was community involvement in social, arts, cultural, and development initiatives. This limited involvement indicates the need for significant attention from the village government, as community participation is crucial for the effectiveness of development initiatives and local empowerment. The scope of this study is to measure the performance of village officials, institutions, agencies, and community elements involved in the Lareh Nan Panjang Village Government, VII Koto District, Padang Pariaman Regency.

This low level of community participation indicates a critical issue that requires attention. One contributing factor is the low motivation of village officials, resulting in their lack of initiative to involve the community in various activities. Furthermore, inadequate work discipline, including issues such as delays and a lack of accountability in program implementation, impacts the effectiveness of activities aimed at engaging the wider community. Visionary leadership, characterized by a lack of capacity to provide direction, motivate, and foster trust within the community, further diminishes public engagement. Therefore, improving community engagement performance depends heavily on the motivation of village officials, their discipline in fulfilling their responsibilities, and the presence of a visionary leader who can effectively mobilize the community's collective potential.

Village officials performance can be influenced by work motivation and work discipline. Work motivation is the force that can inspire employees to take a specific action, while motive is the underlying drive that compels a person to act. This occurs as employee conduct is usually directed by goals and motivated by the aspiration to accomplish a particular objective (Ansori, 2021). Based on field observations, the work motivation of village officials appears suboptimal, including a lack of willingness to carry out their responsibilities, such as late completion of work and missed targets. The willingness of village officials to carry out their responsibilities remains ineffective due to a weak collaboration

system. This is evident in the untimely delivery of community service and empowerment tasks, the numerous unfinished tasks, and the neglect of village officials. Previous studies have shown that there is a significant influence given by work motivation on employee performance because employees who have high work motivation will be more motivated to carry out their responsibilities well to provide more optimal performance (Kuswati, 2020; Ulantini et al., 2022).

Work discipline is the willingness of employees to comply with the regulations in force in the workplace. Good implementation of work discipline can improve individual and organizational performance (Sunarto et al., 2021). Based on the results of field observations, the work discipline of village officials has problems such as the tendency of village officials to only come for electronic/manual attendance, without thinking about work responsibilities, attendance is done solely to pursue salary/honorarium and allowances, many of them after filling out electronic/manual attendance, leave activities without clear reasons, even ignoring responsibilities during the activity. Village officials are still rarely present at work or carry out activities, participation and proactivity in work are still low, so that less active village officials need to be revitalized. Compliance in complying with established work standards is still low. Previous studies have shown that there is a significant influence given by work discipline on performance. Work discipline means employee compliance with rules, responsibilities, and working hours. If employees are disciplined, work will be completed on time, neater, and in accordance with expectations (Burhanudin et al., 2023; McCarter et al., 2022).

Visionary leadership refers to a leader who focuses on a vision and a strong commitment to spiritual values, while empowering their team, undertaking bold and creative initiatives, and demonstrating leadership through active engagement, generosity, diversity, ongoing self-reflection, and prioritizing legacy (Utomo et al., 2022). Therefore, visionary leadership needs to be effectively implemented in an organization because leaders with a strong vision and commitment to empowering their employees can strengthen the achievement of optimal organizational goals.

Based on initial observations, it was found that a leader who applies visionary leadership will focus more on the future which is full of obstacles that have been running as it should, but it needs more systematic reinforcement and affirmation in the implementation that leads to the future, so that supervision and evaluation of the performance of the apparatus/team can continue to be maintained properly in running the wheels of government, if it is ignored it will cause the condition of the organization to become weak in the expected progress not being achieved, let alone talking about a better future. The village head has innovated a digital nagari, the first mediation room is in the village, reactivated the football field after 15 years of absence. Sunarto et al., (2021), visionary leadership style has an influence on performance, because with the existence of this visionary leadership style, the leader will be encouraged to provide direction to subordinates to work better so that the vision and mission desired by the leader can be realized as it should.

Village performance in 2023–2024 remained inadequate, characterized by poor accountability, work delays, and a lack of collaboration among village officials. This indicates a lack of work motivation and discipline; addressing these conditions requires forward-thinking leadership. Although numerous studies have shown that these three factors significantly influence performance, previous research has not been conducted simultaneously and has not specifically focused on the unique characteristics of village governance. Therefore, further targeted research is needed to address these empirical and contextual deficiencies to improve the effectiveness of village officials, particularly in Nagari governance.

Literature Review

Work Motivation

Company leaders must foster and maintain employee motivation by meeting their needs in the workplace. When these needs are met, employees will feel satisfied, which ultimately increases work motivation and performance (Burhanudin et al., 2023). Work motivation refers to the efforts that inspire employees to perform certain actions, while motives are the underlying reasons that drive a person's behavior. This is due to the fact that employee behavior is often goal-focused and motivated by the ambition to achieve good performance (Ansori, 2021).

Work Discipline

Work discipline refers to employees' adherence to company regulations. This is demonstrated by the fact that workplace presence is the most dominant factor contributing to employee performance. This indicates that attendance is the most important component in shaping employee work discipline. Furthermore, achieving targets is a key element reflecting employee performance (Ulantini, et al., 2022). Discipline in the workplace is essential for reaching both organizational and employee objectives. Through effective discipline, employees will be conscious and eager to fulfill all designated responsibilities to attain peak performance. As a result, improved employee discipline leads to enhanced employee performance levels. In the absence of strong discipline, organizations will find it difficult to attain the best work outcomes (Kurniawan, et al., 2022).

Visionary Leadership

Visionary leadership is a form of transformational leadership that emphasizes the significance of creating a vision to ready for change to enhance the existing circumstances. This type of leadership enhances employee productivity and boosts organizational effectiveness. Visionary leadership is connected to the caliber of staff in public services. Employees need to be persuaded of the necessity to enhance their performance in order to deliver optimal public service (Utomo, et al., 2022). Visionary leadership has the power to inspire employees with a clear vision of the goals that need to be achieved. Leaders who have a strong vision are able to instill enthusiasm and motivation to achieve in employees. Employees will be inspired to improve their performance and achieve extraordinary results from the goals set by the visionary leader (Ariani, et al., 2023).

Employee Performance

Performance refers to the description of the work results given by employees that can be seen from the quality and quantity that can be accounted for according to the standards that have been determined. In addition, employees also need to demonstrate their abilities, skills, and abilities, as well as maximize time in completing work (Ulantini, et al., 2022). Employee performance can serve as a tool for achieving a competitive edge if it surpasses the performance of employees at rival companies. Exceptional performance, nonetheless, is frequently based on robust work motivation and self-discipline. Engaged employees are generally more dedicated to reaching company objectives, while reliable employees consistently follow work guidelines and regulations. Thus, boosting employee motivation and upholding work discipline are vital approaches for elevating performance and preserving competitive edge (Burhanudin et al., 2023).

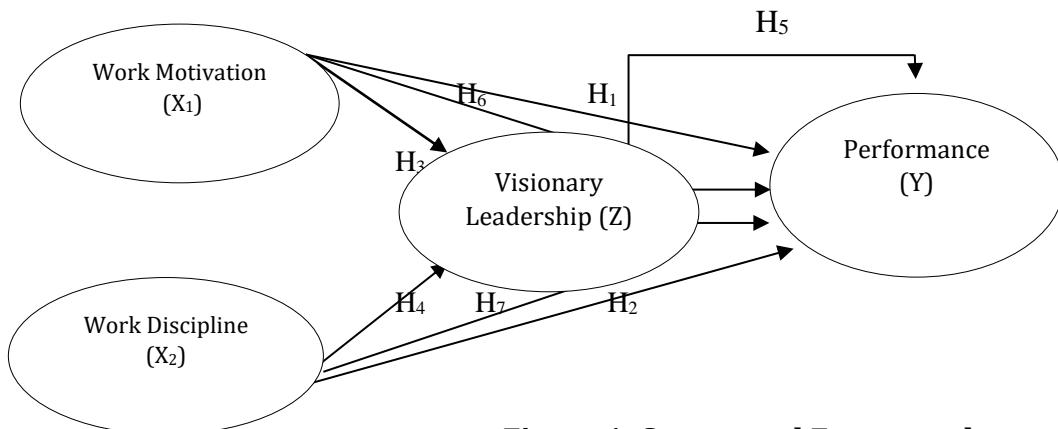


Figure 1. Conceptual Framework

Hypothesis.

Work motivation is one factor that can influence employee performance. With internal motivation, employees are able to carry out all tasks and responsibilities optimally, thus improving performance. Previous research has shown that increased work motivation leads to improved performance (Purwanto, 2020; Rozi et al., 2024).

Company leaders must maintain and enhance employee motivation by meeting their diverse needs, thereby creating employee satisfaction. Meeting employee needs will motivate them to improve their performance (Burhanudin et al., 2023). The formation of work teams without mutual support among employees leads some employees to choose to work alone rather than as part of a team. The role of leadership is crucial in motivating employees to produce work that meets organizational standards (Rozi et al., 2024).

H₁: Work motivation has an influence on performance.

Work discipline is a crucial factor that needs to be considered in an organization because it can influence employee performance. Employees with good work discipline directly produce good work results. Conversely, employees with poor work discipline will also produce poor performance. Researchers have shown that when employees' work discipline improves, they will comply with all applicable regulations in their workplace, resulting in improved performance (Harsono, 2023; Maizar et al., 2023).

Work discipline has a positive and significant impact on employee performance. Company leaders must maintain and improve work discipline among their employees, as strong discipline will improve employee performance (Burhanudin et al., 2023). Employee work targets are an important indicator of their role in employee performance. This means that employee performance tends to be reflected in employee work targets, which can be demonstrated by the implementation of good work discipline (Ulantini et al., 2022).

H₂: Work discipline has an influence on performance.

Work motivation is a form of behavior shown by employees in carrying out their responsibilities as an employee. This motivation arises because the leadership has paid proper attention to employee welfare. The purpose of the motivation given by the leadership is to assist the leadership in achieving the vision that has been designed for the progress of the organization. Previous research explains that visionary leaders have the role of motivating employees to connect their personal goals with the organization's mission, which leads to increased performance and dedication by paying attention to the

dimensions of direction, vision, allergy, team spirit (Asmaradhani & Fauzi, 2025; Mohamed & Al-Zalimi, 2022).

Leaders who provide ample opportunities for employees to consult and discuss work-related issues create employee motivation because they are equipped with input from the leadership derived from the consultations and discussions (Ansori, 2021). Visionary leadership is important in an organization because well-implemented visionary leadership makes employees more motivated in carrying out their work because the leader is able to show employees the implementation of the vision they want to achieve (Miharja & Hayati, 2021).

H₃: Work motivation has an influence on visionary leadership.

Work discipline and forward-thinking leadership reinforce each other and benefit an organization. Effective work discipline preserves organization, enhances efficiency, and uplifts employee spirit. Visionary leaders are essential in establishing frameworks that inspire teams to adopt discipline, maintaining organization and structure in activities within the organization. Previous researchers explained that visionary leadership is essential in enhancing work discipline. Effective visionary leadership should aim to enhance work discipline via employee development initiatives (Caniago & Dharliana, 2022; Mukaddamah & Wutsqah, 2022).

Discipline is one of the most important functions of an individual's activities in advancing an organization. This requires a leader who can encourage employees to uphold discipline at work by firmly implementing disciplinary principles (Harsono, 2023). Visionary leadership focuses on common values within a wide-ranging context like freedom, equality, justice, and brotherhood; it seeks to adjust to the swiftly evolving environment with the goal of achieving organizational change and advancement (Das, et al., 2022).

H₄: Work discipline has an influence on visionary leadership.

Employee performance is influenced by leadership that provides direction and vision. Good leadership will improve employee performance. Leaders form the foundation of an organization and foster collaboration. Several studies have shown that a visionary leadership approach can greatly and positively impact employee performance, as it motivates leaders to guide employees towards improved work, ensuring that the leader's intended vision and mission are effectively achieved (Asmaradhani & Fauzi, 2025; Sunarto et al., 2021).

The aspect of visionary leadership that requires enhancement is to establish exceptional standards and embody lofty concepts, articulate goals and direction, motivate enthusiasm and maintain dedication, possess clear pronunciation and ease of understanding, showcase the distinctiveness of various organizations and skills, and exhibit a strong resolve to achieve the ideals. Improving these aspects of visionary leadership can certainly encourage better performance (Anshar, 2017). Visionary leadership acts as a key factor that promotes enhanced employee performance. Consequently, the more successful the execution of visionary leadership possessed by employees, the greater the performance achieved by those employees (Amalia et al., 2025).

H₅: Visionary leadership has an influence on performance.

A leader emerges from a group or team and is responsible for guiding and organizing different activities, internally and externally, to build an efficient and competitive organization. The findings of this study indicate that visionary leadership influences employee performance. However, the indirect

effect through the mediating variable of achievement motivation is greater than the direct effect. This suggests that achievement motivation helps improve teacher performance. Effective visionary leadership will increase motivation to succeed, which in turn will improve employee performance (Yazid et al., 2024).

It is important to pay attention to work motivation because it has a positive impact on employee performance by requiring employees to consistently have the initiative to increase organizational success and realize that various employee motivations can be a path to self-actualization (Ansori, 2021). Leadership and work motivation have a significant influence on each other, both impacting employee performance. Therefore, leadership and work motivation are important to consider in organizations because they have a positive effect on improving individual and organizational performance (Pardede, 2021).

H6: Work motivation has an influence on performance through visionary leadership.

Work discipline and visionary leadership positively influence performance. Effective leadership enhances organizational performance by fostering work discipline. Visionary leadership demands the use of discipline as a tactic to enhance performance and cultivate collective commitment in decision-making. According to previous research, visionary leadership shows the bravery to take decisive action to uphold work discipline. Leaders are prepared to enforce sanctions or penalties on staff who breach discipline using a convincing approach, since employee discipline is crucial in enhancing performance (Marantika & Dahlan, 2019).

Visionary leaders are defined by their skill in imagining, anticipating, and conceptualizing what lies ahead. They have the intelligence and insight to create a precise, feasible, and inspiring vision for their organization that aligns with the economic, political, cultural, and technological environment, cultivating a workforce that is competent, exceptionally effective, committed, and enthusiastic (Taghvaei, et al., 2024). Visionary leadership should serve as a role model for employees, recognizing their significant impact, and fostering work discipline to achieve organizational goals. Training provided to leaders fosters collaboration and a harmonious work environment, resulting in improved performance (Dewi & Permoni, 2023).

H7: Work discipline has an influence on performance through visionary leadership

Methods

This research method uses a quantitative method with a causality type. The population in this study includes all Village Officials, Institutions, agencies, and community elements totaling 208 people. The sample in this study was taken using a non-probability sampling technique that aims to facilitate data collection. The sampling method used is a census because the population is relatively small, so the research sample amounted to 208 people. The data collection technique in this study used a questionnaire. Work motivation uses 32 items of statements, work discipline 20 items, visionary leadership 20 items and performance 20 items. This questionnaire uses a Likert scale (1-5) and the questionnaire is distributed offline. The data analysis technique used is PLS-SEM using the SmartPLS 4 application.

Results and Discussion

Respondent Characteristics

Table 2. Respondent Characteristics

Gender	f	%	Age	f	%	Position	f	%
Male	67	32,2	20-30 year	11	5,3	Village Officials	14	6,7
Female	141	67,8	31-40 year	42	20,2	Bamus	5	2,4
Total	208	100	41-50 year	60	28,8	PKK	22	10,6
			> 50 year	95	45,7	LPM	20	9,6
			Total	208	100	Youth Organization	18	8,7
Education	f	%	Wedding	f	%	Posyandu Cadres	28	13,5
SD	7	3,4	Not Married	6	2,9	Farmer Groups	101	48,6
SMP	15	7,2	Married	202	97,1	Total	208	100
SLTA	164	78,8	Total	208	100			
D3	1	0,5						
Sarjana	21	10,1						
Total	208	100						

PLS-SEM Test Results

1. Outer Model Test Results

a. Convergent Validity

The results of the first stage test found several invalid statement items such as the work motivation variable which uses 32 statement items. From the test results, it was obtained that there were several invalid statements such as MK5, MK6, MK7, MK9, MK10, MK16, MK20, MK21, MK24, MK26, MK27, MK29, MK30. The work discipline variable which uses 20 statement items. From the test results, it was obtained that there were several invalid statements such as DK14, DK19. The visionary leadership variable which uses 20 statement items. From the test results, it was obtained that there were several invalid statements such as KV17, because the loading factor <0.70 , then the invalid statement was discarded or deleted. The performance variable which uses 20 statement items. From the test results, it was obtained that all statements were valid because they had a loading factor value >0.70 and an AVE value > 0.50 , so the statement could be used for further testing.

The second stage is the work motivation variable which uses 20 statement items. From the test results, all statements are valid because they have a loading factor value of > 0.70 and AVE is > 0.50 . Work discipline variable that uses 18 statement items. From the test results, there are several invalid statements such as DK15, because it has a loading factor value of > 0.70 . Furthermore, invalid ones are discarded or deleted. Visionary leadership variable that uses 19 statement items. From the test results, all statements are valid because the loading factor is < 0.70 and the AVE value is > 0.50 , so that the statement can be used for further testing. Performance variable that uses 20 statement items. From the test results, all statements are valid because the loading factor is > 0.70 and the AVE value is > 0.50 , so that the statement can be used for further testing.

The third stage can be explained by the variables of work motivation, work discipline, visionary leadership and performance. From the test results, all statements are valid because the loading factor is > 0.70 and the AVE is > 0.50 . So that all statements can be used for further testing.

This convergent validity testing stage was conducted to strengthen and refine the research model, as it is a mandatory procedure for construct validation in PLS-SEM analysis. Therefore, by performing

At this stage, the measured indicators demonstrated high and consistent validation when measured repeatedly.

b. Discriminant Validity

The results of the discriminant validity test using the cross loading value found that the variables of work motivation, work discipline, visionary leadership and performance obtained a cross loading value of > 0.70 and the value of the construct was greater than the cross loading value, so that all of these statements were valid and these statements could be used for further testing.

c. Reliability

The resulting reliability test is as follows:

Table 3. Reliability

No	Variable	Cronbach's alpha	Composite Reliability
1	WM	0.955	0.955
2	WD	0.953	0.953
3	VL	0.957	0.957
4	EP	0.961	0.962

Based on Table 3, it can be explained that the reliability test in the study shows that all variables of work motivation, work discipline, visionary leadership and performance are acceptable or reliable.

2. Inner Model Results

a. Results of the Determination Coefficient Test (R^2)

The results of the tests that have been carried out found the following results:

Table 4. R-Square (R^2)

No.	Variable	R-square	R-square adjusted
1	KL	0.860	0.859
2	EP	0.811	0.808

Based on Table 4, it can be explained that the results of the determination coefficient test (R^2) of the visionary leadership variable have an adjusted R-square of 0.859. This means that the variables of work motivation and work discipline in explaining visionary leadership are 85.9% (high) while the remaining 14.1% are explained by other variables not included in this study. The performance variable obtained an adjusted R-square of 0.808. This means that the variables of work motivation and work discipline in explaining performance are 80.8% (high) while the remaining 19.2% are explained by other variables not included in this study.

b. Effect Size Test Results (f^2)

The effect size (f^2) test results obtained are:

Table 5. f-square (f^2)

No	Variable	f-square
1	WM -> VL	0.085
2	WM -> EP	0.074
3	WD -> VL	1.115
4	WD -> EP	0.117
5	VL -> EP	0.066

Based on Table 5, it explains the results of the f-square test. The work motivation variable has a weak influence on visionary leadership because the f-square value obtained is 0.085. The work motivation variable has a weak influence on performance because the f-square value obtained is 0.074. The work discipline variable has a very strong influence on visionary leadership because the f-square value obtained is 1.115. The work discipline variable has a moderate influence on performance because

the f-square value obtained is 0.117. The visionary leadership variable has a weak influence on performance because the f-square value obtained is 0.066.

c. Predictive Relevance Test Results (Q2)

The results of the predictive relevance test found are as follows:

Table 6. Predictive Relevance (Q^2)

No	Variable	Q^2 predict	Result
1	VL	0.863	Strong
2	EP	0.798	Strong

Based on Table 6, it explains the results of the predictive relevance test (Q2), namely the Visionary leadership variable obtained a Q^2 predict value of 0.863. This means that the work motivation and work discipline variables have a strong predictive relevance value in explaining visionary leadership. The performance variable obtained a Q^2 predict value of 0.798. This means that the work motivation and work discipline variables have a strong predictive relevance value in explaining performance.

d. Hypothesis Test Results

The test results that have been obtained can be explained as direct and indirect influences, as explained below:

Table 7. Hypothesis Test Result

No	Variable	Original Sample (0)	T statistics (0/STDEV)	P values
1	WM -> EP	0.232	3.549	0.000
2	WD -> EP	0.409	4.852	0.000
3	WM -> VL	0.206	4.137	0.000
4	WD -> VL	0.746	14.487	0.000
5	VL -> EP	0.298	3.224	0.001
6	WM -> VL -> EP	0.061	2.474	0.013
7	WD -> VL -> EP	0.223	3.092	0.002

Work motivation can provide a positive and significant influence on performance. The results of the study prove that with the positive and significant influence given by work motivation, it can provide a good impact on performance in achieving predetermined goals. In accordance with the results of previous studies that good work motivation can improve employee performance (Burhanudin et al., 2023; Ulantini et al., 2022)

Work discipline can have a positive and significant impact on performance. In accordance with the results of previous research, that good work discipline is shown by an employee, the performance produced is also better (Kurniawan et al., 2022; Sunarto et al., 2021). Work discipline is defined as adherence to the rules and regulations established within an organization. Discipline is crucial because it motivates employees to adhere to established guidelines. Therefore, work discipline is crucial for every employee to ensure efficient and effective organizational operations (Fransiska, et al., 2020).

Work motivation has a positive and significant influence on visionary leadership. The results of this study are in line with research Hayati (2020), encouraging visionary leadership in an organization can be achieved through involvement in leadership education and training, which enhances the four dimensions of visionary leadership such as the ability to be an agent of change, the ability to be an organizational spokesperson, and the ability to be a coach. Hermawan, et al., (2024), visionary leadership is crucial in shaping the success of organizational transformation, particularly when addressing the challenges presented by a dynamic, complex, and uncertain environment.

Work discipline can have a positive and significant influence on visionary leadership. The results of this study prove that with the positive and significant influence given by work discipline, it can have a good impact on the leadership of the village government to carry out the vision and mission. The results of this study are in line with studies such as Atthirawong et al., (2021), leaders with strong emotional intelligence were more successful in impacting and comprehending their followers' feelings, thus securing their backing and cooperation towards the organization's aims and objectives. Utomo et al., (2022), visionary leadership involves a transformational leader dedicated to establishing a vision that facilitates change to enhance the existing circumstances. This type of leadership enhances employee performance and leads to organizational success. Visionary leadership pertains to the caliber of personnel in public service.

Visionary leadership has been proven to have a positive and significant influence on performance. Previous research also found the same results that a good visionary leadership style in an organization can encourage increased employee performance (Asmaradhani & Fauzi, 2025; Yazid et al., 2024). Participating in leadership education and training can foster visionary leadership within an organization. Improving this leadership style is crucial for organizations, particularly in developing capabilities and directing the company. Therefore, enhancing visionary leadership can help improve employee performance (Hayati, 2020).

Visionary leadership is able to provide mediation on work motivation towards performance in a positive and significant form. The results of this study are in line with research Wonodhipo et al., (2024), that in an organization that has achieved its goals well, it is none other than because of the leadership that is able to provide motivation to its subordinates which can encourage increased performance. So that leadership and motivation have a good relationship in achieving more optimal performance. Shanti et al., (2020), has proven that there is an influence that visionary leadership style has on employee performance.

Visionary leadership is able to provide mediation on work discipline towards performance in a positive and significant way. The results of this study are in line with research Dewi & Permoni (2023), a good leader can provide great benefits to the organization, because the leader can achieve the vision and mission that have been determined for the progress of the organization. Therefore, visionary leadership has an important role in fostering good work discipline so that performance can be achieved effectively. Marantika & Dahlan (2019), good work discipline can be created from visionary leadership that is able to take firm action against subordinates who violate regulations by giving firm sanctions.

Conclusions

The results of the study indicate a direct influence of work motivation, work discipline, and visionary leadership on performance, which is positive and significant. In addition, work motivation and work discipline also have a direct influence on visionary leadership, which is positive and significant. The indirect influence is proven by the ability of visionary leadership to mediate work motivation and work discipline on performance, which is positive and significant. The effect size (f^2) study found low values for factors such as work motivation and leadership, work motivation and village apparatus performance, and visionary leadership and village apparatus performance. This indicates that the relationship between these variables is relatively small. Therefore, it is necessary to consider other influencing factors, such as compensation, job satisfaction, and organizational culture, as these factors play an important role in measuring village apparatus performance.

Suggestions that can be conveyed are the need to pay more attention to the salaries given to village officials and provide strict sanctions for those who violate work regulations, such as implementing sanctions, SP1, SP2, and SP3. In addition, it is also necessary to provide training to strengthen work ethics to village officials. A limitation found in the study is that village officials are predominantly high school educated and aged > 50 years. This limitation has the potential for bias in answering questions because each respondent has a different ability to understand the statement. Therefore, the research results are not optimal. The results of this study support the path-goal theory, which aims to improve the efforts of village governments in carrying out their duties through the motivation and discipline applied. This will enable leaders to be more motivated in implementing change plans implemented through the established vision and mission.

The implications of this research are that the performance of village officials is significantly influenced by work motivation and work discipline. This shows that when village officials are highly motivated and diligent in carrying out their responsibilities, their work results improve. In addition, visionary leadership is very important in influencing this performance. A forward-looking leader can inspire and motivate village officials, guide them to work with discipline, and thus encourage optimal performance. In other words, the synergy between motivation, discipline, and the right leadership style is very important to improve the performance of village officials. This study provides recommendations such as the village head needs to increase training for village officials, provide strict sanctions so that village officials are more disciplined in their work and the village head also improves welfare so that village officials are more motivated to work better. By paying attention to the needs of village officials, they will be more enthusiastic in working and the resulting performance will also improve, thus helping the village head to achieve the planned vision and the village governance can run smoothly.

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