
The Influence of Transformational Leadership, Talent Management, and Work Discipline on Organisational Effectiveness Through Competence

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ABSTRACT

Organizational Effectiveness reflects the ability of an organization to achieve its goals, manage resources efficiently, and adapt to environmental changes. An effective organization is not only characterized by the achievement of business targets but also by its internal ability to optimally manage human resources, workflows, and organizational culture. This research aims to analyze the influence of Transformational Leadership, discipline, and Talent Management on Organizational Effectiveness among employees of the Ministry of Cooperatives and SMEs. This type of research is quantitative with purposive sampling techniques distributed through a questionnaire to 250 respondents who are employees of the Ministry of Cooperatives and SMEs located in the Jakarta area. Primary data analysis is conducted using Structural Equation Modeling (SEM) methods. The research results show that Transformational Leadership, discipline, and Talent Management have a positive and significant effect on Organizational Effectiveness. These three independent variables were chosen because they are considered to play a strategic role in enhancing Organizational Effectiveness in the face of increasingly complex and competitive work environment dynamics. Thus, each hypothesis tested in this study has proven to have a significant impact. These findings provide important implications for organizational management in efforts to create a productive and results-oriented work environment.

Keywords: Organizational Effectiveness, Talent Management, Transformational Leadership, Work Discipline.

INTRODUCTION

In an era of increasingly competitive global competition, organizations are required to increase their effectiveness in order to achieve a sustainable competitive advantage (González-Viralta et al., 2023). Organizational Effectiveness reflects an organization's ability to achieve goals, manage resources efficiently, and adapt to changes in the environment (Anwar & Abdullah, 2021; Otoo, 2024; Takaya et al., 2020; Utama et al., 2020). For this reason, organizations need to have superior human resources, visionary leadership, and a structured and adaptive management system (Fachridian et al., 2024; Rumaidlany et al., 2022; Saputri et al., 2025).

One of the important factors that can drive organizational effectiveness is leadership, especially Transformational Leadership. Transformational leaders are able to inspire, motivate, and direct positive change in the organization (Imran et al., 2020; Marlius & Melaguci, 2024; Ramli, 2020b; Samuel & Ramli, 2024). They focus not only on short-term results, but also on the

development of individuals and a productive organizational culture. Previous research has shown that Transformational Leadership has a positive relationship with team performance and organizational effectiveness (Grobelna, 2021; Purnomo et al., 2025; Putri et al., 2025; Ramli, 2020a).

In addition to leadership, employee discipline also plays an important role in determining the success of the organization (Hitka et al., 2020; Ramli, Trianingrum, et al., 2025; Wahyudi et al., 2025). Work Discipline reflects compliance with rules, responsibilities, and commitments in carrying out tasks (Kuswibowo, 2020; Surya Hardi Lukita et al., 2025; Syahroni & Ramli, 2025). Another factor that is no less important is Talent Management. In the midst of the challenges of digitalization and changes in the labor market, talent management is a key strategy in maintaining and developing quality human resources. Good Talent Management will increase employee motivation, loyalty, and productivity, which contributes to organizational effectiveness (Singh, 2021; Fahrosa et al., 2025; Rahayu et al., 2025; Ramli et al., 2025).

Competence reflects the combination of knowledge, skills, and attitudes needed to complete work effectively (Fariha et al., 2023; Kadir & Ramli, 2024). A number of previous studies have stated that competence can act as a mediating variable in bridging the influence of various managerial factors on organizational performance and effectiveness (Ballano et al., 2022; Eki & Ramli, 2024; Satria et al., 2025; Takrim et al., 2025). Transformational leaders, for example, can improve employee competencies through coaching, coaching, and empowerment (Mollen & Ridley, 2021; Adelia et al., 2025; Arman et al., 2025; Kusnadi & Ramli, 2025). Meanwhile, Talent Management contributes to creating development programs that systematically increase competency (Hermawati et al., 2020).

The results of a study adopted from Bintari et al., (2023) conducted a study in Banjarmasin with the population of employees in the Department of Culture and Tourism show that the variables Leadership, Competence, Work Discipline have a positive and significant influence on Employee Performance Effectiveness. Effective leadership, high competence, and good discipline are able to direct and motivate employees to achieve organizational goals (Bintari et al., 2023). However, there is still limited research that explicitly examines the role of competence mediation in the relationship between Transformational Leadership, Talent Management, and Organizational Effectiveness. To continue research that has been done previously in other fields and in a different place than before. In addition, the exploration in this study is employees of the Ministry of Cooperatives and SMEs in Jakarta as a research object which is different from previous studies and is still rarely used as a research object.

The purpose of the study is to explore and analyze the influence of Transformational Leadership, Work Discipline, and Talent Management simultaneously on Organizational Effectiveness, to determine the collective contribution of these three variables to organizational effectiveness in the managerial and strategic context in the Ministry of Cooperatives and SMEs. This study aims to identify patterns, preferences, and factors that affect Organizational Effectiveness in choosing Transformational Leadership based on Talent Management, Work Discipline and competence applied by the Ministry of Cooperatives and SMEs.

LITERATURE REVIEW

Transformational Leadership

Transformational Leadership is the ability of leaders to bring about significant change by inspiring, stimulating intellectually, and giving individual attention to followers (Ausat et al., 2022). Leaders with transformational characteristics are agents of positive change and can deal with complex and rapidly changing work environments (Meria et al., 2022). The definition of transformational leadership is characterized by the ability of leaders to bring about significant change by inspiring, stimulating intellectuals, and giving individual attention to followers (Eduzor, 2024). Transformational Leadership is to expand and increase the interests of employees, increase awareness of organizational goals, and encourage employees to prioritize the common interests

(Witjaksono et al., 2024). Transformational Leadership is a process in which leaders and followers elevate each other to a higher level of morality and motivation (Hidayati et al., 2024). According to Zhang et al., (2025) Transformational Leadership is a leader's behavior that transforms and inspires followers to perform above expectations while developing their own leadership potential.

Talent Management

Talent Management is a systematic process to attract, identify, develop, retain, and place individuals who have special value for the organization (Dalahmeh, 2020). Talent Management is a series of processes, programs, and cultural norms that are integrated in an organization to attract, develop, place, and retain talent (Amelia & Rofaida, 2020). Talent Management is a dynamic process for identifying, developing, and placing high-potential individuals in accordance with the organization's strategic goals (Ayaghena et al., 2024). Talent Management is making sure the right people are in the right job at the right time, and developing them to reach their maximum potential (Alagbariya et al., 2024). Talent Management refers to activities and processes that involve the systematic identification of key positions and the development of talent pools to fill those positions (Schinnenburg & Böhmer, 2025).

Work Discipline

According to Ratna & Nasrah, (2024) Work Discipline is a person's awareness and willingness to obey all applicable company regulations and social norms. Work discipline is an attitude of respect, appreciation, obedience and obedience to applicable regulations, both written and unwritten, and able to living it with a sense of responsibility (Usmany et al., 2024). Work Discipline is a management activity to carry out organizational standards and correct violations that occur (Rozi et al., 2024). Work Discipline refers to the strategies and actions that companies use to ensure employees comply with organizational rules and standards (Athins et al., 2024). Work Discipline is a force that encourages individuals or groups to obey rules and procedures in order to achieve goals (Hutabarat et al., 2024).

Competence

According to Kariza et al., (2022) Competence is a set of intelligent, responsible actions that a person has as a condition to be considered capable by society in carrying out tasks in a certain field of work. Competence is an underlying characteristic of a person that is directly related to effective or superior performance in a job or situation (Hubeis et al., 2023). Competence is the work ability of each individual which includes aspects of knowledge, skills, and work attitudes that are in accordance with the set standards (Wijayanti & Sari, 2023). Competence is a person's capacity that produces behaviors that meet the demands of the job within the parameters of the organization, and that bring about the desired results (Junianto et al., 2024). Competence is the ability to apply knowledge and skills to achieve desired results (Murdiono et al., 2024).

Organizational Effectiveness

According to Shi and Kim (2021), Organizational Effectiveness is the level of achievement of organizational goals achieved through the optimization of organizational structures. This optimization is carried out by focusing on structuring the organizational structure in order to support the effectiveness of achieving organizational targets and objectives, emphasizing that organizational effectiveness is highly dependent on how the organizational structure is organized and optimized so that the goals that have been set can be achieved optimally. According to research by Hayatullah et al., (2021), Organizational Effectiveness is the ability of an organization to utilize the environment in obtaining scarce and valuable resources. This means that the effectiveness of the organization can be seen from the extent to which the organization is able to access, use, and manage resources that are limited but have high value and also emphasizes that the use of these scarce resources is an important factor that determines the success of the organization. Organizational Effectiveness also

refers to the suitability between an organization and its environment in meeting the needs of stakeholders (Rahman et al., 2024). (Rahman et al., 2024) emphasizes that the effectiveness of an organization is reflected in its ability to adapt to environment and being able to provide benefits in accordance with the needs of stakeholders, which means that effectiveness is not only about achieving the organization's internal goals, but also includes external relationships with stakeholders. According to (Rushton et al., 2024), an organization's ability to achieve goals with efficiency and resource effectiveness is also part of Organizational Effectiveness. This view emphasizes that new organizational goals can be said to be effective if they are achieved with efficient use of resources, so that organizations not only succeed in achieving targets, but also do so with proper resource management. In addition, (Irianti et al., 2024) states that Organizational Effectiveness is the extent to which an organization can achieve its goals with the minimum use of resources and emphasizes that effectiveness is not only measured by the success of achieving goals, but also by the organization's ability to minimize the use of resources.

RELATIONSHIPS BETWEEN VARIABLES

Transformational Leadership dan Organizational Effectiveness

Transformational Leadership is a leadership style that is able to increase employee motivation, commitment, and performance through influence, inspiration, and attention to individuals Lut & Lazoc, (2020). This increase in motivation and commitment can drive productivity, team coordination, and adaptability to change, ultimately increasing organizational effectiveness (Lai et al., 2020). Leaders who prioritize employee well-being and build positive relationships in the workplace tend to create a work environment that supports the achievement of organizational goals (Ausat et al., 2022). In addition, Transformational Leadership can motivate employees to achieve higher performance, which contributes positively to Organizational Effectiveness (Asbari & Novitasari, 2024). Research by Lut & Lazoc, (2020), (Lai et al., 2020), and (Tamimi & Sopiah, 2022) shows that Transformational Leadership is positively related to Organizational Effectiveness through increased employee motivation, innovation, and commitment. These results are consistent with the findings (Ausat et al., 2022) and (Asbari & Novitasari, 2024) which prove that leadership that prioritizes employee well-being and encourages high performance can increase organizational effectiveness. Based on these findings, the hypothesis proposed is:

H1: Transformational Leadership has a positive effect on Organizational Effectiveness

Talent Management dan Organizational Effectiveness

Logically, effective Talent Management is able to ensure that organizations have individuals with the right competencies, skills, and motivation to achieve strategic goals Suryani & Stiawati, (2024). Talent Management also helps organizations identify, develop, and retain top talent so that productivity and adaptability increase Agarwal et al., (2023). Furthermore, planned talent management is able to improve team coordination, employee commitment, and performance quality so as to support the overall effectiveness of the organization (Tamunomieb & Worgu, 2020). Research conducted by (Mujibi & Azmy, 2024), (Tamunomieb & Worgu, 2020), and (Larasati & Cahyati, 2024) shows that Talent Management has a positive relationship with Organizational Effectiveness. Based on these logic and empirical findings, a formal hypothesis is proposed:

H2: Talent Management has a positive effect on Organizational Effectiveness.

Work Discipline dan Organizational Effectiveness

Work Discipline is an important factor in achieving organizational goals because it increases adherence to work rules and procedures, which has a positive impact on Organizational Effectiveness (Sutianingsih & Handayani, 2021). High work discipline creates order and responsibility so that it can increase productivity and reduce deviations in work behavior (Juheti & Sulaeman, 2021). Employees who are disciplined in adhering to organizational policies and procedures contribute to maintaining operational consistency and efficiency, which has an effect on

improving organizational integrity Akpan & Awu, (2022). Work Discipline also encourages good work attendance, punctuality, and self-control, which supports the effectiveness of the organization as a whole (Thalia et al., 2024). Research (Sutianingsih & Handayani, 2021) shows that Work Discipline has a positive effect on Organizational Effectiveness.

Research (Juheti & Sulaeman, 2021) also found a positive relationship between work discipline and increased productivity and decreased deviant behavior. Furthermore, Akpan & Awu, (2022) prove that disciplined employees have a significant effect on Organizational Effectiveness and organizational integrity. The findings (Thalia et al., 2024) support that good work discipline increases organizational effectiveness. Based on this logic and empirical evidence, the hypothesis proposed is:

H3: Work Discipline has a positive effect on Organizational Effectiveness.

Work Discipline dan Competence

Work Discipline encourages employees to consistently attend and complete tasks on time so that they can ensure that the tasks are done well Syauqi et al., (2024). The higher a person's Work Discipline, the greater his ability to apply competence in the workplace. Work Discipline and competence support each other in producing optimal performance because they both play a role in increasing work effectiveness and efficiency (Ayuningtyas et al., 2022). Effective competence can strengthen the positive influence of Work Discipline through the integration of knowledge, skills, and experience in work (Nurvitasari et al., 2022).

Research by Iptian et al., (2021), and (Ayuningtyas et al., 2022) shows that Work Discipline has a positive relationship with competence. This indicates that improving Work Discipline can improve employee competence in the workplace. Based on this description, the hypothesis proposed is:

H4: Work Discipline has a positive effect on Competence

Competence dan Organizational Effectiveness

Individual competencies in the organization, especially at the managerial level, play an important role in determining the organization's ability to manage resources and achieve strategic goals (Hayatullah et al., 2021). Human resource (HR) competencies create organizational capabilities to increase Organizational Effectiveness in facing external challenges Ashari et al.,(2021). High competence at the individual and team level drives organizational efficiency, innovation, and adaptability, all of which have a positive impact on Organizational Effectiveness (Umam et al., 2021). Competencies that are relevant to job demands help increase the productivity and effectiveness of the overall organization (Agha et al., 2021). In addition, increasing individual competencies has a direct impact on the achievement of Organizational Effectiveness indicators such as service quality, customer satisfaction, and cost efficiency (Hoki et al., 2024).

Research (Hayatullah et al., 2021), Ashari et al., (2021), and (Umam et al., 2021) shows that competence has a positive relationship with Organizational Effectiveness. Based on this logic and empirical findings, the hypothesis proposed is:

H5: Competence has a positive effect on Organizational Effectiveness.

Competence as a mediator of high Work Discipline and Organizational Effectiveness

Work Discipline can encourage the development of employee competencies through consistency, experience, and continuous learning, which ultimately has a positive impact on Organizational Effectiveness Noel et al., (2023). The competencies that employees possess determine the extent to which Work Discipline can contribute to the success of the organization (Tamunomiebi & Emeh, 2023). Work Discipline also forms a professional attitude that supports the mastery of competence, which in turn becomes a positive connecting factor between Work Discipline and Organizational Effectiveness (Khotimah et al., 2024). Competence has a positive relationship with Work Discipline and Organizational Effectiveness because it affects the quality of

disciplined task implementation (Rasdiany et al., 2024). Research by Noel et al., (2023) shows that Work Discipline contributes on the development of competencies that have an impact on Organizational Effectiveness. The findings of Tamunomiebi & Emeh (Tamunomiebi & Emeh, 2023) also prove that competence mediates the relationship between Work Discipline and Organizational Effectiveness. In addition, (Rasdiany et al., 2024) found that Work Discipline forms competencies that have a positive influence on Organizational Effectiveness.

H6: Competence is a mediator between Work Discipline and Organizational Effectiveness.

RESEARCH METHODS

Research Design

Data collection in this study used a survey method with an online questionnaire. The measurement was carried out on a Likert scale with a scale of 1 – 5, where a score of one strongly disagree (STS), a score of two disagree (TS), a score of three neutral (N), a score of four agree (S), a score of five strongly agree (SS). The online survey begins with a statement explaining the purpose of the research and an invitation to employees of the Ministry of Cooperatives and SMEs to participate. Respondents are expected to provide responses that are relevant to the main objectives of the study. The measurement of the Transformational Leadership variable adopted from Eduzor, 2024 consists of 5 questions. The measurement of the Talent Management variable adopted from Schinnenburg & Böhmer, 2025 consists of 5 questions. The measurement of the Work Discipline variable adopted from Usmany et al., 2024 consists of 5 questions. The measurement of the Competence variable adopted from Hubeis et al., 2023 consists of 5 questions. The measurement of the support variable Organizational Effectiveness adopted from Ay Yuan et al., 2024 consists of 6 questions. The population in this study consists of employees of the Ministry of Cooperatives and SMEs in the Jakarta area. Meanwhile, sampling in this study uses purposive sampling techniques with several criteria, namely permanent employees of the Ministry of Cooperatives and SMEs with a minimum working period of 1 year and 25-45 years old. As the theory put forward by Hair et al., (2018), where the number of samples is calculated at least 5-10 times the number of statements on the questionnaire. So, based on the calculation of the formula, the number of samples used in this study was 10 x 25 statements so that the number of respondents was 250 respondents. This study uses google form as a means to distribute questionnaires that have been prepared beforehand. This study is a quantitative study that applies the Structural Equation Model (SEM) Smart PIs and Spss methods. Data collection begins with the distribution of an initial questionnaire (pretest) to 30 respondents and will be tested for validity and reliability using Confirmatory Factor Analysis (CFA) to test and measure the hypothetical model. Furthermore, the validity test was carried out using Kaiser Msyer Olkin (KMO) measurements. Furthermore, the reliability test looked at the Cronbach alpha value with the provision of an acceptable value of ≥ 0.6 (Hair et al., 2021).

Research Results

Respondents in this study consist of employees of the Ministry of Cooperatives and SMEs in the Jakarta area aged 25-45 years. Based on the results of the online questionnaire distribution, 250 respondents were collected, consisting of 80% men and 20% women, all employees domiciled in Jakarta. The age of the respondents was dominated by the age group of 25-30 years old at 49.2%, then 31-45 years old at 39.2%, and >45 years old at 11.6% Length of work with a majority of 5 years of 50.4%, 1 year of 19.2%, 3 years of 15.2% and 5-year > 15.2%.

Measurement Model Results (Outer Model Analysis)

This study conducted a validity and reliability test conducted on 30 respondents using the Partial Least Squares Structural Equation Modeling (PLS-SEM) approach. The research instrument consisted of 13 statements, which included 2 statements from the Competence variable, 2 statements from the Organizational Effectiveness variable, 3 statements from the Transformational Leadership variable, 3 statements from the Talent Management variable and 3 statements from the

Work Discipline variable. The following are the results of the validity and reliability test on 30 respondents,

Table 1. Output Results of Outer Model Analysis (Pretest)

	CO	OE	TL	TM	WD
CO 1	0.871				
CO 2	0.901				
OE 1		0.881			
OE 2		0.845			
TL 1			0.830		
TL 2			0.752		
TL 3			0.937		
TM 1				0.868	
TM 2				0.727	
TM 3				0.922	
WD 1					0.900
WD 2					0.850
WD 3					0.800

Data sources processed by the author himself (2025)

Table 2. Validity and Reliability Test Results (Pretest)

	Cronbach's alpha	Composite reliability (rho a)	Composite reliability (rho c)	Average variance extracted (AVE)
CO	0.727	0.735	0.880	0.785
OE	0.854	0.799	0.854	0.745
TL	0.792	0.815	0.880	0.711
TM	0.797	0.862	0.880	0.711
WD	0.856	0.872	0.887	0.724

Data sources processed by the author himself (2025)

In this study, the validity of the outer model was analyzed using two main aspects, namely convergent validity (seen from the loading factor) and discriminant validity. Meanwhile, reliability was tested using Cronbach's alpha and composite reliability. The Average Variance Extracted (AVE) value, in convergent validity (loading factor) is used to see the extent to which indicators in one variable have a positive relationship with each other. If the results

The outer model test (reflective model) has met the criteria that have been set, so the Structural Equation Model Partial Least Square (SEMPLS) analysis can be continued to the hypothesis testing stage in this research.

Table 3. Outer Model Results

Variables / Constructs	Indicator	Outer Loading	Cronbach's Alpha	Composite Reliability	AVE
Competence (CO)	CO1	0.868	0.722	0.878	0.782
	CO2	0.900			
Organizational Effectiveness (OE)	OE1	0.816	0.614	0.837	0.720
	OE2	0.880			
Transformational Leadership (TL)	TL1	0.833	0.800	0.884	0.720
	TL2	0.744			
	TL3	0.955			
Talent	TM1	0.829	0.846	0.879	0.709

Management (TM)	TM2	0.856			
	TM3	0.841			
Work Discipline (WD)	WD1	0.797	0.724	0.845	0.644
	WD2	0.840			
	WD3	0.770			

Data sources processed by the author himself (2025)

The validity convergent value can be analyzed through the loading factor value on the external loading table and through the Average Variance Extracted (AVE) value. Hair et al (2021) the minimum value that is a requirement in the measurement of convergent validity is > 0.7 , then for factor loading and AVE with a value of > 0.5 . In this study, the loading factor results obtained from 20 indicators are > 0.7 , so it is stated that the 20 indicators are acceptable, with the AVE NIAI > 0.5 so that it has passed the provisions and it can be concluded that the 13 indicators are acceptable. In addition, the internal consistency refactoring test used to measure the ability of the indicator can measure its latent contraction based on the Composite Reliability and Cronbach's Alpha values to be acceptable $> 0.6 - 0.7$ (Hair et al., 2021). The results of the data processing were obtained that all latent variables (contracts) had a Composite Reliability value of > 0.7 and a Cronbach's Alpha value > 0.6 . Thus, both the Composite Reliability and Cronbach's Alpha values has escaped the provisions.

Results of Structural Model Measurement (Inner Model Analysis)

In structural model analysis (Inner Model Analysis), the researcher utilizes the value of the Researcher using the path coefficient value to test the significance of the hypothesis proposed. The test was carried out by comparing the t-value obtained from the bootstrapping analysis to the critical t-value of 1.65. If the t-value is greater than the t-critical ($t > 1.65$), then the hypothesis is considered significant and accepted. Conversely, if the t-value is less than 1.65 ($t < 1.65$), then the hypothesis is considered insignificant and rejected. The results of the bootstrapping analysis that show the value of the path coefficient can be seen in the Data Source processed by the author himself (2025).

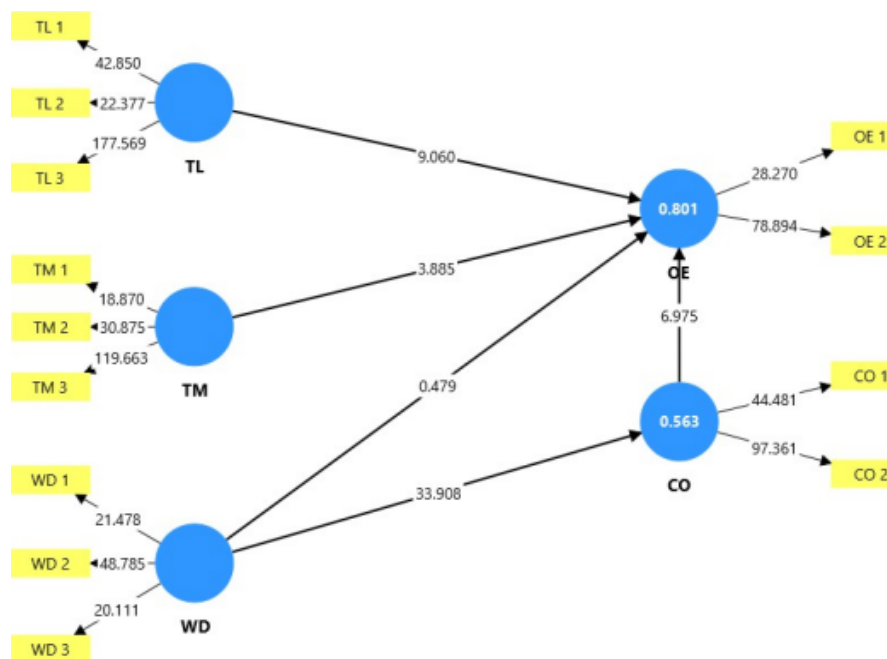


Figure 2. Output Results of Inner Model Analysis

Internal model testing or hypothesis test in this study was carried out by analyzing the

significance of the path coefficient. Referring to (Hair et al., 2021), the influence between variables can be declared significant if the T-statistical value exceeds the T-table value of 1.650 at a significant level if it is below 0.05. The direction of the relationship between variables is determined based on the original value of the sample which shows whether the effect is positive or negative.

Based on the results of the calculation using the bootstrapping method, the results are obtained in table 4 below:

Table 6. Hypothesis Test Results

Hipotesis	Original Sample (O)	T Statistics ((O/STDEV))	P Values	Ket.
H1 Transformational Leadership has a positive effect on Organizational Effectiveness	0.380	9.060	0.000	Accepted
H2 Talent Management Has a Positive Effect on Organizational Effectiveness	0.0271	3.885	0.000	Accepted
H3 Work Discipline Has a Positive Effect on Organizational Effectiveness	0.259	5.103	0.000	Accepted
H4 Work Discipline Has a Positive Effect on Competence	0.750	33.908	0.000	Accepted
H5 Competence Has a Positive Effect on Organizational Effectiveness	0.314	6.975	0.000	Accepted
H6 Competence as a mediation of Work Discipline and Organizational Effectiveness	0.236	6.423	0.000	Accepted

Data sources processed by the author himself (2025)

Based on the results of the direct hypothesis test in the table above, it was obtained that 6 hypotheses were accepted.

This study used t-value and p-value to measure the significance of the relationship between variables. At a significance level of 5% ($\alpha = 0.05$), the researcher considered a significant relationship if the t-value was greater than the t-table (1.65) for a single-sided ui. In addition, significance can also be determined through a p-value of less than 0.05 which shows that the relationship between independent and dependent variables does not occur by chance. The H1 Transformational Leadership test had a positive effect on the Organizational Effectiveness T statistic of 9,060 > 1.65 with a p value of 0.000 < 0.05 and a positive original sample value (0.380). This means that there is a positive influence between Transformational Leadership and Organizational Effectiveness, which means that H1 is accepted.

H2 Talent Management testing had a positive effect on Organizational Effectiveness, obtained statistical T results of around 3,885 > 1.65 with a p value of 0.000 < 0.05 and the original sample value was positive (0.271). This means that there is a positive influence between Talent

Management on Organizational Effectiveness so that H2 is accepted. Then, the H3 test on the effect of Work Discipline on Organizational Effectiveness was obtained a statistical T result with a magnitude of $5.103 > 1.65$ with a p value of $0.000 < 0.05$ and a positive original sample value (0.259). This means that it was found that there was a positive influence between Work Discipline on Organizational Effectiveness so that H3 was accepted.

The H4 test of the effect of Work Discipline on Competence was obtained with a statistical T result with a magnitude of $33,908 > 1.65$ with a p value of $0.000 < 0.05$ and a positive original sample value (0.750). This means that it was found that there was a positive influence between Work Discipline on Competence so that H4 was accepted. Furthermore, the H5 test on the effect of Competence on Organizational Effectiveness was obtained with a statistical T result with a magnitude of $6,975 > 1.65$ with a p value of $0.000 < 0.05$ and a positive original sample value (0.314). This means that there is a positive influence between Competence and Organizational Effectiveness so that H5 is accepted.

The H6 test on the role of Competence as a mediating variable between Work Discipline and Organizational Effectiveness obtained a statistical T result of $6,423 > 1.65$ with a p value of $0.000 < 0.05$ and a positive original sample value (0.236). Competence can be a significant link between the influence of Work Discipline on Organizational Effectiveness. The higher the level of work discipline of employees, it will increase their competence, and in the end better competence will make a positive contribution to increasing organizational effectiveness. then H6 is accepted.

DISCUSSION

The respondents to this study were 250 employees of the Ministry of Cooperatives and SMEs in Jakarta. The majority of respondents were male (80%), were in the productive age group of 25–30 years (49.2%), and had a dominant working period of 5 years (50.4%). The composition of this demographic shows that the majority of respondents are in the mature career phase, have sufficient work experience, and are familiar with work patterns in government agencies. This supports the implementation of transformational leadership, talent management, and the formation of consistent work discipline.

The results of this study are in line with the theory of Lut & Lazoc (2020) which states that Transformational Leadership is positively related to Organizational Effectiveness (H1) through increasing employee motivation, commitment, and performance. Based on the questionnaire indicators, transformational leadership in the Ministry of Cooperatives and SMEs can be seen through the provision of a clear vision, inspiration to employees to work optimally, leadership examples, concern for personal development, and encouragement of creative thinking. The majority of male respondents (80%), productive age 25–30 years (49.2%), and 5 years of service (50.4%) indicated that they were in the mature career phase, ready to receive strategic direction, and motivated to grow. In line with Lai et al., (2020) and Tamimi & Sopiiah (2022), this leadership style improves team coordination, productivity, and adaptation to change. Leaders who are able to prioritize employee well-being (Ausat et al., 2022) and be an inspiration (Asbari & Novitasari, 2024) will create a collaborative and innovative work culture that directly drives organizational effectiveness.

This finding is in line with Suryani & Stiawati (2024) who affirm that good Talent Management increases Organizational Effectiveness (H2) by developing and maintaining employees who have key skills. The questionnaire indicators show that in this ministry, talent management includes training and career development, rewards for outstanding employees, planned recruitment to attract the best talent, placement according to competencies, and the provision of periodic feedback. Respondents with a dominant working period of five years described the sustainability of the HR development process consistently. In line with Agarwal et al., (2023) and Tamunomieb & Worgu (2020), this strategy improves the efficiency of achieving long-term goals. A work culture that values talent (Mujibi & Azmy, 2024) and focuses on proper placement (Larasati & Cahyati, 2024) makes employees feel empowered, which in turn increases loyalty and

performance. This has a positive impact on the quality of public services and the ability of organizations to compete in a competitive environment.

These findings strengthen the view that Work Discipline has a positive effect on Organizational Effectiveness (H3). Based on the questionnaire indicators, employee work discipline includes compliance with policies, punctuality of attendance, full responsibility, maintaining the good name of the organization, and completing tasks according to deadlines. The characteristics of the respondents—the majority of men, productive age, and long working hours—suggest that discipline has become an ingrained habit. This is in line with Juheti & Sulaeman (2021) and Akpan & Awu (2022) who affirm that high discipline creates order, reduces deviant behavior, and improves organizational integrity. Discipline also ensures operational consistency (Galuh et al., 2024) and supports good attendance and self-control (Thalia et al., 2024), which directly strengthens the effectiveness of public services.

The results of this study are supported by the theory of Iptian et al., (2021) that Work Discipline encourages consistency in attendance and completion of tasks which has an impact on improving competence (H4). Based on the questionnaire indicators, employee competencies include mastery of knowledge, high quality of work, quick adaptation, effective communication, and teamwork. The majority of respondents with a 5-year working period indicated that disciplined behaviors such as arriving on time, obeying rules, and completing tasks on time supported the creation of a sustainable learning environment. This is in line with Ayuningtyas et al., (2022) who emphasized that high discipline and competence reinforce each other in producing optimal performance. An organized work environment accelerates the integration of knowledge and skills (Nurvitasari et al., 2022).

These findings are consistent with Hayatullah et al., (2021) and Ashari et al., (2021) that individual competence, especially at the managerial level, has a significant effect on Organizational Effectiveness (H5). The questionnaire indicators show that employees who have adequate knowledge, produce quality work, adapt quickly, communicate effectively, and are able to work together, can make a great contribution to achieving organizational goals. The characteristics of the respondents—the majority of productive age with five years of work experience—supported their ability to integrate technical and soft skills. In line with Umam et al., (2021) and Agha et al., (2021), high competence increases organizational efficiency, innovation, and adaptability. Improving competencies also has an impact on effectiveness indicators such as service quality, stakeholder satisfaction, and cost efficiency, ensuring that ministry performance remains optimal in the long term.

The results of this study are in line with Noel et al., (2023) who stated that high Work Discipline contributes to the development of competencies through behavioral consistency, work experience, and continuous learning, which in finally has a positive impact on Organizational Effectiveness (H6). Based on the questionnaire indicators, employee discipline at the Ministry of Cooperatives and SMEs includes compliance with rules, punctuality, full responsibility, and timely completion of tasks, while competencies include adequate knowledge, high quality of work, adaptability, effective communication, and teamwork. The characteristics of the respondents, which are mostly male (80%), productive age 25-30 years (49.2%), and the dominant working period of five years (50.4%) show that the discipline that has been formed over the years is the foundation for building solid competencies. In line with Tamunomiebi & Emeh (2023) and Khotimah et al., (2024), competence is the link between work discipline and organizational effectiveness because the quality of disciplined task execution is highly dependent on employees' skills, knowledge, and professional attitudes. Rasdiany et al., (2024) emphasized that competence determines the extent to which work discipline can make a significant contribution to organizational success. Thus, in this ministry, discipline encourages the creation of relevant competencies, and this competence ensures that work discipline really results in increasing organizational effectiveness.

CONCLUSION

Based on the results of data analysis of 250 respondents of employees of the Ministry of Cooperatives and SMEs in Jakarta, this study concludes that Transformational Leadership, Talent Management, and Work Discipline have a positive and significant influence on Organizational Effectiveness. Transformational leadership that is able to provide a clear vision, be an example, and inspire employees has been proven to improve team coordination, productivity, and adaptation to change. Talent management, which includes training, career development, rewards for outstanding employees, and placement according to competencies, can boost organizational performance and increase competitiveness in a competitive environment. High work discipline creates order, reduces deviant behavior, and ensures timely completion of tasks, which ultimately improves organizational effectiveness. In addition, work discipline has been proven to improve employee competence, which includes mastery of knowledge, skills, and work attitudes that are relevant to job demands. This competency in turn makes a great contribution to the effectiveness of the organization, both through service quality, work efficiency, and stakeholder satisfaction. The results of the study also show that competence positively mediates the relationship between work discipline and organizational effectiveness, so that discipline will have a more optimal impact if accompanied by adequate competence.

LIMITATIONS AND SUGGESTIONS

This research has several limitations that need to be considered. First, the research was only conducted on one government agency in the Jakarta area, so the findings obtained could not be generalized to other organizations or different regions. Second, the data used is sourced from a questionnaire using the self-report method, so that it is not closed to the possibility of perceived bias from the respondents. Third, this study only uses three independent variables, namely Transformational Leadership, Talent Management, and Work Discipline, so it has not described all the factors that can affect Organizational Effectiveness. Therefore, further research is recommended to expand the research objects to various agencies, both government and private, in more diverse areas so that the findings can be more general.

MANAGERIAL IMPLICATIONS

The results of this study provide strategic implications for the management of the Ministry of Cooperatives and SMEs, it is necessary to strengthen the role of leaders as role models through a consistent attitude, high integrity, and direct involvement in operational activities and employee development. Mentoring, coaching, and leadership shadowing activities can be a means for the positive behavior of leaders to be observed and imitated by subordinates in real life.

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