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**Effect of Organizational Commitment and Work Discipline on
Employee Performance Mediated by Transformational
Leadership Style****Eddy Panjaitan, Ivan Yulivan, Kusnadi & Danang Rimbawa**

ABSTRACT

The purpose of this study is to analyze the effect of organizational commitment and work discipline on employee performance mediated by transformational leadership styles. The population in this study were employees of the Indonesian Coast Guard class III.a to IV.b with a population sample of 263 respondents. The research finding confirms that there is a positive and significant direct effect of organizational commitment on employee performance, however there is a stronger positive and significant indirect effect of organizational commitment on employee performance through transformational leadership style mediation. There is also a positive and significant direct effect of work discipline on employee performance, yet there is a stronger positive and significant indirect effect of organizational commitment on employee performance through transformational leadership style mediation. Transformational leadership style is proven to mediate by strengthening the influence of organizational commitment variables and work discipline on employee performance. The most dominant direct influence of variables on employee performance is the transformational leadership style when compared to organizational commitment and work discipline.

Keywords: *organizational commitment; work discipline; transformational leadership style; employee performance.*

I. INTRODUCTION

Based on Law Number 32 of 2014 concerning Maritime Affairs dated 17 October 2014, Article 61, the Maritime Security Agency of the Republic of Indonesia has the task of carrying out security and safety patrols in Indonesian territorial waters and Indonesian jurisdiction. We need to realize together, that the security strength at sea in a country is measured in conceptual, physical and moral components with the Indonesia Coast Guard (IDNCG) factor, as the main component that is manned by employees from both the manager level to the executive level as its backbone. Thus the excellence of the Indonesia Coast Guard employees is a demand that cannot be negotiated anymore. The Indonesia Coast Guard must be staffed by employees who have qualified capability, are trained, educated, equipped with good equipment and equipment and guaranteed their welfare in

accordance with the professional identity of the State Servant. The very complex problems of the Indonesia Coast Guard are related to the human resource capabilities both from quantitative and qualitative), government support and budget for strengthening marine security and safety operations through synergistic operations by promoting a unity of effort approach that optimizes information and command systems. Integrated control, especially in border areas, outer islands and areas with a high level of vulnerability by properly trained marine or air units or elements. Then it is necessary to strengthen marine security and safety infrastructure, which prioritizes the procurement, maintenance and repair of marine and air elements to carry out maritime security and safety operations and the construction of a base system to support operations in border areas, outer islands and vulnerable areas. The success of this operational task is highly dependent on the organizational commitment behavior and work discipline of employees in the Indonesian Coast Guard, for this it requires support from leaders with a leadership style as agents of change. Improving employee performance requires an increase in work with high work discipline and being able to utilize the potential of existing employees to achieve the main tasks and functions of the Indonesia Coast Guard that have been determined, so that it will make a positive contribution to employee performance in the Indonesian Coast Guard. Organizational commitment is the degree to which employees believe and are willing to accept organizational goals and will remain or will not leave the organization (Mathis and Jackson in Busro, 2018). Employee work discipline is the awareness and willingness of a person to comply with all rules, regulations and social norms that apply in his work environment. Transformational leadership styles have been found to have a direct or indirect effect (through the affective commitment of subordinates) on organizational performance (Marcus Crede, Jaehee Jong and Peter Harms, 2019). This is what underlies the researchers' thinking of choosing transformational leadership style as one of the variables that needs to be explored in this study because transformational leadership styles have been studied a lot to make followers follow, trust and show loyalty to their leaders and encourage them to go beyond their own interests for the sake of organizational interests (Avolio and Bass in Erni Trisnawati Sule and Donni Juni Priansa, 2018). The achievement of organizational goals is closely related to the transformational leadership style factor as a courageous agent of change and is able to bring change in the organization to create employee performance, because it is the leader who drives and directs the organization in achieving goals (Avolio and Bass in Erni Trisnawati Sule and Donni Juni Priansa, 2018).

II. LITERATURE REVIEW

2.1. Employee Performance

Performance is the implementation of a job and the improvement of the work in accordance with its responsibilities so that it can achieve the results as expected (Sinambela, 2019). Prasadja Ricardianto (2018) performance is a description of the level of achievement of the implementation of an activity program or policy to realize target targets which include the goals of the organization's vision and mission which are regulated in an organization's strategic plan. Afandi (2018) Performance is work that can be achieved by a person or group of people in a company in accordance with their respective authorities and responsibilities in an effort to achieve organizational goals illegally, does not violate the law and does not conflict with morals and ethics. From several definitions of performance according to experts and scholars and the explanation above, a synopsis of employee performance can be made, namely the level of achievement of task implementation in the form of quantity, quality and time, both input, output, outcome, benefit, and impact according to the responsibilities charged to employees in an effort to realize the vision and mission effectively and efficiently to facilitate the direction of organizational structuring.

2.2. Organizational Commitment

Organizational commitment is an attitude that reflects employee loyalty to the organization and a continuous process where members of the organization express their concern for the organization and its success and continuous progress (Mathis & Jackson in Busro, 2017). Robbins & Judge in Sinambela (2019) suggests that organizational commitment is a situation where an employee sides with a particular organization and its goals

and desires to maintain membership in the organization. Meyer & Alen in Busro (2017) say that organizational commitment is an attitude that reflects the extent to which an individual knows and is tied to his organization. So based on the descriptions put forward by experts and scholars as well as previous research above, a synopsis of organizational commitment can be made, which is a form of psychological attachment of employees to the organization because of a high belief in the values and goals of the organization with employee loyalty and an attitude. the process of expressing a high willingness of effort and participation in the organization as a guarantee and promise both explicitly and implicitly of the continuation of a valuable relationship.

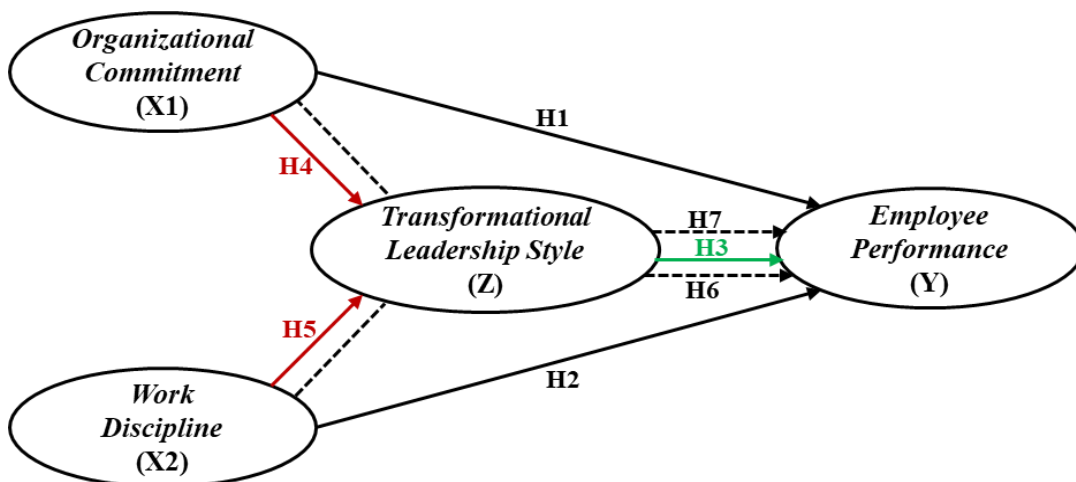
2.3. Work Discipline

Rivai in Sinambela (2019) reveals that work discipline is a tool used by superiors / leaders to communicate with employees so that they are willing to change behavior and as an effort to increase awareness and willingness to comply with all company regulations. The application of work discipline for employees aims to encourage employees to be willing and willing to follow the kinds of standards or rules that apply in a company, so that work incidents can be overcome (Arenofsky, 2017). Looking at the meaning of discipline and work according to experts and scholars as well as the explanation above, a synopsis of work discipline (work discipline) can be made, namely the ability to work regularly, persistently and work in accordance with applicable regulations without violating the rules set.

2.4. Transformational Leadership Style

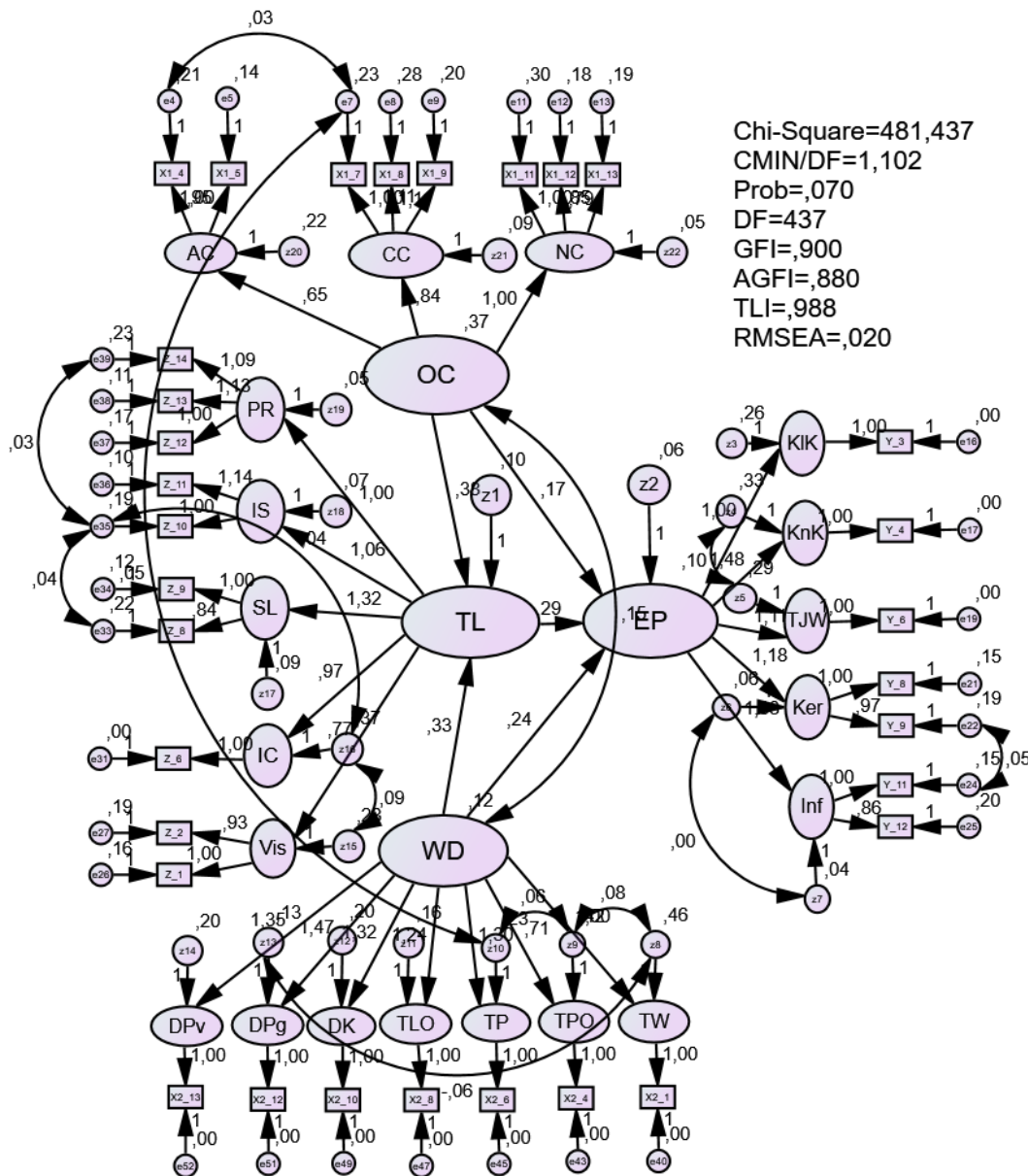
Bass and Avolio in Erni Trisnawati Sule and Donni Juni Priansa (2018) say that transformational leaders are recognized as inspiring followers to make contributions around the desired expectations. Transformational leaders provide followers with a focus and support, engagement and appreciation designed so that followers are able to absorb the leader's vision as their own and be committed to achieving that vision. Avolio in Erni Trisnawati Sule and Donni Juni Priansa (2018) states that transformational leadership can be understood as leadership that involves change in the organization. Hughes in Erni Trisnawati Sule and Donni Juni Priansa (2018) stated that transformational leadership style has good vision, rhetoric skills and impression management and uses it to develop strong emotional bonds with followers. Based on some of the definitions and theories of experts and scholars as well as the explanation above, a synopsis of transformational leadership style can be made, which is a leadership style that brings change in the organization with the leader's ability to make policy direction which can be described in strategies to motivate subordinates who are exist in the organization in order to be willing and move to achieve organizational goals beyond personal interests, where everything that is given in the work is solely for the benefit of the progress of the organization.

III. CONCEPTUAL FRAMEWORK



IV. RESEARCH DESIGN

This research is an explanatory research, which aims to explain the influence between research variables through hypothesis testing based on field data. This study also uses a correlation study to examine the correlation with each other among the research variables. Based on the strategy in conducting research, this study used a survey research, namely using data collection techniques by compiling questions and asking the respondents. Based on the unit of analysis, this study uses an individual unit of analysis, namely collecting data from each individual. In this study, hierarchical regression analysis was also carried out to examine the mediating effect of the transformational leadership style (Z) on the effect of independent variables ((organizational commitment (X1) and work discipline (X2)) on the dependent variable ((Employee Performance (Y)). 263 respondents are ready to be processed and able to produce a fit model. In result of data analysis by using the method of SEM and by using the tool of software processing application of AMOS 21.0.



Picture 1: Full Model SEM-AMOS

Source: Results of Treatment with AMOS 21.0

V. RESULTS

In this study, the authors used the help of AMOS version 21.0 software to test the research hypothesis. The following Table – 1 and Table – 2 results of the calculation of regression with AMOS software.

Table 1: Model Conformity Index

Item GoFI	Size Expected	Estimation Results	Conclusion
Absolut Fit Size			
p-value	$\geq 0,05$	0,100	Good Fit
CMIN/DF	≤ 2	1,102	Good Fit
GFI	$\geq 0,90$	0,900	Good Fit
RMSEA	$\leq 0,08$	0,020	Good Fit
RMR	$\leq 0,05$	0,022	Good Fit
Incremental Fit Size			
AGFI	$\geq 0,90$	0,880	Marginal Fit
TLI	$\geq 0,90$	0,988	Good Fit
NFI	$\geq 0,90$	0,896	Marginal Fit
CFI	$\geq 0,90$	0,989	Good Fit
IFI	$\geq 0,90$	0,989	Good Fit
RFI	$\geq 0,90$	0,882	Marginal Fit
Parsimonious Fit Size			
PNFI	$0,60 > PNFI < 0,90$	0,790	Good Fit
PGFI	$0 < PGFI < 1$	0,745	Good Fit

Source: Results of Treatment with AMOS 21.0

Table 2: Regression Result

			Estimate	S.E.	C.R.	P	Label
TL	<---	OC	,378	,083	4,567	***	par_2
TL	<---	WD	,331	,134	2,463	,014	par_3
EP	<---	TL	,292	,078	3,759	***	par_1
EP	<---	OC	,175	,070	2,490	,013	par_23
EP	<---	WD	,244	,109	2,236	,025	par_24

Sources : Data processing with using AMOS 21.0

VI. DISCUSSION AND CONCLUSIONS

The estimation parameter testing the influence of organizational commitment on employee performance shows positive and significant results with a standardized estimate (SE) value of 0.281, and a critical ratio (CR) of 2.490 and p-value = 0.013. These values have met the requirements for acceptance of the hypothesis, namely the CR value of $2.490 > 1.96$ at the significance level of 0.05, and the p-value of $0.013 < 0.05$, then hypothesis 1 is accepted, meaning that the effect of organizational commitment on employee performance is direct. proved positive and significant. These findings support the research conducted by Marcy Rita et al. (2017), Apridar et al. (2017), Safayet Rahman et al. (2018), Abdul Rahman Rahim et al. (2019), Bahadur Ali Soomro et al. (2019) revealed the positive and significant impact of organizational commitment on employee performance. This research is reinforced by the theory of Mathis & Jackson in Busro (2017), Robbins & Judge in Sinambela (2019), a situation where an employee sides with a particular organization and its goals and desires to maintain membership in the organization. This is an attitude that reflects the extent to which an individual knows and is tied to the organization (Meyer & Alen in Busro, 2017).

The estimation parameter for testing the effect of work discipline on employee performance shows positive and significant results with a standardized estimate (SE) of 0.224, and a critical ratio (CR) of 2.236 and p-value = 0.025. These values meet the requirements for acceptance of the hypothesis, namely the CR value of $2.236 >$

1.96 at the significance level of 0.05, and the p-value of $0.025 < 0.05$, so hypothesis 2 is accepted, meaning that the effect of work discipline on employee performance is direct. proved positive and significant. These findings support the research conducted by Maulia Azzahra et al. (2019), Utin Nina Hermina et al. (2019), Abdul Razak et al. (2018), Ronal Regen et al. (2020). This research is reinforced by the theory of Handoko, Prawirosentoro and Primasari, Mangkunagara, Simamora in Sinambela (2019), emphasizing that without good discipline, it is difficult for organizations and agencies to achieve optimal results.

The estimation parameter testing the effect of transformational leadership style on employee performance shows positive and significant results with a standardized estimate (SE) of 0.352, and a critical ratio (CR) value of 3.759 and p-value = ***. These values have met the requirements for acceptance of the hypothesis, namely the CR value of $3.759 > 1.96$ at the 0.05 significance level and the p-value $*** < 0.05$ even $*** < 0.01$ at the 0.01 significance level, then hypothesis 3 is accepted, meaning that the effect of transformational leadership style on employee performance has been proven to be positive and significant. This finding supports Steven Brown et al. (2016), Suharno Pawirosumarto et al. (2016), Marcy Rita et al. (2017), Ali Ender Altunoglu et al. (2018), Budiyono et al. (2018), Utin Nina Hermina et al. (2019). This research is reinforced by the theory of Erni Trisnawati Sule and Donni Juni Priansa (2018), the findings support Bass's (1985) original claim that transformational leadership is best suited when organizations face change or transformation because this type of leadership provides vision, motivates employees, has charisma and support individual followers. The relationship between transformational leadership and employee performance is primarily due to the quality of the relationship developed between supervisors and employees during organizational change. Moreover, the relationship between relationship quality and performance is stronger when the frequency of change is high.

The estimation parameter testing the influence of organizational commitment on the transformational leadership style showed significant results with a standardized estimate (SE) of 0.504, and a critical ratio (CR) of 4.567 and p-value = ***. These values have met the requirements for acceptance of the hypothesis, namely the CR value of $4.567 > 1.96$ at the 0.05 significance level, and the p-value $*** < 0.05$ even $*** < 0.01$ at the 0.01 significance level, then hypothesis 4 is accepted, meaning that the influence of organizational commitment to transformational leadership style has been proven positive and significant. In other words, high organizational commitment to employees will encourage these employees to encourage transformational leadership styles. This finding supports the research of Feng Wei et al. (2016), Steven Brown et al. (2016), Marcy Rita et al. (2017), Safayet Rahman et al. (2018). This research is reinforced by the theory of Meyer & Alen in Busro (2017). The cause of this commitment is social demands which are the result of a person's experience in interacting with others or the emergence of permanent obedience to a role model or organization owner due to favors, social, cultural or religious respect (Coetzee in Busro, 2017).

The estimation parameter for testing the effect of work discipline on transformational leadership style shows the result with a standardized estimate (SE) of 0.251, and a critical ratio (CR) value of 2.463 and p-value = 0.014. These values have met the requirements for acceptance of the hypothesis, namely the CR value of $2.463 > 1.96$ at the significance level of 0.05, and the p-value of $0.014 < 0.05$. Because in this study the estimated CR testing > 1.96 and p-value < 0.05 , at the 0.05 significance level, hypothesis 5 is accepted, meaning that the effect of work discipline on transformational leadership style has been proven to be positive and significant. These findings support research conducted by Suharno Pawirosumarto et al. (2016), Maulia Azzahra et al. (2019). This research is reinforced by the theory of Bass and Avolio in Erni Trisnawati Sule and Donni Juni Priansa (2018), the application of work discipline for employees aims to encourage employees to be willing and willing to follow various kinds of standards or rules that apply in a company, so that the incidence of job abuse can be overcome (Arenofsky, 2017).

The estimation parameter testing the effect of organizational commitment on employee performance mediated by transformational leadership style with a standardized estimate (SE) of 0.458, shows a significant result with a critical ratio (CR) of 6.249 and p-value = ***. These values have met the requirements for acceptance of the

hypothesis, namely $CR\ 6.249 > 1.96$ at the significance level of 0.05, and the p-value $*** < 0.05$, even the p-value $*** < 0.01$, at the significance level. 0.01, then hypothesis 6 is accepted, meaning that organizational commitment to employee performance mediated by transformational leadership style has proven positive and significant. This finding supports Feng Wei et al. (2016), Ana Sofia Aryati et al. (2017), Akriti Chaubey et al. (2018), Budiyono et al. (2018), Marcus Crede et al. (2019), Abdul Halim Busari et al. (2019), Achmad Sani Supriyanto et al. (2020). This research is reinforced by the theory of Avolio and Bass in Erni Trisnawati Sule and Donni Juni Priansa (2018), cultural values and practices moderate transformational leadership of employee performance relationships in such a way that the relationship is much stronger in a country whose culture is not in tune with transformational leadership. Therefore, the organization must understand the phenomenon and guide it, just as organizational culture is guided, so as to produce positive organizational results.

The estimated parameter testing the effect of work discipline on employee performance mediated by transformational leadership style with a standardized estimate (SE) of 0.312, shows a significant result with a critical ratio (CR) of 5.995 and p-value = $***$. These values have met the requirements for acceptance of the hypothesis, namely $CR\ 5.995 > 1.96$ at the significance level of 0.05, and the p-value $*** < 0.05$ even the p-value $*** < 0.01$, then hypothesis 7 accepted, meaning that the effect of work discipline on employee performance mediated by transformational leadership style has proven to be positive and significant. This finding supports Ana Sofia Aryati et al. (2017), Akriti Chaubey et al. (2018), Budiyono et al. (2018), Marcus Crede et al. (2019), Abdul Halim Busari et al. (2019), Achmad Sani Supriyanto et al. (2020). This research is reinforced by the theory of Avolio in Erni Trisnawati Sule and Donni Juni Priansa (2018) which states that transformational leadership can be understood as leadership that involves change in organizations. The application of work discipline for employees aims to encourage employees to be willing and willing to follow various kinds of standards or rules that apply in a company, so that incidents of job abuse can be overcome (Arenofsky, 2017).

Managerial Implications

Transformational leadership style is proven to mediate by strengthening the influence of organizational commitment variables and work discipline on employee performance. Transformational leadership style can be implemented through the application of: (1) supportive leadership, by means of a leader rewarding consistent performance achievement through praise and open recognition for efforts made for achieving certain goals, and supported by leaders who create a work environment that is comfortable, familiar and full of psychological support; (2) intellectual stimulation, in which the leader improves the ability of employees to think about various problems based on a new perspective, and the leader increases employee interest, awareness, and alertness regarding various problems in the organization; (3) vision, by means of the leader conveying the organization's mission enthusiastically, and the leader making the organization's mission seem important; (4) personal recognition, by means of a leader recognizing members who have done a good job. Then the leader tells members that he (leader) trusts the members, and the leader appreciates and praises members who are doing well; (5) inspirational communication, by means of leaders paying attention to the values of their followers in communicating the goals they want to achieve. This requires a policy direction and strategy for strengthening human resources that outlines the direction and goals and sets priorities and focuses on setting short-term and long-term goals that must be achieved in a comprehensive, systematic and integrative manner.

Research Limitations

Although the instruments used in this study have been tested and proven to be valid and reliable, in practice there are quite a few employees who fill in the Research Instruments not seriously so that it can affect the quality of the research results. This study examines two independent variables. We all know that there are many other aspects or variables that have the potential to affect employee performance.

Suggestion

Further research is suggested to confirm the model with other specific constructs considering that personality factors are multidimensional, including: work motivation, KSA competency bases (knowledge, skills, abilities), intelligence, stress resistance, personnel relations; and conducting research by comparing the performance of employees in Ministries and Government Agencies.

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