



The Effect of Transformational Leadership Style, and Work Discipline on Employee Performance with Organizational Commitment as Intervening Variable at PT. Laser Jaya Sakti

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Abstract: Through the results of this study, it is proven that communication style has a significant effect on morale through work performance at PT. Laser Jaya Sakti, and performance can mediate the relationship between the influence of communication style on morale. Regarding previous research between the relationship between work and commitment, continuous commitment can occur. Permanent engagement means the component based on the employee's perception of loss. Consequences if he leaves the organization. Continuous involvement means staying in the organization, and is an individual need, and is based on the consideration that a person has invested a lot of personal resources and abilities (knowledge and skills) in the organization, so it is very dangerous for him to leave. Continuing engagement occurs when employees stay in an organization because they need pay and other benefits, or because the employee cannot find another job. The main factor behind the continuity of engagement is the investment of individual resources in the organization and the limitation of alternatives (lack of alternatives) if they have to leave the organization. In this research, it is clear that the basis of going concern is cost taking into account revenue, so this dimension is called arithmetic liability. Because the indicators measure the dimensions of continuity of commitment, including the individual's major losses when leaving the organization; It is difficult to leave the organization even if you want to, and the most important consideration remains with the organization because it is difficult to find other alternatives.

Keywords: Leadership Style, Work Discipline, Employee Performance, Organizational Commitment

INTRODUCTION

The development of the business world is a benchmark for a country's economic progress, one of which is Indonesia (Kuswanti & Margunani, 2020). This polemic faced by the government needs a stimulus so that Indonesian citizens can create jobs so as to reduce

the unemployment rate in Indonesia. One of the company's developments lies in manufacturing companies under development of both medium to large scale.

PT. Laser Jaya Sakti strives to be able to increase the number of employees in Indonesia in order to foster enthusiasm for work in performance. Improving the performance and efforts of human resource management in PT. Laser Jaya Sakti is one of the targets to answer this problem because universities are the axis of transformation in the social, economic, cultural and technological fields that are used as a place for scholars to work. Entering the era of society 5.0, universities are expected to be able to produce graduates by providing knowledge, expertise, skills and competencies so that they can have an understanding of improving performance and capabilities through transformational, transactional leadership, and organizational commitment (Marlinah, 2019).

Performance improvement is an opportunity to prepare human resources by providing information, training, motivating and educating in dealing with risks to start a business or develop a business (Jones & English, 2004; Küttim et al., 2014; Mani, 2015). With entrepreneurial education, it stimulates young entrepreneurs such as students to learn the knowledge and skills that will be used to run the company and helps positive attitudes, not only that, a worker in a hierarchy of leaders to subordinates must be able to understand analyzing and reading conditions. In addition, it is very difficult to separate current economic developments from the influence or presence of global actors who are part of an increasingly integrated global market. In the initial step towards a more advanced level of development and full integration of domestic and global markets, the presence of the government and its intervention through policy is an important variable (Bosma et al., 2018). Integrating domestic and global markets as one of the key components in today's development logic should take into account the risks that may arise from pursuing full-fledged hyperglobalization that we often encounter in today's development strategies (Dimova & Pela, 2018). Globalization essentially opens up new opportunities for the domestic market to expand its market in the global market, but if it is not accompanied by the strengthening and development of the previous domestic potential, it will be a disaster (Belitski et al., 2021).

A company development plan cannot be formulated and finalized for its implementation without conforming to political, social, and low-cost technological requirements (Schroeder, 2019). This relates to the dialectics of the practical development of the company. Development of PT. Laser Jaya Sakti is in line with the development of human resource performance. It has been argued within the infrastructure community that industrial upgrades are preceded by the use of upgrades that introduce economic adjustments that culminate in performance. If not, the potential of PT. Laser Jaya Sakti that emerged through the core industry can be utilized by wealthy entrepreneurs who have the ability to invest. Obviously, entrepreneurs from developed regions are usually attracted to those underdeveloped regions, which can join the facilities of advanced businesses, a good way to take advantage of incentives and benefits (Matlay & Poell, 2019). However, such an organization does not have any financial impact on communities in underdeveloped areas, other than perhaps the development of some neglected jobs.

In this research, there are several problem formulations which include:

1. Does Transformational Leadership have an effect on Employee Performance of PT. Laser Jaya Sakti?
2. Does Work Discipline affect the Employee Performance of PT. Laser Jaya Sakti?
3. Does Organizational Commitment affect the Employee Performance of PT. Laser Jaya Sakti?
4. Does Organizational Commitment have an effect on mediating Transformational Leadership on Employee Performance of PT. Laser Jaya Sakti?

5. Does Organizational Commitment have an effect on mediating Work Discipline on Employee Performance at PT. Laser Jaya Sakti?

LITERATURE REVIEW

Performance

If an organization or company wants to progress or develop, it is required to have quality employees. Quality employees are employees whose performance can meet the targets or targets set by the company. To obtain employees who have good performance, it is necessary to apply performance.

Performance measures can be seen in terms of a certain quantity and quality in accordance with the standards set by the organization or company, the form can be tangible (measurements can be set or standards) or intangible (cannot be determined by measuring instruments or standards), depending on the form and process of implementation. that job. The performance produced by employees in a company is determined by several factors and conditions, both those that come from within the employee or those from outside the individual employee.

Mangkuprawira and Hubeis in their book *Quality Management of Human Resources* (2007:153) say that performance is the result of a certain work process in a planned manner at the time and place of the employee and the organization concerned. The achievement of a person's or worker's performance due to the resulting efforts and actions. These efforts are in the form of work results (performance) achieved by workers. Performance can result from education, work experience and professionalism. Education is the basic and main capital of a worker in looking for work and work. Experience in work is related to the employee's tenure, the longer a person works in a field of work, the more experienced that person is, and if a person has had performance experience in a particular field of work, then he has skills in the field of work he is doing. Professionalism is a combination of education and work experience gained by a worker. There are several things to build a professional mentality according to Jansen H. Sinamo (2007: 289), one of which is a quality mentality, namely a professional showing the best performance possible trying to always be at the cutting edge of his field of expertise, high standards of work that oriented to the ideal of quality perfection.

According to Sedarmayanti (2003:149) as quoted by Gatot Subrata (2009:38), there are several factors that influence the achievement of performance or work performance, namely the ability factor and motivation factor. The ability factor is obtained from knowledge and skills, while motivation is formed from attitudes in dealing with work situations.

Efforts to improve employee performance are one of the main factors for companies in achieving company goals. There are several factors that can improve employee performance, including: salary, work environment, and achievement opportunities. With salary, work environment, and achievement opportunities, it is expected to be able to improve the abilities and skills of employees in carrying out the tasks assigned by the company. Performance shows the ability of employees to increase their work productivity, can be interpreted or formulated as a comparison between output (output) and input (input). Hasibuan (2003:126). If productivity increases, it is only possible by an increase in efficiency (time, material, labor), and work systems, production techniques, and an increase in labor skills.

Organizational Commitment

Regarding work commitment which is more often associated with the public service environment, there is some evidence that prosocial or public service values (eg de Simone, Cicotto, Pinna, and Giustiniano, 2016) and subjective/independent motivational factors (eg Tadi c and Oerlemans and Bakker, 2017) was associated with higher participation rates. For example, an emerging but somewhat fragmented group of five studies focused on public service motivation being a form of altruistic motivation that implicitly refers to the desire and

commitment to serve the interests of a community of people rather than just serving the individual. It is widely believed that Work Commitment is multidimensional and consists of the following basic dimensions: proximity to policy making, commitment to shared values/civic duty towards individuals, empathy for those in need/beneficiaries, and self-sacrifice (Breugh, Ritz, & Alfi, 2018). A distinction can be made between Personnel Processing Organizations where there is constant and limited contact with various users of the service, such as the police and the central government, and Personnel Change Organizations where there is frequent and prolonged contact with certain entities. Service user groups such as schools and hospitals (Hasenfeld, 1972).

Research generally conceptualizes job involvement as a relatively stable phenomenon due to the persistence of specific functions and organizational characteristics (Macey & Schneider, 2008). However, there is great interest in short-term (i.e., daily or weekly) fluctuations in the work experience of certain individuals. In many workplaces, there are certain times and periods when employees need to be highly engaged, such as when giving an important presentation to a new client or when dealing with a new and challenging business requirement. Experience sampling and diary studies have shown intra-individual differences in occupational levels (eg Sonnentag, 2003).

Work of Disciplines

Discipline is a common behavior when companies want to improve performance. Discipline as one of the drivers of performance is also emphasized by (Yuliandi & Tahir, 2019) who also revealed that one of the keys to successful performance improvement is discipline.

Many previous literature studies have examined work discipline, motivation, salary income, competence on improving employee performance. However, studies related to problems from within the employees themselves have not been widely carried out. One of the focuses of studies by several previous researchers is the level of education and experience. Employee education is one of the factors driving employee performance. Employee literacy related to technical ability to complete work cannot be separated from work experience and education. Studies conducted (Asi & Cahyani, 2020; Dalimunthe & Muda, 2017; Hidayat, 2018) underline that work experience takes a long time to form into technical abilities. However, with adequate education and training, workers from fresh graduates are able to carry out technical workloads equivalent to experienced people. In other words, the technical ability of employees can be built through education and training. Meanwhile, empirical studies conducted (Adam et al., 2020; Selfi et al., n.d.) also revealed a correlation between education level and training on improving employee performance.

Furthermore, this study has a basic postulate that higher education/training (as a hard skill competency), and discipline (as a soft skill competency) play a role in improving employee performance. This basic postulate or basic assumption is based on an empirical study of previous research.

Transformational Leadership

True leadership comes from people whose primary motivation is the desire to help others. Greenleaf (1970), spoke of the need for new leadership models in all of his work. It is a leadership model in which serving others, such as employees, customers, and communities, is the top priority (Smith, 2005). Employee leadership emphasizes greater service to others, a holistic approach to work, a sense of community and shared decision making. Moreover, consciously, this choice gives aspiration and desire to lead others. This difference can be seen from the attitude of the servant (Smith, 2005).

The primary purpose of a servant leader is to meet and fulfill the needs of others. This should be the main engine of optimal leadership. Servant leaders will eventually develop

individual attitudes around them, hoping to have the same attitude for good service (Smith, 2005). It starts with the understanding that all humans have different abilities and that these differences require mutual trust. Differences force us to learn more about the strengths of others. Everyone has special talents, but they are not the same. Life is not just about achieving goals.

As individual and group members, we must reach our full potential. The art of leadership depends on the ability of each individual to develop, transmit and maximize different talents (Eva et al., 2019). Leadership requires extraordinary maturity. Maturity is demonstrated by self-esteem, belongingness, hope, a sense of responsibility, equal responsibility and a feeling that people are basically the same. The service leadership model developed by Eva (2019), prioritizes employee development as a top priority, with leaders indirectly guiding the company towards sustainable long-term success. This is the effect of behavioral changes in the service of subordinates.

This sustainability phase is carried out continuously. So it is clear that leadership is not universal, neither power nor show, nor wisdom in long-term planning. In its simplest form, leadership is about doing things with other people and helping them achieve a common goal (Eva et al., 2019).

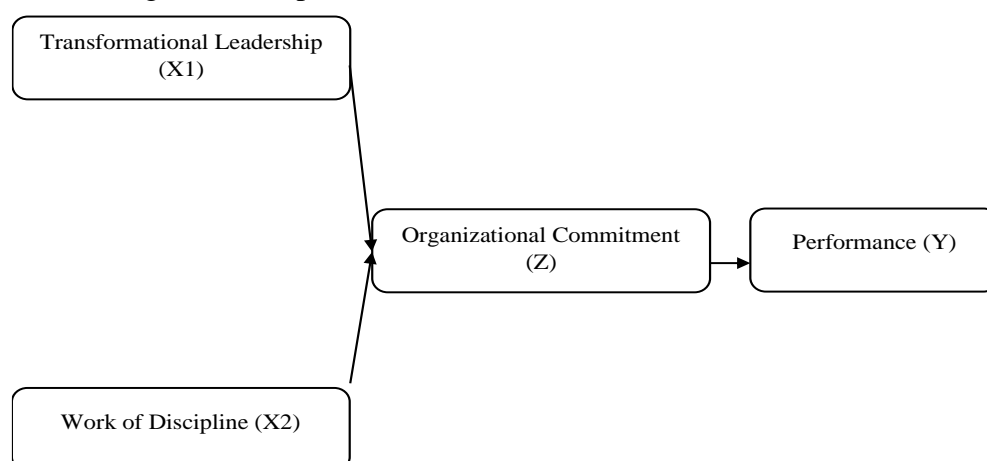
RESEARCH METHODS

The research used by the researcher is in the form of an associative research method with a quantitative approach. Associative research is research that seeks to examine how a variable has a relationship or is related to other variables, or whether a variable is influenced by other variables (Sayer, 2020).

Population according to Sayer (2020), is a generalization area consisting of objects/subjects that have certain qualities and characteristics determined by researchers to be studied and then drawn conclusions. The population in this study were employees of PT. Laser Jaya Sakti.

As Sugiyono (2010) argues, it is part of the number and characteristics possessed by the population. The sampling technique used in this study is a saturated sampling technique, which is a sampling technique when all members of the population are used as samples. There were 89 samples used which were identified as employees of PT. Laser Jaya Sakti.

Based on the description of the theoretical basis and previous research, it can be stated that, the following is a description of the author's framework:



H1: Does Transformational Leadership affect the Organizational Commitment of PT. Laser Jaya Sakti?

H2: Does Work Discipline affect the Organizational Commitment of PT. Laser Jaya Sakti?

H3: Does Organizational Commitment have an effect in mediating Transformational Leadership on Employee Performance of PT. Laser Jaya Sakti?

H4: Does Organizational Commitment have an effect on mediating Work Discipline on Employee Performance of PT. Laser Jaya Sakti?

FINDINGS AND DISCUSSION

Findings

Hypothesis testing is done by t-test, this test is used to prove: It is suspected that there is an influence of transformational leadership style and work discipline on the performance of employees of PT. Laser Jaya Sakti.

The hypothesis is accepted if $t \text{ count} > t \text{ table}$ and $\text{sig.} = 0.05$. The value of $t \text{ table}$ is obtained with degrees of freedom ($df = n - k$), namely $89 - 2 = 87$, and $\text{sig.} = 0.05$, the two-sided $t \text{ table}$ is 1.667. While the $t \text{ count}$ can be seen in table below.

Figure 1. Hasil Pengujian-Variabel Dependen Kinerja Karyawan

Model	Coefficients ^a			t	Sig.
	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta		
(Constant)	5.732	2.977		2.584	.005
Transformational leadership	.111	.062	.132	3.843	.002
Work Discipline	.058	.042	.103	2.090	.003
Organizational Commitment	.230	.075	.244	4.778	.003

a. Dependent Variable: Employee Performance

Based on the results of the t-test, it can be proven as follows:

1. The results of the t test between leadership style and employee performance obtained the value of $t \text{ count} = 3.843 > t \text{ table} = 1.667$ and $\text{sig.} 0.002 < \alpha = 0.05$. These results prove that the hypothesis that leadership style has a direct and significant effect on employee performance.
2. The results of the t test between the work environment and employee performance obtained the value of $t \text{ count} = 2.090 > t \text{ table} = 1.667$ and $\text{sig.} 0.003 < \alpha = 0.05$. With these results it is proven that the hypothesis that the work environment has a direct and significant effect on employee performance.
3. The results of the t-test between communication style and employee performance obtained the value of $t \text{ count} = 4.778 > t \text{ table} = 1.667$ and $\text{sig.} 0.003 < \alpha = 0.05$. These results prove that the hypothesis which states that communication style has a direct and significant effect on employee performance.

Mediation Analysis Through PROCESS Macro

To test the effect of the intervening variable, the PROCESS analysis method by Macro Hayes was used. PROCESS analysis is an extension of multiple linear regression analysis, or path analysis is the use of regression analysis to estimate causal relationships (causal models) between predetermined variables based on a specified theory.

Analysis of the influence of transformational leadership style, work discipline, and organizational commitment on employee performance shows the coefficients using standardized regression coefficients. Shows the value of R^2 (R Square) of 0.958. The value of R^2 is used in calculating the value of $e1$. $e1$ is a variant of the performance variable that was not explained in the previous independent variable.

$$\text{Amount } e1 = \sqrt{(1 - R^2)} = \sqrt{(1 - 0,958)} = \sqrt{(0,549)} = 0,204$$

Based on table 15 we can find out the regression equation as follows: $Y_1 = b_1X_1 + b_2X_2 + e_1$

$$Y_1 = 0,156 X_1 + 0,118 X_2 + 0,388 X_3 + 0,740 \dots\dots\dots(1)$$

The equation shows that:

1. Every time there is an increase in transformational leadership style, there will be an increase in performance of 0.156.
2. Improving the quality of work discipline will be followed by an increase in performance of 0.118.
3. Every time there is an increase in the quality of communication style, it will be followed by an increase in performance of 0.388.
4. So from equation (1) it can be seen that if the provision of a transformational leadership style. and work discipline on employee performance will increase.

Analysis of the Effect of Transformational Leadership Style, Work Discipline Mediates Organizational Commitment on Employee Performance

The results of the regression analysis of the influence of transformational leadership style, work discipline mediating organizational commitment on employee performance can be seen in the table below:

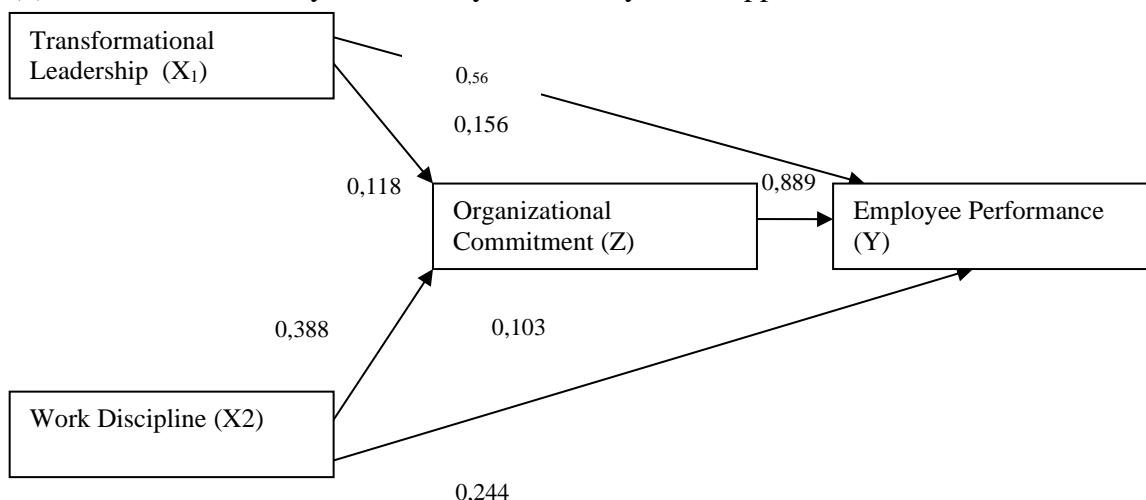
Table 2. Simultaneously Model Summary

Simultaneously Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.807 ^a	.889	.629	1.226

Table 2 shows the value of R2 (R Square) of 0.889. The value of R2 is used in calculating the value of e2. e2 is a variant of work loyalty variable which is not explained by leadership style, work environment, and communication.

$$\text{Sum of } e2 = \sqrt{((1-R^2))} = ((1-0.889))= ((0.402))=0.204$$

So from equation (2) it can be seen that if the provision of leadership style, work environment and communication increases, morale will increase. Based on equations (1) and (2), the PROCESS analysis model by Macro Hayes is mapped as follows



Discussion

The Influence of Transformational Leadership Style on Employee Performance at PT. Laser Jaya Sakti

The results of this study indicate that the transformational leadership style currently applied by PT. Laser Jaya Sakti has a significant effect on the performance of company employees. This finding is also supported by previous research conducted by Aditia Pratama (2016). The results showed that remuneration had a significant effect on employee loyalty. The positive coefficient value indicates that the higher the leadership style variable, the employee's job satisfaction also increases, and vice versa the lower the leadership style, the employee's job satisfaction also decreases.

Transformative leadership refers to an innovative leadership style in which leaders care about individuals, direct followers, and use traditional motivations to drive growth. In an organization within a company, leaders must be able to manage the resources available in the company. Therefore, the role of the leader is one of the most important things to encourage the progress of each employee so that it can be useful for the company. Trace transformational Leadership skills to motivate employees to be better than they can be, in other words, influence performance improvement, modulate motivation, inspire and influence rational behavior, purposeful ideas. Updates on the self-confidence habits and self-confidence of your assigned subordinates. Personal interests of customers and customers. Allows individual customers to express their concerns through intellectually stimulating behavior. Second, organizational transformation leaders have the ability to facilitate an environment in which organizational members interact with one another and set common goals. In addition, transformational leaders can exchange ideas and find solutions to meet the needs of their organization or business. Second, Transformational leadership helps followers by sharing information, increasing employees' vision, knowledge, skills, and learning efforts, and thereby increasing creativity.

Furthermore, transformational leaders not only accept and promote new ideas, but also share knowledge and encourage followers to think from different angles when looking for solutions to their problems. Employees perceive that transformational leadership behavior is associated with better employee performance. Leadership assumes improving team performance by creating an emotional and goal-oriented team atmosphere. Leaders who use transformational leadership can develop employees' creative thinking to achieve success, and leaders increase their engagement in the workplace by developing the positive energy they need.

The impact of transformational leadership has made followers more creative and innovative in carrying out implementation activities and the importance of the results achieved by doing hard work. It can be recognized by followers. Identify common goals. In addition, transformational leaders can exchange ideas and find solutions to meet the needs of their organization or business.

Transformational leadership in Transformational leadership assists followers by sharing information, enhancing employees' vision, knowledge, skills, and learning efforts, and thereby enhancing creativity. Furthermore, transformational leaders not only accept and promote new ideas, but also share knowledge and encourage followers to think from different angles when looking for solutions, solutions to their problems.

Employees perceive transformational leadership behavior to be associated with better employee performance. Transformational leadership in transformational leadership to improve team performance by creating a goal-oriented and emotional team atmosphere. Leaders who use transformational leadership can develop employees' creative thinking for success, and leaders increase their engagement by creating positive energy without them needing it. The influence of transformational leadership increases the creativity and

innovation of followers in the implementation of implementation activities and the importance of the results achieved through hard work activities.

The Influence of Work Discipline on Employee Performance at PT. Laser Jaya Sakti

The results of this study indicate that PT provides a conducive and comfortable work discipline. This also has a significant effect on job satisfaction of company employees. This finding also supports previous research by Angelia Steelyasinta Pareraway (2016). The results showed that the work environment had a significant effect on job satisfaction. The positive coefficient value indicates that the higher the change in work discipline, the employee's performance also increases, and vice versa if the work environment causes employee job satisfaction to be lower.

One of the companies that is competing to win this competition is as an industry in the service sector, where insurance provides an interdisciplinary level or ISO, with compensation from the consumer. Aware of the role of work discipline in providing a good perception to the public of the importance of insurance for their lives. PT. Laser Jaya Sakti, attaches great importance to discipline on the basis of service quality, so that the company's service quality must always be improved for its prospective customers because there are still many people who still do not understand the importance of having insurance. Quality in this service can be a good strategy to achieve success in the insurance world. According to Parasuraman et al (1988) there are five main dimensions in service quality, namely reliability, responsiveness, assurance, empathy and physical evidence (tangibility). These dimensions will form a service quality.

The increasing development of human resources is a challenge in this increasingly competitive insurance business, so it is necessary to have good cooperation and integrity from all parties, both internal and external to an insurance company in order to continue to advance, develop and be able to compete with many competitors. One of the threats for companies in general is the entry of foreign companies, the increase of similar companies and various new products with varied offerings. For this reason, an insurance company really needs to have the right and effective business strategy to be implemented, and of course in accordance with the existing conditions and situations in order to achieve success in order to continue to compete and develop.

The Effect of Organizational Commitment Mediation on Transformational Leadership Style that Affects Employee Performance at PT. Laser Jaya Sakti

Based on the results of testing the data hypothesis using the SPSS program, it can be concluded that the influence of the transformational leadership style variable on performance through organizational commitment is given a value of 0.899. The value of the reward path coefficient on employee morale is 0.132 and a significance of 0.002, meaning that hypothesis 1 is accepted because the path factor is positive (0.132) and the significance value is less than 0.05 ($0.002 < 0.05$). This means that there is a direct positive effect of reward on work loyalty to employees of PT. Laser Jaya Sakti.

The value of the indirect effect is obtained from the path factor value of $y1x1$ multiplied by the path factor value of $zx1$ to $(0.132 \times 0.662) = 0.087$. The multiplication result shows that the indirect effect coefficient $\{(y2x1) \times (py2y1)\}$ is smaller than the direct influence coefficient value $y1x1$, ($0.087 < 0.156$). This shows that the imminent pattern variable can pass through the intermediate variable.

Business organizations are founded because they have certain goals that they want and need to achieve. In achieving its goals, every organization is influenced by organizational behavior. The performance of an employee is one of the most common activities carried out

in an organization, namely the way he does something related to his job or role in the organization.

The performance measured is not limited to the aspects of loyalty, productivity, effectiveness and work ethic of each employee, but is viewed from the leadership aspect. Based on the results of the leadership aspect assessment, the company can program the career path of each employee. Thus, the company is expected to have professional and qualified employees from various levels, starting from the positions of department heads, department heads, directors, general managers and even managers.

Performance or the concept of performance is a description of the level of performance of the implementation of a program of activities or policies in achieving the goals, objectives, vision and mission of the organization as outlined in the strategic planning of an organization. Performance is a comprehensive representation of the company's condition over a certain period of time, and is the result or performance that is influenced by the company's operating activities when using equity capital according to Helfert in Veitzhal (2010: 604). According to Moeheriono (2015: 69), the meaning of the word achievement comes from the word work performance and is also called actual achievement, actual work performance or the work performance of some employees. Moeheriono (2015:11) in his book concludes the notion of work performance or the notion of achievement or achievement as a result of the achievements that can be achieved by a person or group of people in an organization in terms of quality and quantity, according to their respective authorities, duties and responsibilities in pursuing goals. the organization concerned is legally and does not violate the law, morals and ethics.

Mediation Effect of Organizational Commitment on Work Discipline that Affects Employee Performance at PT. Laser Jaya Sakti

Based on the results of testing the data hypothesis using the SPSS program, it can be concluded that the effect of the work discipline variable on employee performance through commitment is 0.788. The coefficient value is 0.103 and the significance is 0.002, meaning that Hypothesis 2 is accepted because the path factor is positive (0.103) and the significance value is less than 0.05 ($0.002 < 0.05$). This means that there is a direct positive influence from the environment on the Micro Business Development Restoration Unit.

The value of the indirect effect is obtained from the path factor value y_{1x1} multiplied by the path factor value y_{2x2} to be $(0.103 \times 0.662) = 0.068$. The multiplication result shows that the indirect effect coefficient $\{(y_{2x1}) \times (p_{y2y1})\}$ is smaller than the direct influence coefficient value y_{1x2} , ($0.068 < 0.118$). This shows that the work environment variable can be through an intermediary variable, namely job satisfaction in influencing job loyalty, but the coefficient value without job satisfaction or direct job loyalty is greater.

Human Resources (HR) is a very valuable asset or large investment that will become the main determinant of an organization or business. The right Human Resource Management (HR) for an organization or company will be a key factor and achieve maximum success. Excellent companies have strong human resources who can compete in the world and bring more success to the company.

It can be said that human resources are a great and invaluable asset for the organization because quality human resources will be able to encourage creativity and continuous innovation in the organization so that the organization continues to develop innovations related to achieving sustainable success. As a major investment, the organization's high quality human resources will also be able to assist in the design and production of high quality goods and services, monitor the quality of goods, services or outputs to be produced, goods or services to the market, the financial resources of an organization and will also able to formulate strategies and organizational goals.

Effective human resource management requires finding the best way to plan human resources, manage human resources, direct human resources, develop human resources, and evaluate the performance of human resources in the organization to achieve organizational goals or to achieve company goals. Using human resource management also includes understanding the individual needs of employees so that the potential of human resources within employees can be explored and fully utilized. But human resources can also be a problem in organizations. By having poor performing human resources, organizational performance will certainly be less than optimal. Therefore, organizational commitment requires the concept of human resource management to ensure that human resources that perform below the maximum can be turned into good, quality and loyal human resources to the organization.

One of the factors that can be influenced is work discipline, while a person's behavior is generally driven by the desire to achieve certain goals, thus the needs that are goals in life can be fulfilled. When there is an urgent need for belonging, people will act and form others in need, trying to foster friendly and understanding relationships. Several studies on the effect of motivation on engagement are shown by research conducted by Argensia et al (2014), Buraidah (2014), showing that motivation has a significant influence on employee performance.

Today, companies are increasingly customer-centric and change is widespread. Big changes will always involve determining strategy. One strategy that can be taken is to create human resources who can work together in line with the company's needs to create environmental conditions that make employees comfortable to work so that they can create a strong and well-performing workgroup. This will shape the attitudes and behavior of employees in accordance with the company's vision and mission to achieve its goals.

CONCLUSION

With these results, it is proven that the hypothesis of transformational leadership style and work discipline has a direct and significant effect on employee performance in accordance with the hypothesis proposed by the researcher until the hypothesis is accepted.

This proves that the transformational leadership style has a significant influence on morale by doing work at PT. Laser Jaya Sakti, and organizational commitment can mediate the relationship between the influence of transformational leadership style on employee performance. This means that if the level of transformational leadership style decreases or increases, it will have an impact on employee performance.

This factor is related to previous research on work context and the meaning of rewards for individuals (Shi, Sheng, and Liu, 2013). The question is working conditions by creating an environment. Likewise, the basis for remuneration (salary), organizational policies, personal relations and quality of supervision. Satisfaction factor is a satisfaction factor that is intended to relate to the content of the job and determine how a person likes or likes his job. It involves performance, recognition, responsibility, and growth opportunities. It should reflect the employee's feelings towards his obligations to the organization. Normative obligation is an individual's commitment to the organization as a result of the encouragement of a person's belief in moral responsibility that he must be loyal to the organization. He insists that reciprocity is a universal norm. Every interaction is reciprocal between people. One must help others who have helped and must not hurt others who have helped. Normative involvement arises from the subjective value of employees.

Through these results, it is proven that work discipline has a significant effect on morale through organizational commitment that can mediate the relationship between variables. High quality of work and high employee discipline. If the work culture in an organization/company is focused on innovation, results, details, teams, people,

aggressiveness and stability, supported by a conducive work environment, such as color, sound, ventilation, good lighting, safety, cleanliness, high work. motivating while meeting material needs, security needs, social needs, esteem needs, and implementation needs will demonstrate employee confidence to increase their commitment to achieving organizational goals. Robbins (2013: 69) explains that organizational commitment is a situation where a person stands behind an organization and its goals and intends to maintain its membership. High involvement of a person in an employment relationship means a guarantee bias in the individual's particular job, whereas high organizational commitment indicates a guarantee bias in one's recruitment (Reed, 2013).

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