

THE ROLE OF ORGANIZATIONAL COMMITMENT IN MEDIATING THE INFLUENCE OF TRANSFORMATIONAL LEADERSHIP AND WORK DISCIPLINE ON EMPLOYEE PERFORMANCE

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Abstract: Study This aim For explain influence leadership transformational to commitment organization ; explain influence leadership transformational to performance employees ; explain influence discipline Work to commitment organization ; explain influence discipline Work to performance employees ; explain influence commitment organization to performance employees ; explain How commitment organization mediate influence leadership transformational to performance employees ; explain How commitment organization mediate influence discipline Work to performance employee . Study This carried out at PT. BPR Sukawati Pancakanti. Respondents study This are 45 employees who work at PT. BPR Sukawati Pancakanti . Data analysis was performed with using PLS (partial least squares). Research results This show that: Leadership transformational influential positive to commitment organization at PT. BPR Sukawati Pancakanti. Leadership transformational influential positive to performance employees at PT. BPR Sukawati Pancakanti. Discipline Work influence positive to commitment organization at PT. BPR Sukawati Pancakanti. Discipline Work influence positive to performance employees at PT. BPR Sukawati Pancakanti. Commitment organization influence positive to performance employees at PT. BPR Sukawati Pancakanti. Commitment organization can mediate influence leadership transformational to performance employees at PT. BPR Sukawati Pancakanti. Commitment organization can mediate influence discipline Work to performance employees at PT. BPR Sukawati Pancakanti

Keywords: Commitment Organization, Leadership Transformational, Disciplined Work, Employee Performance

1. Introductions

It worked something company influenced by sources Power man is the main asset in plan, organize, direct as well as move existing factors in something organization. Man is factor the main production, because That must have will and ability in carry out assigned tasks. One of them example company banking demanded For capable compete for survival continuity life company, so obtain profit is very important thing. Profit the can used For pay all type costs operational.

Somebody demanded For can have competence good self. Demands in the era of globalization based on with development knowledge developing knowledge and technology with rapidly, which makes the employees must can increase performance and capability adapt self with system work going on inside company. Pressure in the company need given to employees can Work with maximal and capable give the best to company.

According to one Main Director of PT. BPR Sukawati Pancakanti Made Arya Amitaba, MM acknowledged Still its small amount loans disbursed by BPRs because limitations network, technology, as well capital. It causes Not yet many understanding society the importance of BPR as bank that provides credit for business micro, small, employees nor retired yet accessible to public banks.

Competition with commercial banks and institutions finance others also influence let alone BPR competition almost the entire BPR market viz SMEs are influenced by commercial banks. Not yet companies that guarantee

and bail out credit funds cause collateral fully must borne customers who borrow funds from BPR, credit jams are also handled by the BPR itself. Different with commercial banks whose credit guaranteed by Askrindo and Jamkrindo.

PT performance BPR Sukawati Pancakanti since beginning year Then No experience growth significant. Statistics banking The Financial Services Authority (OJK) in April 2020 noted that the performance of PT. BPR Sukawati Pancakanti based on growth assets, distribution credit, party fundraising third (DPK), no too exhilarating. Growth assets, for example, in February and March 2020, namely IDR 252 billion and IDR 129 billion respectively, in April 2020 they returned decreased Rp 116 billion. Distribution credit precisely slow down from 0.12% month to month in March 2020, to only 0.41% mtm in April 2020. Recorded, distribution credit PT. BPR Sukawati Pancakanti in 2019 reached IDR 285 billion from IDR 320 billion in 2018. Meanwhile, DPK growth in 2018 compared with in March 2019 0.69% mtm . In April 2019 DPK PT. BPR Sukawati Pancakanti reached IDR 285 billion from IDR 320 billion 2018 to 2019 and when 2020 is back decrease up to 129 billion in the month before (Febrany Putri, 2019).

Enhancement performance Employees are also affected by the elements else, that is style leadership transformational. Leader transformational No influenced by factors external only, however more Lots directed and directed by the internal factor of the gushing conscience go out from in one _ mark transformational in leadership is also considered become A paradigm in change and transformation organization in essence created For form A commitment organization. Without exists leadership, then organization No will walk in accordance procedure Because leadership is key main from whole activity organization (Tumengkol et al ., 2020).

Observation results the beginning was carried out at PT. BPR Sukawati Pancakanti leadership transformational basically align self with changes and situations. Leader inspires employee through his vision with set standard high work on subordinates and have related abilities with subordinates (human skills). Based on results observation, got explained a number of problems happened related with style leadership transformational. Leader not enough brave apply concepts and procedures new work in finish problem, though concepts and procedures work being carried out during This felt Already No in accordance with existing situations and conditions. Leader more often give task certain to some employees he trusted, though there is other capable employees adequate in finish assigned task. Leader seldom acknowledges and appreciate Work employee in a manner open, though performance good and capable meet the target.

Employee with discipline good work _ expected capable implement and complete the job to be not quite enough he replied with effective and efficient as well as just in time. Factor leadership and discipline Work employee hold role important in performance employee. Susiarto and Ahmadi (2006:102), discipline Work is influencing factors performance employee. According to Edison (2017: 221) commitment interpreted with motivation in a manner psychological nature _ positive, where If employee want his career skyrocketed must base strong commitment. Proven in a manner empirical style leadership transformational influential positive and significant to performance employee that is research conducted by Mubarak & Darmanto (2016) Mahkota , et.al (2017). Proven in a manner empirical style leadership transformational influential positive and significant to commitment organization that is study Nurdin and Rohendi (2016), Mubarak and Darmanto (2016), Mahkota , et.al (2017) Tahapary et.al (2018). Proven in a manner empirical style discipline Work influential positive and significant to performance employee that is study Pramadita and Surya (2015), Rofianti and Dewi (2021).

2. Literature Review

Employee performance is something action or activity performed by a person in carry out activity certain to be his duties (Darodjat , 2015: 105). Performance or show Work is achievement or performance somebody regarding with assigned tasks to him (Marwansyah , 2014: 229). Performance is behavior real displayed each person as work achievements produced by employees in accordance with role in company (Rivai and Sagala , 2013: 549).

Based on expert opinion above, then can said that evaluation performance is an appraisal process or evaluation results Work employee in do assigned tasks to her based on set standards. Employee performance can be measured with indicators Quantity of work; quality of work; Job Knowledge; Creativeness; Cooperation; dependability; Initiatives; Personal qualities.

Commitment organization is something kapor Act in demand from somebody to forming company _ faithfulness as well as achievement vision, mission and goals of the company. Can called own commitment organization to someone who has commitment high organization for company, this can we mark with see related features _ with strong trust and acceptance to goals and values company, have strong desire for work in accordance with company and strong will for still become member company certain.

No everyone realized that commitment organization No only about feeling passive loyalty. All who have noticed active to existing relationship with owning organization same goal, there are 3 factors or indicator to be objective commitment organization supported by Lincoln and Bashaw (in Sopiah , 2012) namely Strong trust & acceptance to goals and values organization ; Desire For try realization interest organization ; Own very strong will For maintain membership organization .

H 5: Commitment organization influential positive and significant to performance employee.

H 6: Commitment organization mediate between leadership transformational to performance employee

H 7: Commitment organization mediate between discipline Work to performance employee.

Leadership transformational define need for change, create vision new mobility commitment For operate vision and transform follower both at the individual level and level organization. Ability leader for articulate something attractive vision _ for the future is element main from leadership transformational. Sudaryono (2017: 179) mentions four component leadership that is Idealized Influence; Inspiration Motivation; Intellectual Stimulation; Individualized Consideration. Wuradji (2012:51) states that indicator leadership transformational contain four component tree that is charisma; inspiration; Simulation Intellectual; Attention to Individual

H 1: Leadership transformational influential positive and significant to commitment organization.

H 2: Leadership transformational influential positive and significant to performance employee.

Discipline is attitude readiness and willingness somebody for obey and obey norms applicable regulations around (Singodimedjo in Sutrisno (2011:86). Terry (in Sutrisno , 2011:87), discipline is tool mover employee . so, each work can walk with smooth, then must trying to exist good discipline. Based on the opinions of the experts above can pulled conclusion, that discipline Work is action management For encourage members organization can fulfil various applicable terms and regulations in something organization.

According to Purwadi (2015: 28) who became indicator from variable discipline Work employee are: Level of responsibility answer in work; Willing accept penalty if No finish task with appropriate time; Attention level to regulation company; obey to order boss; level arrival appropriate time

H 3: Discipline Work influential positive and significant to commitment organization.

H 4: Discipline Work influential positive and significant to performance employee.

3. Method

Study This done in industry hospitality at PT. BPR Sukawati Pancakanti 2020. Data collection was carried out through a survey using questionnaire. Population in research This is whole employees at PT. BPR Sukawati Pancakanti , totaling 45 employees and all population in the study This used as a sample for research. Engineering data analysis used is analysis inferential and for test hypothesis use analysis *SEM-PLS*.

4. Result and Discussion

Research results This obtain outer loading value above 0.60. This own meaning that indicators that have mark above 0.60 can measure variable late with ok. *Composite reliability* and *Cronbach alpha* values of each construct more big of 0.70, in the construct leadership transformational own mark *composite reliability* and *Cronbach alpha* of 0.862 and 0.800. On construct discipline Work own mark *composite reliability* and *cronbach alpha* of 0.872 and 0.804. On construct commitment organization own mark *composite reliability* and *cronbach alpha* of 0.903 and 0.877. On construct performance employee own mark *composite reliability* and *Cronbach alpha* of 0.884 and 0.802

Table 1. Convergent Validity Test Results

Construct	Outer Loading	Composite Reliability	Cronbach Alpha
X1.1	0.884	0.862	0.800
X1.2	0.845		
X1.3	0.594		
X1.4	0.830		
X2.1	0.737	0.872	0.804
X2.2	0.772		
X2.3	0.718		
X2.4	0.722		
X2.5	0.774	0.903	0.877
Y1.1	0.788		
Y1.2	0.901		
Y1.3	0.848		
Y2.1	0.747	0.884	0.802
Y2.2	0.769		
Y2.3	0.747		
Y2.4	0.769		
Y2.5	0.776		
Y2.6	0.677		
Y2.7	0.599		
Y2.8	0.774		

Source: Processed primary data, 2022

Show that performance R2 value employee of 0.677; then those models including strong model criteria, its meaning is variation transformational leadership, discipline work and commitment organization capable explain variation performance employee 67.70 % percent, the remaining 32.30% percent explained by variations other variables outside the analyzed model. Whereas commitment organization own R-square value of 0.553 or including approaching models strong, that is transformational leadership and discipline Work capable explain variation commitment organization of 55.30% percent the remaining 44.70 % is explained by variation other variables outside the model.

Table 2. Structural Model Evaluation

Construct	R Square	R Square Adjusted
Employee Performance	0.677	0.653
Commitment Organization	0.533	0.531

Source: Processed primary data, 2022

Calculation with *GoF* show mark the average R² is 0.648 while the Communality average is 0.957, then the *GoF* value is $\sqrt{AR^2 * A.AVE} = \sqrt{0.615 * 0.611} = \sqrt{0.376} = 0.613$ This means that the global model is predictive ones large .

Table 3. Path Analysis

Variable	Original sample (o)	Sample mean (m)	Standard deviation (stdev)	T statistics (o/ stdev)	P values	Information
Discipline Work -> Employee Performance	0.319	0.310	0.120	2,660	0.008	Significant
Discipline Work -> Commitment Organization Leadership	0.497	0.506	0.129	3,852	0.000	Significant
Transformational Leadership -> Employee Performance	0.313	0.327	0.122	2,577	0.010	Significant
Transformational Leadership -> Commitment Organization	0.320	0.319	0.136	2,357	0.019	Significant
Commitment Organization -> Employee Performance	0.304	0.307	0.147	2,062	0.040	Significant

Testing mediation use method inspection with method do twice the analysis, ie involving analysis mediation and analysis without involve mediation. Test results showing that commitment organization mediate part between leadership transformational and disciplined Work to performance employee.

Based on results analysis about influence leadership transformational to commitment organization, show that leadership transformational influence positive and significant to commitment organization (H1 accepted). this means that the more tall leadership transformational possession leader company so commitment owned organization will the more increase. Vice versa the lower leadership a transformational so commitment the organization will too the lower.

Research results This supported by research Nurdin and Rohendi (2016) found leadership transformational in a manner significant influential positive to commitment organization. Findings the supported by the research of Mubarak and Darmanto (2016) who found leadership transformational influential positive to commitment organization. And research Mahkota , Sintaasih and Rahyuda (2017) found leadership transformational influential positive and significant to commitment organization . As well as research Tahapary , Rahadhini and Suprayitno (2018) found there is significant influence leadership transformational to commitment organization . The better leadership transformational so will the better commitment in something organization.

Based on results analysis about influence leadership transformational to performance employee, show that leadership transformational influence positive and significant to performance employees (H2 accepted). this means that the more tall leadership transformational possession leader company so performance owned employees will the more increase. Vice versa the more low leadership a transformational so performance employees will too the lower.

Research results This supported by the research of Mubarak and Darmanto (2016) stated leadership transformational influential positive to performance employee. Findings the supported by research conducted by Mahkota , Sintaasih and Rahyuda (2017) who found leadership transformational influential positive and significant on performance employee . Study Purnawati , Suparta and Yasa (2017) also found leadership transformational own influence positive and impact significant to performance employee . The Better existing leadership so the better performance too employees and vice versa.

Based on results analysis about influence discipline work to commitment organization, show that discipline work influences positive and significant to commitment organization (H3 accepted). This means that the more tall discipline so work commitment owned organization will the more increase. So vice versa the lower discipline work so commitment the organization will too the lower.

Research results this supported by research Riani (2016) found that discipline work influential positive to commitment organization. Research results the supported by research Surito , Arifin and Aiyub (2019) found that discipline work influential positive and significant to commitment organization . And research Erawati and Wahyono (2019) also found that discipline Work influential positive and significant to commitment organization. The better discipline work so the better commitment in something organization.

Based on results analysis about influence discipline work to performance employee, show that discipline Work influence positive and significant to performance employees (H4 accepted). This means that the taller discipline work so performance owned employees will the more increase. Vice versa the lower discipline Work so performance employees will too the lower.

Research results This supported by research Pramadita and Surya (2015) found discipline Work influential positive to performance employee. Research results the supported by research Rofianti and Dewi (2021) found it discipline Work influential positive to performance employee. The better discipline Work so will the better performance too employee.

Based on results analysis about influence commitment organization to performance employee, show that commitment organization influence positive and significant to performance employees (H5 accepted). This means that the more tall commitment organization so performance owned employees will the more increase. Vice versa the more low commitment organization so performance employees will too the more low.

Research results This supported by research Mahkota , Sintaasih and Rahyuda (2017) found that commitment organization influential positive and significant on performance employee . Findings the supported by research Purnawati , Suparta and Yasa (2017) found commitment organization influential positive and significant to performance employee. Commitment employee built on base trust worker on values organization, volunteer worker help realize objective organization and loyalty for still become member organization. Because that's commitment employee will create a sense of belonging have (sense of belonging) to worker to organization. If worker feel his soul bound with values existing organisation so he will feel like in work, so performance can increase.

Based on results analysis about role commitment organization in mediate influence leadership transformational to performance employee, show connection No direct between leadership transformational to performance through commitment organization show connection significant, then commitment organization is mediation part between transformational leadership towards performance employee. This means commitment organization can mediate influence leadership transformational to performance employees (H6 accepted).

Research results This supported by research Nurdin and Rohendi (2016) found there is significant influence _ style leadership transformational to performance employee through commitment organization. Findings the supported by the research of Mubarak and Darmanto (2016) who found commitment organization mediate role between leadership transformational and performance employee. Study Mahkota , Sintaasih and Rahyuda (2017) also found commitment organization supported as variable mediation in a manner Partial connection leadership transformational with and performance employee. Study Purnawati Suparta and Yasa (2017) also stated commitment organization is mediation in part (partial mediation) between leadership transformational to performance employee.

Based on results analysis about role commitment organization in mediate influence discipline Work to performance employee, show connection No direct (indirect effect) between discipline employee to performance employee through commitment organization show connection significant, then commitment organization is mediation part between discipline employee to performance. this _ means commitment organization can mediate

influence discipline Work to performance employees (H7 accepted).

Research results This supported by research Erawati and Wahyono (2019) found commitment organization proven capable mediate influence discipline Work to performance employee. Research results the supported by research Muchzamil, Sujono and Putera (2019) found that find commitment organization capable mediate influence discipline Work to performance employee.

5. Conclusion

Employee performance at PT. BPR Sukawati Pancakanti determined by leadership transformational, disciplined work and commitment organization. The most dominant employee performance reflected by indicators Quantity of work indicators and Cooperation indicators. This show amount work done in something period specified in PT. BPR Sukawati Pancakanti Already kind and willing For Work The same with other people or fellow organization is also good. Commitment dominant organization reflected by indicators Own very strong will for maintain membership organization. Whole employee owns characteristic high membership, this means employee with like heart do his job with togetherness without There is coercion from the leaders. Leadership dominant transformational reflected by indicators attention to Individual (*Individualized consideration*). this show always the leader notice needs and potentials his followers. Discipline dominant work reflected by the Attention level indicator to regulation company.

Research results This expected capable give contribution to manager or manager of PT. BPR Sukawati Pancakanti, that necessity notice Good from facet leadership transformational, disciplined Work nor commitment organization in increase performance employee. Research results this is also expected capable give contribution to agency government in give training nor facilitate development of BPR in Bali.

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