

## How Leadership and Work Discipline Affect Employee Performance: Organizational Commitment as a Mediating

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### Abstrak

Penelitian ini memiliki tujuan untuk memperkuat teori beberapa peneliti dan menganalisis pengaruh kepemimpinan dan disiplin kerja terhadap kinerja karyawan dengan komitmen organisasi sebagai mediasi. Penelitian ini adalah explanatory research dengan pendekatan kuantitatif. Populasi dan sampel sebanyak 165 karyawan di PT G4S Indonesia Plant Sukorejo. Teknik pengambilan sampel adalah sampling jenuh. Teknik analisis data menggunakan path analisis dengan partial least square (PLS) melalui uji validitas, uji reliabilitas, dan uji hipotesis. Hasil penelitian menunjukkan bahwa tidak terdapat pengaruh antara kepemimpinan dengan kinerja karyawan. Disiplin kerja berpengaruh terhadap kinerja karyawan. Komitmen organisasi berpengaruh terhadap kinerja karyawan. Komitmen organisasi tidak mampu memediasi hubungan antara kepemimpinan terhadap kinerja karyawan. Sedangkan komitmen organisasi dapat memediasi hubungan antara disiplin kerja terhadap kinerja karyawan. Implikasi penelitian diharapkan dapat membantu dalam pengembangan teori manajemen sumber daya manusia dengan memberikan bukti empiris tentang bagaimana variabel-variabel ini saling berinteraksi. Temuan mengenai peran mediasi komitmen organisasi dapat memperkuat atau memodifikasi teori-teori yang ada mengenai kinerja karyawan. Kontribusi penelitian ini diharapkan agar PT. G4S Indonesia Plant Sukorejo dapat menggunakan hasil penelitian ini untuk mengembangkan strategi manajerial yang lebih efektif dalam meningkatkan kinerja karyawan melalui peningkatan kepemimpinan dan disiplin kerja.

**Kata Kunci:** Kepemimpinan; Disiplin Kerja; Kinerja Karyawan; Komitemen Organisasi

### Abstract

This study aims to strengthen the theories of several researchers and analyze the effect of leadership and work discipline on employee performance with organizational commitment as mediation. This research is explanatory research with a quantitative approach. The population and sample were 165 employees at PT G4S Indonesia Plant Sukorejo. The sampling technique is saturated sampling. The data analysis technique uses path analysis with partial least squares (PLS) through validity, reliability, and hypothesis testing. The results showed that there was no influence between leadership and employee performance. Work discipline affects employee performance. Organizational commitment affects employee performance. Organizational commitment is unable to mediate the relationship between leadership and employee performance. At the same time, organizational commitment can mediate the relationship between work discipline and employee performance. The research implications are expected to help in the development of human resource management theory by providing empirical evidence of how these variables interact with each other. Findings regarding the mediating role of organizational commitment can strengthen or modify existing theories regarding employee performance. The contribution of this research is that PT G4S Indonesia Plant Sukorejo can use the results of this study to develop more effective managerial strategies to improve employee performance through improving leadership and work discipline.

**Keywords:** Leadership, Work Discipline; Employee Performance; Organizational Commitment

## INTRODUCTION

Employee performance is an essential factor that affects the success or failure of a business. Every worker in an organization or company must have the necessary qualities and traits. The company will

benefit significantly if its employees or human resources perform tasks perfectly and have innovative ideas to carry them out. Leadership is the first factor that affects employee performance (Azahraty, 2018). A good leader must be a figure respected by the public in an organization so that they can advance organizational activities to achieve optimal results. Although leaders have a critical position in a business, they should consider the workforce's and workers' importance. A leader must be able to persuade others or take decisive action.

Good work discipline reflects a sense of responsibility for what has been given them (Mahfudiyanto, 2022). One of the conditions for fostering discipline in the workplace is a clear division of tasks to the lowest level of employees or officers. Must be done so that everyone knows what their duties are, how to do them, when to start and finish, what the expected results are, and to whom they are responsible (Effendy & Fitria, 2020). Strong work discipline significantly impacts employee performance because it fosters a supportive organizational environment that increases the concentration and commitment of workers in fulfilling the activities and obligations assigned to them (Hafid, 2018). Commitment refers to the extent to which workers have faith in the company and are willing to achieve the goals that have been set, showing loyalty and willingness to continue working in the company.

PT G4S Indonesia Plant Sukorejo is a leading integrated global security company specializing in providing security services and solutions to customers. Its mission is to create sustainable profit value for customers and shareholders by becoming the best service provider partner in the security market. At PT G4S Plant Sukorejo, there are internal problems in the Security Officer (SO) section; the performance of employees in this division of security officers is not optimal in carrying out their duties in the field, so there are several clients or users of these services who complain about the performance and services provided. Because the leadership applied at PT G4s Indonesia Plant Sukorejo is democratic leadership. Where democratic leadership is leadership that includes members or subordinates in decision-making in order to foster work commitment to achieve goals (Hadrian & Iwari, 2022); according to Edison (2016), performance is the result of a process that refers to and is measured over a certain period based on predetermined provisions or agreements. Based on the indications of employee performance appraisals available on the admin, the following is the percentage of employee performance of PT G4S Indonesia Plant Sukorejo:

**Table 1. Data on employee performance achievement of PT G4S Plant Sukorejo**

No	Aspect	Target (%)	Achievement (%)
1	Attitude	10	8
2	Attendance	15	10
3	Discipline	15	9
4	Grooming	10	9
5	Confidence	10	8
6	Understanding the scope of work	10	8
7	Initiative	15	13
8	Work motivation	15	13
9	Communication	15	12
10	Leadership	17	11

Source: PT G4S Indonesia Plant Sukorejo, 2023

Many previous studies that discuss these four aspects still produce different research results. According to the research results, according to Umar and Norawati (2022), organizational commitment significantly affects employee performance. In contrast to research, according to Kharisma et al. (2019), organizational commitment does not affect employee performance. Research results (Italina et al., 2020) show that organizational commitment partially mediates the relationship between leadership work discipline and employee performance. However, other studies show that organizational commitment does not mediate the relationship between leadership and work discipline with employee performance (Bagis et al., 2020).

Leadership has a positive and significant effect on employee performance, according to the results of Alfian's research (2019). Likewise, according to research by Bangun et al. (2019) and Kurniawan et al. (2021), leadership also significantly influences employee performance. In contrast to what Marjaya and Pasaribu (2019) stated, leadership has a negative and insignificant effect on employee performance. According to Muslimat et al. (2021), work discipline positively and significantly affects

employee performance. Other studies show a positive and significant effect between work discipline and job satisfaction, meaning that the better employee discipline, the better employee satisfaction (Hasyim et al., 2022). Meanwhile, work discipline partially negatively and significantly affects employee performance, according to (Puspita and Ayuanti, 2022).

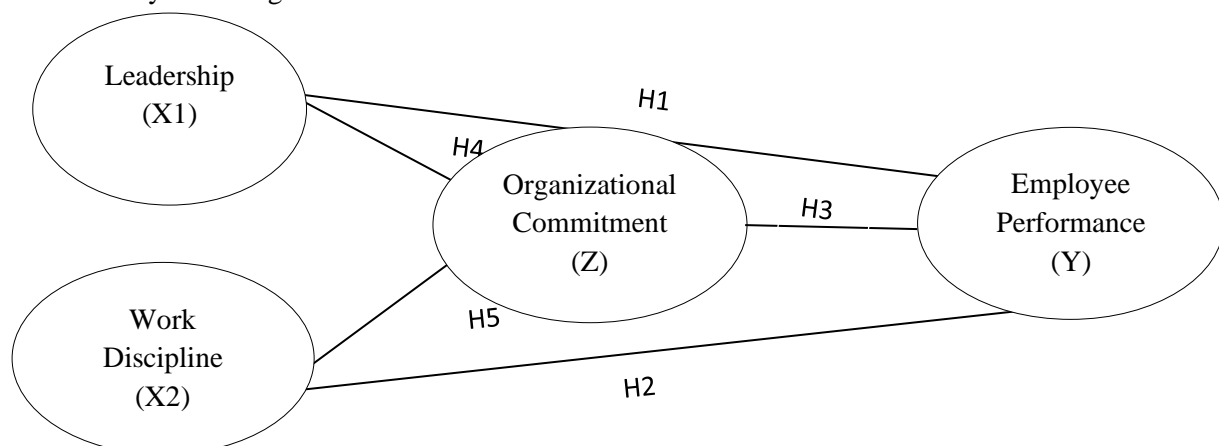
The research conducted at the G4S Indonesia Plant Sukorejo company aims to determine the effect of leadership on employee performance, the effect of work discipline on employee performance, and the effect of organizational commitment on employee performance. It also aims to determine the effect of organizational commitment in mediating the relationship between leadership and employee performance and the effect of organizational commitment in mediating the relationship between discipline and employee performance.

## RESEARCH METHODS

This research is a type of explanatory research with a quantitative approach. Quantitative research is a method used to measure the relationship between independent and dependent variables using numbers that are analyzed using statistical analysis to test the hypothesis set (Sugiyono, 2017). Researchers use the research location to find the relationship between the discussion and the research site. This research was conducted at PT G4S Indonesia Plant Sukorejo, which is located in the Sukorejo sub-district, Pasuruan district, East Java, Indonesia.

The population of this study was 165 employees of PT G4S Indonesia Plant Sukorejo. The sample in this study was 165 employees of PT G4S Indonesia Plant Sukorejo. The data collection technique was carried out by giving a set of written questions to respondents to answer, namely in the form of a questionnaire. The data analysis technique in this study is partial least squares (PLS). The measurement scale of this study uses a Likert scale of one to five (Supriyanto & Ekowati, 2013).

The variables to be examined in this study consist of Leadership and Work Discipline variables as independent variables (independent variables) with symbols (X1, X2), this study has one dependent variable, namely Employee Performance (Y) and the intervening variable in this research is Organizational Commitment. According to Dharma (2015), indicators of Employee Performance are as follows: Work quantity, Work quality and Timeliness. According to Handoko (2003), leadership indicators are as follows: intelligence, maturity, self-motivation, education, expertise and assertiveness. According to Robbins (2008), three indicators are part of work discipline, namely: time discipline is a disciplined attitude towards obedience to company regulations regarding working hours; regulatory discipline is an attitude that shows awareness in obeying every applicable regulation in the company and responsibility discipline is an attitude that shows the capability and professionalism of an employee towards the tasks being carried out. According to Pitaloka and Putri (2021), the indicator of organizational commitment is Affective commitment, which shows individual satisfaction (employees as part of the organization). This commitment refers to the employee's dedication to the organization. Continuance commitment, which describes the need to stay in the organization because they have no other alternative jobs, do not want to change jobs and are worried about bearing other burdens/costs if they leave the organization and Normative commitment, which shows that employees must remain in the organization as a form of responsibility. In normative commitment, culture and work ethic cause them to stay in the organization.



**Figure 1. Conceptual Framework**

Based on the literature review, literature review, and problem formulation above, the hypothesis taken is as follows:

- H1: There is an Effect of Leadership on Employee Performance
- H2: There is an Effect of Work Discipline on Employee Performance
- H3: There is an Effect of Organizational Commitment on Employee Performance
- H4: Organizational Commitment Mediates the Relationship between Leadership and Employee Performance
- H5: Organizational Commitment Mediates the Relationship between Work Discipline and Employee Performance

**RESULTS AND DISCUSSION**

**a. Validity Test**

**Table 2. Convergent Validity Test Results (Loading Factor)**

Variable	Question items	Loading Factor	Description
Leadership	X1.1	0.850	Valid
	X1.2	0.917	Valid
	X1.3	0.952	Valid
	X1.4	0.94	Valid
	X1.5	0.870	Valid
	X1.6	0.910	Valid
	X1.7	0.941	Valid
	X1.8	0.950	Valid
Work Discipline	X2.1	0.933	Valid
	X2.2	0.933	Valid
	X2.3	0.940	Valid
	X2.4	0.940	Valid
	X2.5	0.965	Valid
	X2.6	0.958	Valid
	X2.7	0.961	Valid
	X2.8	0.952	Valid
Employee Performance	Y.1	0.958	Valid
	Y.2	0.956	Valid
	Y.3	0.957	Valid
	Y.4	0.952	Valid
	Y.5	0.950	Valid
	Y.6	0.955	Valid
Organizational Commitment	Z.1	0.953	Valid
	Z.2	0.931	Valid
	Z.3	0.963	Valid
	Z.4	0.961	Valid
	Z.5	0.972	Valid
	Z.6	0.956	Valid

Source: Primary data processed by researchers, 2024

The table above shows the results of loading factors from each latent variable of leadership, work discipline, employee performance, and organizational commitment, which have a value of more than 0.7. The value of convergent validity can be used in research because it shows a good validity value.

**b. Reliability Test**

**Table 3. Construct Reliability Value**

Item	Cronbach's Alpha	Composite Reliability	AVE	Description
X1	0.973	0.977	0.841	Reliable
X2	0.984	0.986	0.898	Reliable
Y	0.981	0.984	0.911	Reliable
Z	0.981	0.985	0.914	Reliable

Source: Primary data processed by researchers, 2024

Table 3 shows that the Cronbach's Alpha value of all variables is  $> 0.6$ , indicating that the research instrument is feasible to use because it has a high level of accuracy and consistency. The Composite Reliability value of all variables is  $> 0.8$ , indicating the research model has good reliability. So, all research variables are reliable.

**c. R-square**

The R-square value measures the level of variation in changes in the independent variable on the dependent variable. R-Square values of 0.75, 0.50, and 0.25 allow the model to be concluded as strong, medium, or weak. The following is the R-square value in this study:

**Table 4. Value R-square**

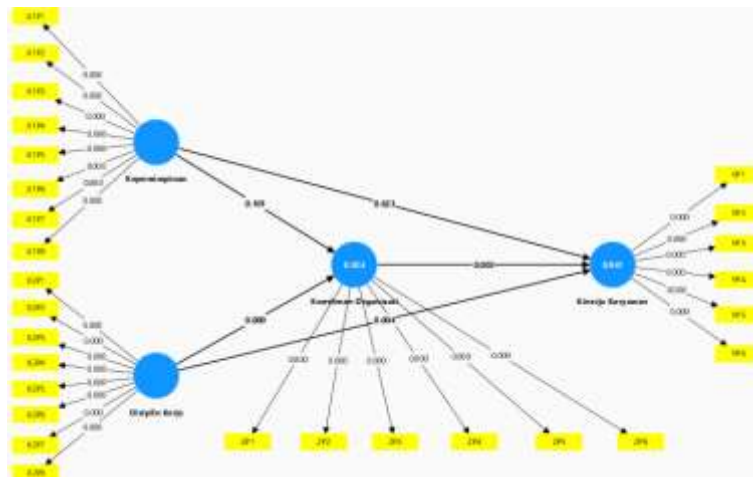
Variable	R-square	Percentage
Kinerja Karyawan	0.941	94%
Komitmen Organisasi	0.924	92%

Source: Primary data processed 2024

Based on the data in Table 4, the results show that the R-square value of the Employee Performance variable is 0.941 or 94% influenced by the leadership, work discipline and organizational commitment variables. Meanwhile, the organizational commitment variable is influenced by the leadership and work discipline variables by 0.924 or 92%, and the rest is explained by other variables not examined in this study.

**d. Path Coefficient**

The path coefficient is used to test the research hypothesis. The assessment of the significance level is based on the p-value  $< 0.05$  and the t-statistic value  $> t$ -table with an alpha of 5% (0.05), which is 1.667. The results of the direct effect value can be seen through the results of the path coefficient measurement, and the results of the indirect effect value can be known based on the results of measuring specific indirect effects on bootstrapping measurements. The following are the results of the path coefficient.



**Figure 2. Hypothesis Model Results**  
(Source: SmartPLS 4.0 Processing Results)

**Table 5. Value Path Coefficient**

Variable	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics ( O/STDEV)	P-Values
Leadership -> Employee performance	0.06	0.063	0.123	0.491	0.623
Work discipline -> employee performance	0.461	0.437	0.162	2.85	0.004
Organizational commitment -> employee performance	0.461	0.48	0.155	2.971	0.003

Leadership -> organizational commitment -> employee performance	0.232	0.243	0.141	1.642	0.101
Work discipline -> organizational commitment -> employee performance	0.739	0.724	0.146	5.062	0,000

Source: Primary data processed 2024

## Discussion of Research Results

### The Effect of Leadership on Employee Performance

This hypothesis aims to test whether leadership significantly affects employee performance. Based on these results, it can be seen from the test results that the path coefficient value is 0.060. The T-statistic of 0.491 is smaller than the T table of 1.96, with a P-value of 0.623 greater than 0.05, which means that the leadership variable has an insignificant effect on the employee performance variable at PT G4S Indonesia Plant Sukorejo. So, from these results, H1 is not accepted. Insignificance can also be influenced by other variables, such as the opinion of Mangkunegara (2013) that performance is the result of the quality and quantity of work achieved by an employee in carrying out his duties by the responsibilities given to him but is also influenced by three factors, namely: individual factors, psychological factors, and organizational factors. The results of previous research conducted by Marjaya and Pasaribu (2019) on leadership on employee performance show that leadership does not affect employee performance. Then, the results of this study can also be used as a comparison with research conducted by Kosala et al. (2023), which shows different results that show that leadership has a positive and significant effect on employee performance. According to Ozer and Tinaztepe (2014), their research proves that poor leadership will impact organizational failure Rahmanita et al. (2021). Leadership determines the direction of the organization. The leader is tasked with determining organizational goals. Based on these goals, the leader must be able to determine an activity plan to achieve his goals. Employees are followers of superior direction. Leadership that occurs at PT G4S Indonesia Plant Sukorejo is the application of company regulations where the leader provides a positive example and direction to the mentality of its members while working. Leadership is a direction system carried out through contingent rewards and Management By Exception (MBE). The contingent reward at PT G4S Indonesia Plant Sukorejo is for leaders to explain what must be done to get rewards for their work. Employees will get the award if they achieve the goals set at the beginning. Therefore, superiors provide direction so employees can focus on the awards they get to achieve organizational goals. Management by exception (MBE) at PT G4S Indonesia Plant Sukorejo is the role of superiors towards employees when employees make mistakes or deviations and how employees should correct mistakes so that the supervisory system carried out by superiors is well formed.

### The Effect of Work Discipline on Employee Performance

This hypothesis aims to test whether work discipline significantly affects employee performance. Based on these results, it can be seen from the test results that the path coefficient value of 0.802 and the T-statistic of 2.850 is greater than the T table of 1.96, with a P-value of 0.004 smaller than 0.05. So, from these results, the hypothesis (H2) is accepted, which means that the work discipline variable significantly influences the employee performance variable at PT G4S Indonesia Plant Sukorejo. The results of testing this hypothesis are in line with the results of research conducted by Muslimat et al. (2021), Hasyim et al. (2022), and Syamsuddin et al. (2021), which state that there is a positive and significant effect of work discipline on employee performance, the higher the level of work discipline carried out by employees of PT G4S Indonesia Plant Sukorejo, the better the employee performance will be, where there is a reward given by the leader in the form of appreciation and reward. In addition, seeing the seriousness of employees working every day is very firm, according to the Standard Operating Procedure (SOP). The work discipline possessed by PT G4S Indonesia Plant Sukorejo employees is quite suitable, where employees must arrive a maximum of 5 minutes before operational hours are carried out; besides that, there are written and binding regulations with a work contract that must be fulfilled. This is to the theory according to Leteiner and Levin (1995) in Farhah et al. (2020) state that

work discipline is related to punctuality of work, the ability to produce satisfactory quality and quantity of work and work enthusiasm in completing a work. Work discipline has a vital role in developing an agency or institution, and it is mainly used to improve employee performance so that employees obey the rules in doing work. Employees who have low employee performance will affect work discipline, so if employees feel productive, they will automatically have high employee performance at work because it is influenced by work discipline.

### **Effect of Organizational Commitment on Employee Performance**

Based on the empirical results of the data, it shows that organizational commitment influences employee performance with a p-value of  $0.003 < 0.05$  and a t-statistic of  $2.971 > 1.667$ . So, from these results, the hypothesis (H3) is accepted. This study's results align with research (Umar & Norawati, 2022), which explains that organizational commitment can affect performance. Therefore, organizational commitment significantly directly affects performance. Research at PT G4S Indonesia Plant Sukorejo also says that when an employee has committed to believing and is more likely to develop more significant efforts in helping the goals of a company, the employee will produce maximum performance for the company. However, if employees have a low commitment to the company, the resulting performance is only limited to working without giving more effort to accelerate the realization of company goals.

### **The Effect of Leadership on Employee Performance through Organizational Commitment**

Based on the results of research conducted on employees of the G4S Indonesia Company, it was found that organizational commitment is needed to influence the relationship between leadership and employee performance. The results obtained from the path coefficient value of 0.232 and the T-statistic of 1.381 are smaller than the T-table of 1.96, with a P-value of 0.101 greater than 0.05. So, the hypothesis that states that organizational commitment can mediate the effect of leadership on employee performance is rejected (H4 is rejected). This shows that high and low organizational commitment cannot affect the leadership of the G4S Indonesia Plant Sukorejo Company on employee performance. The results of this study are based on research conducted by Bagis et al. (2020), which says that organizational commitment is not practical if used as an intervening variable from leadership to performance. Rivai (2011: 42) argues that employee performance is the result or overall success rate of a person in a certain period compared to the targets that have been agreed upon. In addition, Rivai argues that performance is integrated with several factors. One of them is through the commitment of its employees. Organizational commitment is one of the topics that will constantly be reviewed by management in an organization and researchers who primarily focus on human behaviour. Organizational commitment is essential, especially for organizations that exist today, because of seeing the extent to which an employee's alignment with the organization. The extent to which the employee intends to maintain his membership with the organization can also be measured by the level of organizational commitment (Mardiana & Syarif, 2018). With leaders able to create a commitment to their employees, the performance of these employees will increase.

### **Effect of Work Discipline on Employee Performance through Organizational Commitment**

The results of research conducted on employees of the G4S Indonesia Plant Sukorejo Company showed that organizational commitment can mediate work discipline on employee performance. The results obtained a path coefficient value of 0.739 and a T-statistic of 5.062, greater than the T-table of 1.96, with a P value of 0.000 less than 0.05. So, from these results, the hypothesis (H5) is accepted, which means that organizational commitment can mediate the effect of work discipline on employee performance. This shows that high and low employee satisfaction can affect employee motivation at the G4S Indonesia Plant Sukorejo Company's performance. The results of testing this hypothesis align with previous research conducted by Iskandar et al. (2020) and Hasyim et al. (2022), which state that organizational commitment can mediate the relationship between work discipline and employee performance. Therefore, PT G4S Indonesia Plant Sukorejo must pay attention to organizational commitment in employees by fulfilling every aspect that supports their performance, one of which is by encouraging discipline against applicable regulations. Organizational commitment is a strong and close feeling from a person towards the goals and values of an organization about their role in efforts to

achieve these goals and values (Zurnali, 2010). It is a strong desire to remain a member of the organization, the desire to try hard by the wishes of the organization, certain beliefs, and acceptance of organizational values and goals (Luthans, 2006). Also related to the attitude of organizational members or employees to continue to uphold existing regulations and comply with every company policy, these employees can apply work discipline habits in their lives. The higher the organizational commitment and work discipline, the higher the output/results.

## CONCLUSION

Problems and objectives of the problems raised to determine "The Effect of Leadership and Work Discipline on Employee Performance with Organizational Commitment as an Intervening Mediating Variable at PT. G4S Indonesia Plant Sukorejo". Then, it can be concluded that (a) Leadership does not affect employee performance. This shows that the high quality of leadership carried out by the leadership of the G4S Indonesia Plant Sukorejo Company does not affect the high quality of employee performance. (b) Work Discipline has a significant effect on Employee Performance. This shows that the high and low motivation of employee discipline at the G4S Indonesia Plant Sukorejo Company can affect their performance. (c) Organizational commitment has a significant effect on Employee Performance. This shows that employees' high and low organizational commitment at the G4S Indonesia Plant Sukorejo Company can affect their performance. (d) Organizational commitment cannot mediate the effect of Leadership on Employee Performance. This shows that the high and low organizational commitment of employees cannot affect the quality of employee performance of the leaders of the G4S Indonesia Plant Sukorejo Company. (e) Organizational commitment can mediate the effect of Work Discipline on Employee Performance. This shows that the high and low organizational commitment of employees at the G4S Indonesia Plant Sukorejo Company can affect work discipline and the quality of employee performance.

## Suggestions

For further research, this research can be used as a reference and developed again, especially in the variables studied. It is also hoped that future researchers will add other variables in order to obtain broader and more relevant results and choose different research objects so that the research becomes more varied and even better because researchers realize that there are still many shortcomings and limitations in this study.

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