

The Effect of Transformational Leadership Style and Work Discipline on Employee Performance, Mediated by Organizational Commitment

Prastowo Wahyu Nugroho ^{1*} Suyoto Suyoto ² Muchammad Agung Miftahuddin ³ Alfato Yusnar Kharismasyah ⁴

^{1*, 2, 3, 4} Universitas Muhammadiyah Purwokerto, Banyumas, Indonesia

Email: prastowowahyu46@gmail.com

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ABSTRACT

Purpose: This study aims to analyze the effects of transformational leadership and work discipline on employee performance, with organizational commitment as a mediating variable.

Research Method: This study employed a quantitative approach using a survey method. The study population comprised 677 production employees, and the sample comprised 123 respondents selected through purposive sampling. Data collection was conducted by distributing a Likert-scale questionnaire, and the data were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) with SmartPLS 3.

Results and Discussion: The study indicates that the transformational leadership style and work discipline have a positive and significant effect on organizational commitment. Meanwhile, organizational commitment has a positive but insignificant effect on employee performance. The results also indicate that organizational commitment does not mediate the effects of transformational leadership style or work discipline on employee performance.

Implications: The findings of this study provide a basis for PT Royal Korindah Purbalingga's management to prioritize strengthening transformational leadership and work discipline to improve employee performance.

Originality: The originality of this study lies in empirical evidence that organizational commitment does not mediate the effects of transformational leadership and work discipline on employee performance in the eyelash manufacturing industry, thereby enriching the body of knowledge on the mechanisms driving employee performance.

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

1. Introduction

The era of globalization has brought about major changes in various aspects of life, particularly in the economic sphere. These developments present both challenges and opportunities for Indonesia's manufacturing industry to remain competitive and adapt to the dynamics of the global market (Ambarwati *et al.*, 2024). The false eyelash industry, as part of the cosmetics sector, is striving to maintain its presence by addressing the various challenges that arise. Furthermore, this industry plays a vital role in creating new jobs that support the community's economic growth. Therefore, in the manufacturing

sector, human resource management (HRM) plays a critical role, as it is directly linked to the effectiveness of production processes and product quality. This also demonstrates that a manufacturing company's competitive advantage is determined not only by production capacity and technological capabilities but also by its human resource management.

Human resources (HR) are a crucial asset for companies because they play a role in carrying out various organizational activities (Prihatin & Wahyuningsih, 2023). Employees play a crucial role in supporting every stage of a company's operations, which is why they are often viewed as valuable strategic assets for the organization's sustainability and development. Therefore, companies need employees with strong competencies and qualities to ensure that organizational goals and targets are achieved effectively and optimally (Elza, 2025). In addition to employee performance, manufacturing companies are required to maintain high product quality standards, which necessitates that employees possess a high level of discipline and a strong work commitment (Saleha & Nugraheni, 2025). On the other hand, manufacturing companies—particularly those in the false eyelash industry—are facing challenges due to the global economic slowdown, declining market demand, and rising operational costs. PT Royal Korindah Purbalingga is also currently facing these conditions.

PT Royal Korindah Purbalingga is a large company operating in the false eyelash industry, focusing on the quality of export products and high production volumes. This challenging situation has prompted the company to implement efficiency measures, including workforce reductions, to ensure business sustainability. This situation underscores the need for employees who can adapt and perform well. High-performing employees can boost productivity and, ultimately, increase company profitability (Harmen *et al.*, 2024). The achievement of organizational goals is influenced by the quality of employees' performance in fulfilling their duties and responsibilities (Ubaidillah *et al.*, 2023). High performance contributes positively to increased organizational productivity, while low performance can lead to a decline in organizational effectiveness and efficiency. This situation indicates that efforts to improve employee performance remain a critical issue requiring attention in corporate human resource management.

One factor believed to influence employee performance is transformational leadership style. According to Givens (2008), transformational leadership is an approach that inspires employees by conveying a clear vision, providing motivation, offering intellectual stimulation, and paying individual attention to employees' needs. Transformational leaders can foster harmonious, positive working relationships, thereby motivating employees to work more effectively toward organizational goals (Susetia *et al.*, 2025). Research findings by Silaban & Siregar (2023) and Muhammad & Rahardja (2021) show that transformational leadership has a positive and significant impact on employee performance by enhancing employee engagement and motivation in performing their duties. Findings by Savira *et al.*, (2022) also indicate that transformational leadership has a positive and significant effect on employee performance. Conversely, Hasana & Helmi (2023) found that the transformational leadership style actually had a negative and insignificant effect on employee performance. These differing results are attributed to the research setting, respondent characteristics, and work environment. Therefore, this study was conducted to re-examine this relationship at PT Royal Korindah Purbalingga.

The success of improving employee performance is influenced not only by the transformational leadership style but also by work discipline, which plays a crucial role. The level of compliance and an individual's willingness to adhere to organizational regulations and applicable work norms reflect work discipline (Sewell, 1998). Employees with strong work discipline generally demonstrate a higher sense

of responsibility toward each assignment and the ability to complete tasks in accordance with established standards. Findings by Ubaidillah *et al.*, (2023) reveal that employee performance improves significantly and is positively influenced by work discipline, which is closely linked to the effectiveness of task execution. These findings are also consistent with those of Adinda *et al.*, (2023) and Nurhalizah & Oktiani (2024), which indicate that work discipline has a positive and significant impact on employee performance. Inconsistencies are evident in the studies by Hapsari *et al.*, (2022) and Kitta *et al.*, (2023), which indicate that work discipline does not have a significant effect on employee performance. This suggests that the variable of work discipline still needs to be examined in terms of its role and influence as an independent variable on employee performance.

Social Exchange Theory (Blau, 2017) can serve as a foundation for understanding how organizational commitment influences performance. Furthermore, organizational commitment is a key determinant in shaping employee performance. The degree of an individual's attachment to the organization—manifested through loyalty, participation in work, and a desire to maintain membership—reflects organizational commitment (Raharjo *et al.*, 2023). Employees with high organizational commitment are more likely to demonstrate a greater sense of responsibility in performing their jobs (Salet *et al.*, 2023). This, in turn, leads to improved performance quality and encourages employees to contribute their best to the organization (Esisuarni *et al.*, 2024). Research by Pramanita *et al.*, (2022) indicates that organizational commitment has a positive and significant effect on employee performance, as employees with high organizational commitment can dedicate their performance to the company and make sacrifices for the company's goals and interests. Although the SET is widely used to explain the relationships among transformational leadership, organizational commitment, and performance, its application to explaining the relationship between work discipline and organizational commitment remains limited. Therefore, empirical testing is needed to clarify the mechanism of this relationship.

This study builds upon the research by Purwanto *et al.*, (2023) by incorporating organizational commitment as a mediating variable. Organizational commitment is believed to enhance employee productivity because employees wish to remain part of the company and contribute to achieving the company's vision (Nurhasanah, 2024). Furthermore, organizational commitment in the studies by Bagus & Wijaya (2023) and Hardini & Meiriyanti (2023) was shown to mediate the relationship between leadership and performance. However, Winarti *et al.*, (2022) indicated that organizational commitment does not mediate this relationship. This study not only examines the relationships among transformational leadership style, work discipline, and employee performance but also analyzes the role of organizational commitment as a mediating variable, based on the SET perspective, in the labor-intensive manufacturing industry. This discrepancy in findings suggests that the effectiveness of organizational commitment as a mediating variable warrants further testing, particularly within the manufacturing sector. The inconsistency in these findings also highlights a research gap that warrants further investigation. Previous studies were conducted in the security and protection services sector, whereas this study focuses on the false eyelash manufacturing sector. Furthermore, it is hoped that this study can contribute to reinforcing and re-examining the differentiation in previous research findings regarding the role of organizational commitment as a mediating variable.

This study is warranted given the high demands placed by large companies on productivity and the quality of employee performance. It is hoped that the results of this study can provide practical contributions to companies, particularly in formulating human resource management regulations that

emphasize improving employee performance by strengthening transformational leadership, enhancing work discipline, and fostering organizational commitment, as explored in the research by Bagus & Wijaya (2023). Furthermore, it is hoped that this study will contribute theoretically to enriching the literature on human resource management, particularly regarding factors influencing employee performance. Based on this background, the objective of this study is to analyze the influence of transformational leadership style and work discipline on employee performance and to test the role of organizational commitment as a mediating variable among employees at PT Royal Korindah Purbalingga. Furthermore, this study aims to examine the direct and indirect relationships among the variables under investigation. Therefore, it is hoped that this study will contribute to the development of human resource management theory and serve as a reference for future studies examining similar topics.

The remainder of this paper is organized as follows. Section 2 provides a literature review and hypothesis development. Section 3 presents the research method and design. Section 4 provides the results and discussion. Section 5 presents Concluding Remarks and Recommendations.

2. Literature Review and Hypothesis Development

2.1 Literature Review

2.1.1 Social Exchange Theory

According to Social Exchange Theory (SET) (Blau, 2017), work relationships are built on the principle of reciprocity. When employees receive support, trust, and fair treatment from leaders or the organization, they tend to reciprocate with positive work behavior (Muttaqien, 2023). Transformational leadership is viewed as a form of support provided by leaders that inspires and motivates employees. This fosters organizational commitment as a reciprocal response from employees and leads to greater contributions through improved performance. Additionally, work discipline is defined as employee behavior that reflects adherence to organizational rules and a sense of responsibility (Fadzillah *et al.*, 2025). Under these conditions, an organizational environment that enforces rules fairly and is supported by positive leadership can encourage employees to reciprocate this treatment through high compliance, the development of organizational commitment, and improved work performance. In this study, the SET serves as the foundation for explaining the relationship between transformational leadership style, work discipline, organizational commitment, and employee performance. Transformational leadership and work discipline are viewed as positively related and foster the growth of organizational commitment (Nursiti & Angriani, 2023). Furthermore, this commitment motivates employees to perform better as a form of reciprocity toward the organization.

2.1.2 Employee Performance

The results achieved by individuals in carrying out their assigned tasks and responsibilities serve as the primary benchmark for evaluating the success of human resource management within an organization. This concept is elaborated upon through the performance theory proposed by Campbell (1990), who views performance as a function of ability, motivation, and opportunity. Based on this theory, employee performance is influenced by internal and external factors that motivate individuals to achieve optimal work performance. Nurhandayani (2024) defines employee performance as the successful outcomes of an individual's work in line with the duties and responsibilities assigned to them. A similar perspective

is presented by Sinambela (2021), who explains that performance refers to work outcomes—whether in terms of quality or quantity—produced by an employee when carrying out their assigned responsibilities. In line with these perspectives, Esisuarni *et al.*, (2024) emphasize that ability, motivation, and work opportunities influence performance. Therefore, employee performance is a key indicator of an organization's success in managing its human resources.

2.1.3 Transformational Leadership Style

A leader's ability to inspire and motivate subordinates to exceed targets is a key characteristic of the transformational leadership style. This concept is elaborated in the theory proposed by Bass & Avolio (1994), which posits that transformational leadership is manifested through idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. A transformational leader can encourage employees to perform better in pursuit of organizational goals (Hay, 2006). Therefore, the transformational leadership style plays a crucial role in improving employee performance while strengthening organizational commitment.

2.1.4 Work Discipline

Compliance with all organizational regulations and applicable social norms reflects a high level of work discipline. This concept is elaborated upon by Hasibuan (2017), who states that discipline is an individual's awareness and willingness to adhere to all applicable organizational regulations or social norms. Based on this concept, work discipline is shaped not only by external supervision but also by an individual's internal awareness. Furthermore, Bilady *et al.*, (2024) explain that work discipline is a key indicator of employees' responsibility and adherence to their assigned tasks. Therefore, work discipline is a contributing factor in enhancing employee performance and supporting the achievement of organizational goals.

2.1.5 Organizational Commitment

The degree to which an individual is attached to an organization can be understood through organizational commitment, which comprises three main dimensions: affective, continuance, and normative. This concept was elaborated by Meyer & Allen (1991), who noted that emotional ties influence employee commitment, the need to remain in the organization, and a moral obligation to the organization. The role of organizational commitment in enhancing employee performance and loyalty is demonstrated by a study by Raharjo *et al.*, (2023). In line with this, Salet *et al.*, (2023) found that employees with high levels of commitment are more likely to demonstrate a greater sense of responsibility toward their work. Therefore, organizational commitment serves as a mediating variable that can strengthen the relationship between transformational leadership style or work discipline and employee performance.

2.2 Hypothesis Development

2.2.1 Transformational Leadership Style and Organizational Commitment

Transformational leadership is a style that motivates and inspires employees to develop their potential at work, so that they feel needed and valued in achieving organizational goals (Givens, 2008). According to the SET model, employees who are supported and motivated by their leaders will reciprocate with positive attitudes, thereby increasing organizational commitment (Rasminingsih & Permadi, 2023). A

study by Zaky (2022) shows that transformational leadership has a significant positive effect on organizational commitment. The results of Rahmatullah *et al.*, (2022) and Jiatong *et al.*, (2022) are similar, indicating that transformational leadership has a significant positive effect on organizational commitment.

H1: *Transformational leadership has a positive effect on organizational commitment.*

2.2.2 Work Discipline and Organizational Commitment

According to Social Exchange Theory, organizations that consistently enforce rules, provide clear work procedures, and treat employees fairly will build positive reciprocal relationships. These relationships encourage employees to exhibit disciplined behavior as a form of reciprocity for the organization's treatment, thereby gradually strengthening their sense of belonging, attachment, and organizational commitment (Ariyantini & Puterisari, 2025). Work discipline reflects an attitude of compliance with company rules and fosters emotional attachment and commitment to the organization (Aulia & Suwarsi, 2022). A study by Aulia & Suwarsi (2022) showed that work discipline has a significant positive effect on organizational commitment. Similar findings were reported in studies by Minarsih & Fatmasari (2022) and Suherdi & Ahmad (2023), in which work discipline was shown to have a significant and positive effect on organizational commitment.

H2: *Work discipline positively affects organizational commitment.*

2.2.3 Transformational Leadership Style and Its Impact on Employee Performance

Leaders who support and inspire their employees encourage them to do their best, thereby improving performance (Ovianti & Fadli, 2022). The implementation of this leadership style has been shown to have positive implications, as demonstrated by Pariesti & Christa (2022), who found that transformational leadership has a significant positive impact on employee performance. Furthermore, Garad *et al.*, (2022) and Udin *et al.*, (2023) reported similar findings: transformational leadership has a significant and positive effect on employee performance.

H3: *Transformational leadership has a positive impact on employee performance.*

2.2.4 Work Discipline and Employee Performance

The implementation of SET in fair and consistent work regulations can encourage employees to reciprocate by demonstrating productive performance (Naeli *et al.*, 2026). Improved work effectiveness leads to work discipline, which has a direct, positive, and significant impact on employee performance, as demonstrated in the study by Putra & Fernos (2023). Findings by Ubaidillah *et al.*, (2023) also reveal that a high level of discipline can increase employee productivity. Similar results were found in studies by Dehotman (2023) and Rivaldo & Nabella (2023), which showed that work discipline has a significant positive effect on employee performance.

H4: *Work discipline has a positive impact on employee performance.*

2.2.5 Organizational Commitment to Employee Performance

Employees who are committed to staying with the company will perform productively, thereby improving overall employee performance (Raharjo *et al.*, 2023). Yerita *et al.*, (2022) also found that organizational commitment has a positive and significant impact on employee performance quality. The

findings of Nurfitriani (2022) and Basem *et al.*, (2022) further support these results by demonstrating that organizational commitment has a significant positive effect on employee performance.

H5: *Organizational commitment has a positive effect on employee performance.*

2.2.6 Transformational Leadership Style and Its Impact on Employee Performance through Organizational Commitment

According to SET, leaders' positive attitudes and behavior foster organizational commitment among employees, thereby motivating them to perform at their best (Jiwantari & Surya, 2026). Organizational commitment has also been shown to significantly and positively mediate the relationship between transformational leadership style and performance (Fauzan, 2023). Similarly, the findings of Bagus & Wijaya (2023) and Hardini & Meiriyanti (2023) indicate that transformational leadership has a significant positive effect on performance through organizational commitment.

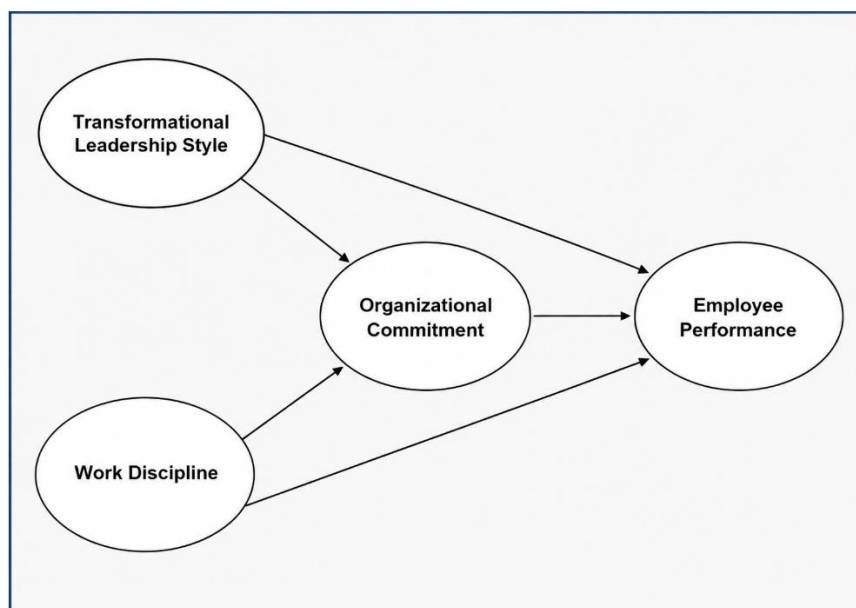
H6: *Organizational commitment mediates the relationship between transformational leadership style and employee performance.*

2.2.7 Work Discipline and Its Impact on Employee Performance through Organizational Commitment

A high level of work discipline can strengthen employees' commitment to the organization, which ultimately drives improvements in their contributions and performance (Pramono *et al.*, 2025). Findings from Sudama (2022) show that work discipline has a significant positive influence on performance through organizational commitment. A similar finding was reported in the study by Baskara & Sanusi (2025), which indicated that organizational commitment mediates the relationship between work discipline and employee performance.

H7: *Organizational commitment mediates the relationship between work discipline and employee performance.*

Figure 1. Conceptual Framework



Source: Developed by Researchers (2026)

3. Research Method

This study was conducted at PT Royal Korindah Purbalingga in April 2026 with a population of 677 production employees. The sample size was determined using the Slovin formula, as described by Sugiyono (2023), with a 10% margin of error, yielding a minimum total of 88 respondents. The sample size was determined based on the research needs, and respondents were selected using purposive sampling, with the criterion of having worked for more than one year to ensure they could provide relevant assessments of the research variables (Sugiyono, 2023). This study employs a quantitative approach using a survey method. The sampling technique utilized was purposive sampling, based on the characteristics of employees who have been with the company for more than one year. This criterion was established because employees with more than one year of service are considered to have sufficient experience to evaluate transformational leadership style, work discipline, organizational commitment, and employee performance.

Data were collected by distributing paper questionnaires (hard copies) using a five-point Likert scale, with scores ranging from 1 (strongly disagree) to 5 (strongly agree), through one of PT Royal Korindah's employees. Of the 159 questionnaires collected, 36 were excluded because they did not meet the purposive sampling criteria, namely, having been employed for more than one year. Consequently, 123 questionnaires were deemed suitable for analysis. This number exceeded the minimum sample size determined using the Slovin formula. Next, the data were analyzed using the Partial Least Squares Structural Equation Modeling (PLS-SEM) method with SmartPLS 3 software (Hair *et al.*, 2021). This method was chosen because it can simultaneously test relationships among variables, evaluate both the outer and inner models, and systematically test the research hypotheses.

In this study, each variable was measured using indicators adapted from previous theories. The indicators of transformational leadership style are based on Bass & Avolio (1994), namely idealized influence, inspirational motivation, intellectual stimulation, and individual consideration. The work discipline variable draws on indicators from Hasibuan (2017), including attendance, rule compliance, time management, and responsibility. The employee performance variable is based on indicators from Campbell (1990), including quality, quantity, timeliness, and cooperation. Meanwhile, organizational commitment uses indicators from Meyer & Allen (1991): affective, continuance, and normative. Each indicator is operationalized as two statement items to ensure that each construct is measured comprehensively and to anticipate items that may not meet validity and reliability criteria during the instrument evaluation process (Hair *et al.*, 2021). All items are adapted to the context of PT Royal Korindah Purbalingga without altering the conceptual meaning of each construct.

4. Results and Discussion

4.1 Analysis Results

4.1.1 Characteristics of the Study Respondents

The characteristics of the respondents are presented to provide a general overview of the profile of the employees included in the research sample. The characteristics of the respondents analyzed include gender, age, highest level of education, and length of service, which are presented in full in Table 1 below.

Table 1. Respondent Profile

Description	Total	Percentage (%)
Gender		
Man	33	26.83
Woman	90	73.17
Age		
≤ 21 years old	36	29.27
22–26 years old	36	29.27
27–31 years old	34	27.64
≥ 32 years old	17	13.82
Highest Level of Education		
Junior High School	19	15.44
High School/Vocational High School	97	78.86
Diploma (D1–D3)	5	4.07
Bachelor's, Master's, and Doctoral Degrees (S1–S3)	2	1.63
Length of Service		
1–3 years	62	50.41
4–6 years	30	24.39
7 years or older	31	25.20

Source: Data analysis results (2026)

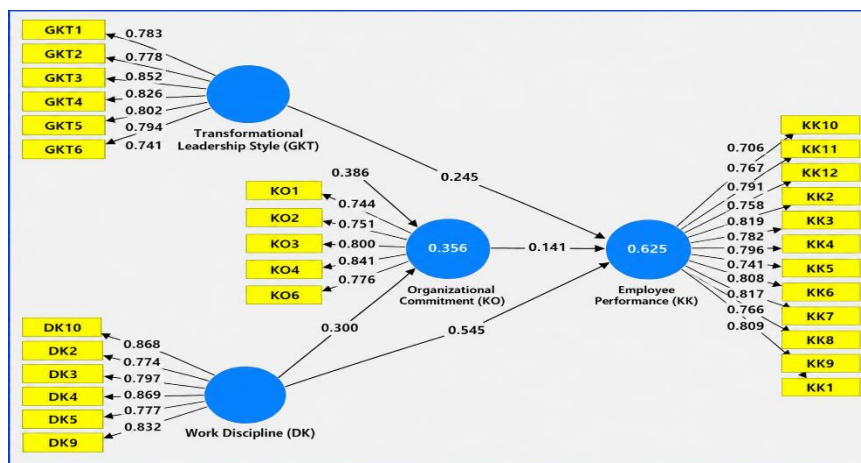
The respondent criteria indicate that the entire study sample met the purposive sampling criterion, namely having at least 1 year of service at PT Royal Korindah Purbalingga. The respondents were predominantly women, numbering 90 (73.17%), while men numbered 33 (26.83%); this indicates that eyelash production requires a strong work ethic and a high degree of precision—qualities often associated with women's performance—thereby necessitating a large number of female employees (Wardana *et al.*, 2023). The majority of respondents were in the working-age groups: those aged ≤21 and those aged 22 to 26, each numbering 36 (29.27%), followed by those aged 27 to 31 (34, 27.64%) and those aged ≥32 (17, 13.82%). This indicates that workers in the productive age groups of ≤21 years and 22 to 26 years are in high demand for high-volume production requiring a high degree of precision. In terms of educational attainment, the majority of respondents were high school (SMA/SMK) graduates, totaling 97 people (78.86%), while the remainder had junior high school, diploma, or bachelor's degrees. This indicates that eyelash production requires specific skills but does not necessitate advanced training or higher education. In terms of tenure, 62 respondents (50.41%) had been working for 1 to 3 years, 30 respondents (24.39%) for 4 to 6 years, and 31 respondents (25.20%) for 7 years or more. This composition indicates that the majority of respondents have sufficient work experience to understand the organizational commitment, leadership style, and work discipline implemented at PT Royal Korindah. These characteristics indicate that the study sample is dominated by working-age employees with sufficient work experience and reflects the workforce conditions at PT Royal Korindah in Purbalingga.

4.1.2 Outer Model

The outer model estimation results obtained using SmartPLS illustrate the relationships among each latent variable and its constituent indicators. The evaluation of the outer model aims to assess the quality of the measurement model by testing construct validity and reliability. One of the parameters reported is the outer loading score, which is a coefficient indicating the degree of correlation between

each indicator and the latent construct it measures. Outer loading scores are used to evaluate convergent validity—that is, the ability of each indicator to accurately reflect the latent construct. A high outer loading score corresponds to the indicator's strong ability to represent the construct being measured, which makes the indicator increasingly valid as a measure of the study variable. The results of the outer model analysis are shown in Figure 2.

Figure 2. Outer Model



Source: Data Analysis Results (2026)

Referring to Figure 2, the indicators GKT1, DK1, DK6, DK7, DK8, and KO5 were eliminated because their outer loadings were below the required minimum threshold of 0.70; thus, indicators below this threshold must be eliminated, in accordance with Hair *et al.*, (2021). After elimination, all remaining indicators were deemed to represent the study's construct adequately. Furthermore, the indicators demonstrated that the measurement model met the initial requirements to proceed to the validity and reliability evaluation stage, which involved testing outer loading, Average Variance Extracted (AVE), Composite Reliability, and Cronbach's Alpha. Based on the outer loading test results, all indicators for the variables of transformational leadership style, work discipline, organizational commitment, and employee performance had scores exceeding 0.70, thereby meeting the criteria for convergent validity, in line with Hair *et al.*, (2021). These scores indicate that each indicator effectively reflects the construct it measures. For the transformational leadership style variable, the outer loading scores ranged from 0.741 to 0.852; for work discipline, from 0.774 to 0.869; for organizational commitment, from 0.744 to 0.841; and for employee performance, from 0.706 to 0.819. All indicators were found to be valid, meaning the measurement model meets the requirements for convergent validity and is suitable for proceeding to the structural model evaluation stage (inner model).

4.1.3 Validity and Reliability

Validity and reliability testing aim to ensure that the study instrument can measure each construct accurately and consistently. In the PLS-SEM analysis, the evaluation was conducted through convergent validity testing using the AVE score and reliability testing using the Composite Reliability score and Cronbach's Alpha. The results in Table 2 show that all constructs in this study meet the requirements for convergent validity and reliability. The convergent validity test was conducted using AVE scores, with constructs deemed to meet the criteria if $AVE \geq 0.50$ (Hair *et al.*, 2021). The analysis results show that the transformational leadership style variable has an AVE score of 0.636, work discipline of 0.673,

organizational commitment of 0.614, and employee performance of 0.609. All AVE scores obtained met the required minimum threshold, indicating that each construct adequately represents its constituent indicators. Therefore, each indicator can reflect the construct being measured, thereby fulfilling the requirement for convergent validity. In addition to convergent validity, the instrument's reliability also met the required criteria. Composite Reliability scores demonstrate this for all variables exceeding 0.70, as well as Cronbach's Alpha scores that also exceed 0.70, in line with the study by Hair *et al.*, (2021). These scores demonstrate that each indicator within a construct has a high level of internal consistency, which, in turn, ensures stable and reliable measurement results.

Table 2. Validity and Reliability

Variable	AVE	Composite Reliability	Cronbach's Alpha
Work Discipline (X2)	0.673	0.925	0.902
Transformational Leadership Style (X1)	0.636	0.924	0.904
Employee Performance (Y)	0.609	0.949	0.942
Organizational Commitment (Z)	0.614	0.888	0.843

Source: Data Analysis Results (2026)

4.1.4 Discriminant Validity

The discriminant validity test aims to ensure that each construct in the study model can be clearly distinguished from the other constructs. The evaluation was conducted using the Fornell-Larcker criterion, which compares the root-mean-square AVE scores for each construct with the inter-construct correlations. The results of the discriminant validity test are presented in Table 3.

Table 3. Discriminant Validity

Variable	Work Discipline (X2)	Transformational Leadership Style (X1)	Employee Performance (Y)	Organizational Commitment (Z)
Work Discipline (X2)	0.820			
Transformational Leadership Style (X1)	0.505	0.797		
Employee Performance (Y)	0.738	0.596	0.781	
Organizational Commitment (Z)	0.495	0.538	0.542	0.783

Source: Data Analysis Results (2026)

Referring to Table 3, all constructs meet the criteria for discriminant validity based on the Fornell-Larcker method. Each construct has a score above 0.70, which is higher than its correlations with other constructs (Hair *et al.*, 2021). These findings demonstrate that each construct has a strong ability to distinguish the concepts being measured, thereby preventing overlap among constructs. Therefore, the measurement model meets the requirements for discriminant validity and is suitable for structural equation modeling (internal model).

4.1.5 R Square

The structural model (inner model) was evaluated using the coefficient of determination (R-squared) to assess the exogenous variables' ability to explain variation in the endogenous variables. A high R-

squared score indicates that the model has a better ability to explain the dependent variable. The results of the coefficient of determination (R-squared) test are presented in Table 4.

Table 4. R Square

Variable	R Square	R Square Adjusted
Employee Performance (Y)	0.625	0.615
Organizational Commitment (Z)	0.356	0.345

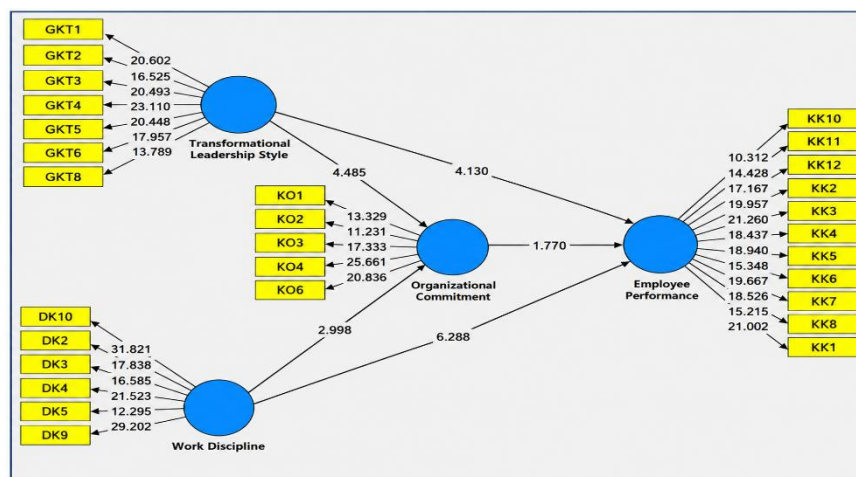
Source: Data Analysis Results (2026)

Referring to Table 4, the R-squared value for the organizational commitment variable is 0.356, indicating that transformational leadership style and work discipline account for 35.6% of the variation in organizational commitment. Meanwhile, the remaining 64.4% of the variation is influenced by factors outside the study model. For the employee performance variable, the R-squared value of 0.625 indicates that 62.5% of the variation in employee performance is explained by transformational leadership style, work discipline, and organizational commitment. In comparison, the remaining 37.5% is attributable to other variables not examined in this study. According to Hair *et al.*, (2021), an R-squared score of 0.75 falls into the strong category, 0.50 into the moderate category, and 0.25 into the weak category. Therefore, the R-squared score for employee performance (0.625) falls into the moderate category, and the R-squared score for organizational commitment (0.356) indicates moderate predictive power. These results indicate that the structural model has good explanatory power for describing the relationships among the variables, making it a suitable foundation for further hypothesis testing.

4.1.6 Inner Model

The results of the inner model estimates, obtained via bootstrapping in SmartPLS, were used to evaluate the significance of correlations among variables in the structural model using path coefficient tests, t-statistic values, and p-values. This analysis aims to investigate whether the direct or indirect correlations between variables proposed in the study's hypotheses are supported by empirical data (Hair *et al.*, 2021). All relationships between variables were positive, and the model revealed direct relationships between transformational leadership style and work discipline, and between organizational commitment and employee performance.

Figure 3. Inner Model



Source: Data Analysis Results (2026)

The figure also illustrates the relationship between organizational commitment and employee performance, as well as the mediating role of organizational commitment in the relationship between transformational leadership style and work discipline on employee performance. The bootstrapping results confirm that the structural model constructed is consistent with the study's conceptual framework. Correlations among variables were further evaluated in detail using path coefficient scores (original sample), t-statistics, and p-values to determine whether each study hypothesis should be accepted or rejected. Hypothesis testing was conducted based on the path coefficient, t-statistic, and p-value. A hypothesis was accepted if the t-statistic was ≥ 1.96 and the p-value was ≤ 0.05 at a 5% significance level; conversely, a hypothesis was rejected if it did not meet these criteria (Hair *et al.*, 2021).

4.1.7 Hypothesis Testing

Hypothesis testing aims to assess the significance of correlations between variables—whether direct or indirect—within the research model. The analysis was conducted using the bootstrapping method, taking into account the path coefficient, t-statistic, and p-value. A hypothesis is accepted if the t-statistic score exceeds 1.96 and the p-value is less than 0.05 at a 5% significance level (Hair *et al.*, 2021). The results of the hypothesis testing are presented in Table 5.

Table 5. Hypothesis Testing

Hypothesis	Original Sample	t-Statistics	p-Values	Description
DK→KK	0.545	6.288	0.000	Accepted
DK→KO	0.300	2.998	0.003	Accepted
GKT→KK	0.245	4.130	0.000	Accepted
GKT→KO	0.386	4.485	0.000	Accepted
KO→KK	0.141	1.770	0.077	Rejected
DK→KO→KK	0.042	1.391	0.165	Rejected
GKT→KO→KK	0.054	1.523	0.128	Rejected

Source: Data Analysis Results (2026)

Based on Table 5, the hypothesis test results show that of the seven hypotheses proposed, four were accepted and three were rejected. Significant effects include the influence of work discipline and transformational leadership style on organizational commitment and employee performance, as indicated by t-statistic scores exceeding 1.96 and p-values below 0.05. Conversely, the effect of organizational commitment on employee performance and its role as a mediating variable were not found to be significant because they did not meet the criteria for statistical significance. Overall, these findings indicate that improvements in employee performance are more directly influenced by transformational leadership style and work discipline than through organizational commitment.

4.2 Discussion

4.2.1 The Effect of Transformational Leadership Style on Organizational Commitment

Based on the results of the hypothesis testing, transformational leadership has a significant positive effect on organizational commitment, with a path coefficient of 0.386, a t-statistic of 4.485, and a p-value of 0.000. These findings indicate that the effective implementation of transformational leadership is associated with high levels of organizational commitment among employees at PT Royal Korindah Purbalingga. According to the SET, a positive reciprocal relationship between leaders and employees fosters trust, loyalty, and commitment to the organization. At PT Royal Korindah Purbalingga, the

application of transformational leadership enables leaders to provide clear direction, motivate employees to achieve production targets, and focus on employee skill development. Such treatment fosters employees' sense of being valued and their trust in the organization, thereby strengthening their commitment to remain part of the company and contribute to achieving organizational goals. Furthermore, the results of this study align with the research by Zaky (2022), Rahmatullah *et al.*, (2022), and Jiatong *et al.*, (2022), which demonstrate that transformational leadership has a significant positive impact on organizational commitment.

4.2.2 The Effect of Work Discipline on Organizational Commitment

The test results show that work discipline has a significant positive effect on organizational commitment, with a path coefficient of 0.300, a t-statistic of 2.998, and a p-value of 0.003. These results indicate that increased work discipline leads to higher employees' organizational commitment. According to the SET, employee compliance with organizational rules is a form of contribution that is reciprocated through the creation of a mutually beneficial work relationship, thereby enhancing organizational commitment. At PT Royal Korindah Purbalingga, work discipline is demonstrated through adherence to working hours, standard operating procedures, and established production targets. Employees who consistently adhere to these requirements will find it easier to adapt to the company's work culture, develop a sense of responsibility, and strengthen their attachment to the organization. The results of this study are consistent with those of Aulia & Suwarsi (2022), Minarsih & Fatmasari (2022), and Suherdi & Ahmad (2023), which found that work discipline has a significant positive effect on organizational commitment.

4.2.3 The Effect of Transformational Leadership Style on Employee Performance

The results of the analysis show that transformational leadership has a positive and significant effect on employee performance, with a path coefficient of 0.245, a t-statistic of 4.130, and a p-value of 0.000. This indicates that the application of transformational leadership can drive improvements in employee performance at PT Royal Korindah Purbalingga. From the perspective of Social Exchange Theory, the attention, support, and motivation provided by leaders encourage employees to perform at their best. At PT Royal Korindah Purbalingga, leaders who provide clear direction, motivate employees, and attend to employees' needs and skill development can boost work morale in meeting production targets. This support encourages employees at PT Royal Korindah Purbalingga to work more effectively, maintain production quality, and complete tasks in accordance with company standards. The results of this study also support the research by Silaban & Siregar (2023) and Muhammad & Rahardja (2021), which found that transformational leadership has a significant positive influence on employee performance.

4.2.4 The Effect of Work Discipline on Employee Performance

Based on the results of the hypothesis testing, work discipline has a significant positive effect on employee performance, with a path coefficient of 0.545, a t-statistic of 6.288, and a p-value of 0.000. These results indicate that high work discipline among employees correlates with better performance. According to the Social Exchange Theory (SET), adherence to organizational rules creates a reciprocal relationship that motivates employees to work more responsibly and productively. At PT Royal Korindah Purbalingga, work discipline is a critical aspect because the eyelash production process demands precision, punctuality, and adherence to the company's operational standards. These conditions make work discipline a key factor in improving employee performance at the company. These findings are

also consistent with studies by Ubaidillah *et al.*, (2023), Abdullah *et al.*, (2023), and Agustriani *et al.*, (2022), which concluded that work discipline has a significant positive impact on employee performance.

4.2.5 The Effect of Organizational Commitment on Employee Performance

The test results show that organizational commitment has no significant effect on employee performance, with a path coefficient of 0.141, a t-statistic of 1.770, and a p-value of 0.077. According to the SET, commitment should motivate employees to contribute more effectively to the organization. The research results indicate that organizational commitment has not yet significantly improved performance at PT Royal Korindah; therefore, other factors likely have a greater impact on employee performance. Consequently, although employees have a sense of belonging and a desire to remain with the company, this has not yet had a significant impact on PT Royal Korindah Purbalingga's performance. This study aligns with the findings of Adinata & Yuniarto (2024) and Sholihin *et al.*, (2024), which indicate that organizational commitment has a positive but not significant effect on performance.

4.2.6 The Effect of Transformational Leadership Style on Employee Performance through Organizational Commitment

The results of the analysis show that organizational commitment does not mediate the effect of transformational leadership on employee performance, as indicated by a path coefficient of 0.054, a t-statistic of 1.523, and a p-value of 0.128. According to the SET, transformational leadership is expected to create a reciprocal relationship that increases commitment, which in turn leads to improved performance. However, the results of this study show that this mechanism does not occur to a significant degree. At PT Royal Korindah Purbalingga, transformational leadership was found to improve employee performance directly; however, this improvement did not occur through organizational commitment. This suggests that in a production-oriented work environment focused on meeting targets, timeliness, and quality of work, employees are more motivated to improve their performance in direct response to leadership's direction, motivation, and support. In line with the studies by Winarti *et al.*, (2022) and Nasution & Mesra (2025), organizational commitment does not mediate the relationship between transformational leadership and performance.

4.2.7 The Effect of Work Discipline on Employee Performance through Organizational Commitment

Based on the test results, organizational commitment does not mediate the effect of work discipline on employee performance, as indicated by a path coefficient of 0.042, a t-statistic of 1.391, and a p-value of 0.165. These results suggest that work discipline can enhance performance, either directly or by increasing organizational commitment. According to the SET, work discipline should foster a reciprocal relationship that strengthens commitment and, in turn, improves performance. However, the research results show that organizational commitment at PT Royal Korindah has not yet served as a mechanism to bridge this relationship. Additionally, the work culture at PT Royal Korindah Purbalingga—which involves senior employees mentoring junior employees—enables the implementation of work procedures more quickly in daily activities. This situation allows employees to improve their performance through the direct application of work discipline, without requiring an increase in organizational commitment as a prerequisite. These findings are consistent with the studies by Baskara & Sanusi (2025) and Kurniawan *et al.*, (2024). Therefore, improvements in employee performance are more directly influenced by transformational leadership style and work discipline.

5. Concluding Remarks and Recommendation

This study concludes that transformational leadership style and work discipline have a significant positive effect on employee performance at PT Royal Korindah Purbalingga. Meanwhile, organizational commitment has a positive but insignificant effect on employee performance. The results also show that organizational commitment does not mediate the effects of transformational leadership style or work discipline on employee performance. Therefore, improvements in employee performance are more directly influenced by transformational leadership style and work discipline, thus fulfilling the study's objective of analyzing both direct and indirect relationships among the variables.

This study contributes to the development of human resource management theory, particularly by strengthening the empirical evidence regarding the role of organizational commitment as a mediating variable in the relationship among transformational leadership style, work discipline, and employee performance in industrial companies. From a practical perspective, the research findings can serve as a basis for management at PT Royal Korindah Purbalingga to formulate regulations to strengthen transformational leadership, improve work discipline, and foster organizational commitment to enhance employee performance.

This study has limitations because it was conducted at only one company and used a quantitative approach involving a questionnaire survey, so the findings cannot yet be generalized to other sectors or organizations. Future studies are encouraged to expand the scope of research to include various industries, incorporate additional variables that may influence employee performance—such as job satisfaction, work motivation, or the work environment—and employ diverse research approaches to gain a more comprehensive understanding of the factors affecting employee performance.

Statement of Use of Generative AI

During the preparation of this work, the author used generative artificial intelligence tools to support the scientific writing process. Grammarly was used to check grammar, refine writing style, and improve clarity in scientific writing. All interpretations, analyses, and conclusions presented in this study are the sole responsibility of the author.

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Corresponding author

Prastowo Wahyu Nugroho can be contacted at: prastowowahyu46@gmail.com