

THE ROLE OF ORGANIZATIONAL COMMITMENT IN MEDIATING THE INFLUENCE OF TRANSFORMATIONAL LEADERSHIP AND WORK DISCIPLINE ON EMPLOYEE PERFORMANCE IN THE PUBLIC WELFARE SECTION OF THE REGIONAL SECRETARIAT OF MANOKWARI REGENCY

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Abstract:

Employee performance is a crucial aspect in determining the success of public sector organizations. Factors such as transformational leadership, work discipline, and organizational commitment play a significant role in shaping employee work behavior. Therefore, analyzing the relationship among these variables is essential for understanding sustainable performance improvement strategies. This study aims to analyze the role of organizational commitment in mediating the influence of transformational leadership and work discipline on employee performance at the Welfare Division of the Regional Secretariat of Manokwari Regency. The entire population of 42 employees was used as the sample through a saturated sampling technique. Data analysis employed the SEM-PLS approach. The results indicate that both transformational leadership and work discipline have a positive and significant effect on employee performance. Transformational leadership also significantly affects organizational commitment, while the effect of work discipline on commitment is not significant. Organizational commitment is proven to influence employee performance significantly and serves as a partial mediator in the relationship between transformational leadership and work discipline on performance. The practical implication is that performance improvement can be achieved through the development of individual KPIs, strengthening discipline through integrated digital attendance systems and clear standard operating procedures (SOPs), as well as fostering a fair work environment to build employee commitment.

Keywords: Transformational Leadership, Work Discipline, Organizational Commitment, Employee Performance.

INTRODUCTION

Human Resources (HR) is a key element in an organization, both in the private and public sectors. In addition to carrying out operational tasks, HR also plays a role as a driving force for innovation, an agent of change, and a major factor in achieving organizational goals. One of the important units within the local government is the People's Welfare (Kesra) Section of the Regional Secretariat (SETDA) of Manokwari Regency. This section plays a strategic role in implementing social programs and community services. The People's Welfare (Kesra) Section within the Regional Secretariat (SETDA) of Manokwari Regency is an institution tasked with supporting the implementation of local government policies related to community welfare. The main functions of this institution include planning, implementing, and evaluating programs aimed at improving the standard of living of the community, especially in the social, education, health, and religious fields.

To improve employee performance, an effective transformational leadership role, a high level of work discipline, and a strong commitment to the organization are required. Employees who have



these characteristics tend to show optimal work performance and contribute positively to achieving organizational goals. Transformational leadership, according to Jufrizen & Lubis (2020), is a type of leadership that integrates or motivates followers in the direction of established goals by clarifying roles and task demands. The results of previous studies to support the transformational leadership variable on employee performance were carried out by Ariyanti & Sawitri (2024). The results of the study showed that transformational leadership had a positive and significant effect on employee performance at the Financial Services Authority. (Gumelar et al., 2024) Transformational Leadership has a significant positive effect on employee performance. (Suryantini et al., 2022) Transformational leadership has a positive and significant effect on employee performance at Kuta Mimba Cooperative, Kuta District. (Nauval Raihan Alfarisi, 2024) Transformational Leadership has a positive and significant effect on employee performance. (Kresna et al., 2024) Transformational Leadership has a positive and significant effect on Employee Performance at UD. Sumber Rejeki.

Different research results conducted by (Hasana & Helmi, 2023) transformational leadership has a negative and insignificant effect on employee performance. Transformational leadership does not have a significant effect on employee performance (Nurhuda et al., 2020).

In addition to transformational leadership, the level of employee discipline is also a factor that improves employee performance. Work discipline maintains order and ensures the smooth running of the company's work to achieve optimal results. For employees, work discipline means a comfortable work environment that increases work enthusiasm (Agagis, 2024). Meanwhile, according to Supomo in Apriyansyah, et al. (2023), discipline is an attitude or behavior of employees in an organization always to obey, respect and follow all regulations and norms that have been determined by the organization, in order to achieve the goals of the organization. The results of research that support the variable of work discipline on performance include (Putra & Fernos, 2023) that work discipline has a positive and significant effect on employee performance. (Pratama et al., 2023) work discipline has a positive and significant effect on employee performance. (Nurhalizah & Oktiani, 2024) Work discipline has a positive effect on employee performance. (Lestari et al., 2024) work discipline has a positive and significant effect on employee performance. (Kresna et al., 2024) Work Discipline has a positive and significant effect on Employee Performance.

Different research results were conducted by Muna & Isnowati (2022). Work discipline does not have a significant effect on employee performance at PT LKM Demak Sejahtera. (Tannady et al., 2022) Work discipline does not have a significant effect on employee performance at the National Oil and Pipe Trading. (Hidayat et al., 2019) Work discipline has a negative and insignificant effect on the performance of the Muara Bungo Regency Hamlet Government.

Performance is influenced by transformational leadership and work discipline. However, these factors can be mediated by organizational commitment, which plays a role in increasing employee loyalty, dedication, and involvement in company goals. According to Suhardi et al. (2021), Commitment is a person's desire to provide ability, devotion, and identify themselves as part of an organization, shown by the desire to work and try their best.

Employee performance in the Manokwari Regency Community Welfare Section is still not optimal, as indicated by the low level of employee attendance during 2024. Data shows that the average employee attendance in 2024 was below 50%. Some data, such as in June, only reached 47%, decreased to 41% in July, and decreased further to 38% in August. This low level of attendance indicates problems in work discipline, transformational leadership, and a lack of organizational commitment. Leaders have an important role in forming a positive work culture. However, several weaknesses were found in leadership in this work environment, such as leaders who do not provide a good example by often coming late or being absent, which reduces employee discipline. In



addition, leaders focus too much on strategic tasks without paying attention to employee motivation, so that employees feel bored and unmotivated. The lack of appreciation for the performance of employees who have completed their tasks well also causes employees to feel unappreciated, while the leader's indecisiveness in giving tasks makes employees feel they do not have clear responsibilities.

Lack of employee discipline is one of the main factors affecting organizational performance. Many employees come to work late, leave early, or are absent without giving an explanation. Some employees do not use their working hours efficiently, which results in low productivity. In addition, there are still employees who feel that the tasks given are not clear enough, so that they are not in line with organizational expectations. An unsupportive work environment, including limited facilities and infrastructure, further reduces employee motivation to attend and work optimally. Low organizational commitment is also a factor that worsens the situation. Many employees prioritize personal matters over work responsibilities, which reflects low loyalty to the organization. Employees often feel unneeded because of their limited skills, so they tend to refuse the tasks given. The lack of training provided to employees results in a lack of increased skills and confidence in completing tasks.

Based on the problems and results of previous studies that the author has described regarding transformational leadership, work discipline and organizational commitment and the impact of these problems on employee performance in the People's Welfare Section of the Manokwari Regency Secretariat, the study entitled "The Role of Organizational Commitment in Mediating the Influence of Transformational Leadership and Work Discipline on Employee Performance in the People's Welfare Section of the Manokwari Regency Secretariat" is needed and analyzed based on theory, empirical studies and existing phenomena.

Employee Performance. According to Robbins & Judge (2020), employee performance is defined as Results at the individual level that reflect measurable work achievements, including task completion, output quality, adherence to deadlines, and alignment with organizational goals, which overall determine an employee's value to the organization.

According to Afandi (2018: 86), the factors that influence performance are:

1. Ability, personality and work interests.
2. Clarity and acceptance or clarity of a worker's role, which is the level of a person's understanding and acceptance of the tasks assigned to them.
3. The level of worker motivation is the energy that drives, directs and maintains behavior.
4. Competence is the skills that an employee has.
5. Work facilities are a set of tools to support the smooth running of company operations.
6. Work culture is the creative and innovative work behavior of employees.
7. Leadership is the behavior of leaders in directing employees in their work.
8. Work discipline is a rule made by the company so that all employees comply with it, so that goals are achieved.

Employee Performance Indicators according to Priansa (2018: 271) in (Maranata et al., 2023) state that performance indicators are:

- a. Quantity of Work Quantity of work is related to the volume of work and work productivity produced by employees within a certain period.
- b. Quality of Work Quality of work is related to considerations of accuracy, precision, neatness, and completeness in handling tasks within the organization.

- c. Dependability Independence concerns the consideration of the degree of employee ability to work and carry out tasks independently by minimizing the assistance of others. Independence also describes the commitment possessed by employees.
- d. Initiative (Initiative) concerns considerations of independence, flexibility of thinking, and willingness to accept responsibility.
- e. Adaptability refers to the ability to react to changing needs and conditions.
- f. Cooperation is concerned with the consideration of the ability to work together with others. Whether assignments, including overtime, are completed wholeheartedly.

Transformational Leadership. Transformational Leadership is a leader who has the power to influence subordinates in certain ways (Astuty & Aditia, 2024). According to Bass & Riggio (2022), transformational leadership is defined as a leadership style that increases the motivation, morale, and performance of followers by aligning their values with a collective vision, building trust, and encouraging innovation through personal support and intellectual challenges.

According to Jufrizen & Lubis (2020), four factors that influence transformational leadership style can be identified as:

1. Ideal influence
2. Inspiring Motivation
3. Intellectual stimulation
4. Adapted considerations

Transformational Leadership Indicators/Criteria Hidayat & Rofaida (2021) explain that transformational leadership can be identified by:

1. Idealized influence,
2. Inspirational motivation,
3. Intelligence stimulation
4. Individual consideration

The results of research conducted by (Ariyanti & Sawitri, 2024) The results of the study show that transformational leadership has a positive and significant effect on employee performance at the Financial Services Authority. (Gumelar et al., 2024) Transformational Leadership has a significant positive effect on employee performance. (Suryantini et al., 2022) Transformational leadership has a positive and significant effect on employee performance at Kuta Mimba Cooperative, Kuta District. (Nauval Raihan Alfarisi, 2024) Transformational Leadership has a positive and significant influence on employee performance. (Kresna et al., 2024) Transformational Leadership has a positive and significant effect on Employee Performance at UD. Sumber Rejeki.

The results of the study conducted (Fauzan et al., 2023) Transformational Leadership directly has a significant effect on organizational commitment. (Yoyano & Muttaqin, 2023) Transformational Leadership significantly positively influences organizational commitment. (DR Putra et al., 2023) Transformational Leadership has a positive and significant influence on Organizational Commitment. (Zikri et al., 2025) Transformational leadership has a positive and significant influence on organizational commitment. (Hasibuan & Ferine, 2023) Transformational Leadership has a positive and significant influence on organizational commitment.

Based on theory and several previous researchers, the following hypothesis is formulated:

- H1: Transformational leadership has a positive and significant influence on employee performance.
 H2: Transformational leadership has a positive and significant influence on Organizational Commitment.

Work Discipline. Work discipline maintains order and ensures the smooth running of the company's work to achieve optimal results. For employees, work discipline means a comfortable



work environment that increases work enthusiasm. (Agagis, 2024). Work discipline is the implementation of management to strengthen organizational guidelines. Discipline shows a condition or an attitude of respect that exists in employees towards the regulations and provisions of the agency. (Pulungan et al., 2024).

Singodimedjo in (Saputra & Ali, 2022) stated that the factors that influence work discipline are:

- a. The amount of compensation given.
- b. Whether or not there is exemplary leadership in the company.
- c. Whether or not there are definite rules that can be used as a guideline.
- d. Leadership courage in taking action.
- e. Whether or not there is leadership supervision.
- f. Whether or not there is attention to employees.
- g. Positive habits

According to Rivai in Cape (2023), explains that work discipline has several indicators, including the following:

- a. Presence
- b. Compliance with work regulations
- c. Compliance with work standards
- d. High level of alertness
- e. Work ethically

The research results that support this research include (Putra & Fernos, 2023) that work discipline has a positive and significant effect on employee performance. (Pratama et al., 2023) Work discipline has a positive and significant effect on employee performance. (Nurhalizah & Oktiani, 2024) Work discipline has a positive effect on employee performance. (Lestari et al., 2024) Work discipline has a positive and significant effect on employee performance. (Kresna et al., 2024) Work discipline has a positive and significant effect on employee performance.

The research results that support this research include (Dewi & Adhitya, 2024). Discipline (X1) has a positive and significant influence on organizational commitment. (Muflihah, 2024) Work discipline has a significant positive effect on organizational commitment. (Harjumi et al., 2024) Work discipline has a positive and significant effect on organizational commitment. (Bharoto, 2023) Work discipline has a positive and significant influence on organizational commitment. (Amal et al., 2024) Work discipline simultaneously has a positive and significant influence on organizational commitment.

Based on theory and several previous researchers, the following hypothesis is formulated:

H3: Work Discipline has a positive and significant effect on Employee Performance.

H4: Work Discipline has a positive and significant effect on Organizational Commitment.

Organizational Commitment. Employee commitment to an organization or company is a description of an ongoing process where employees can express their concern for the company through increased work and use their efforts seriously for the company, and have a desire to be able to become an employee at the company in question (Karim et al., 2021). According to Suhardi et al. (2021), Commitment is a person's desire to provide ability, dedication, and identify themselves as part of an organization, shown by the desire to work and try their best.

Dimensions of Organizational Commitment according to Meyer and Allen in Puryana & Shidiqy (2022) States that:

- a. Affective Commitment
- b. Continuous Commitment
- c. Normative Commitment



Organizational commitment indicators according to Delawati et al. (2024) and Rahmawati et al. (2024), namely:

- a. Job Fairness
- b. Job Security
- c. Understanding the Organization
- d. Employee Engagement
- e. Employee Trust

The results of research conducted by Matondang et al. (2023) Organizational commitment has a positive and significant effect on employee performance. (Violita, 2020) Organizational commitment has a positive and significant effect on employee performance. (Rizal et al., 2023) Organizational commitment has a positive and significant effect on employee performance. (Putra et al., 2023) Organizational commitment has a positive and significant effect on employee performance. (F. Hidayat & Rudini, 2023) Organizational commitment (X2) has a positive and significant influence on employee performance (Y).

The supporting research results were carried out by Fauzan et al. (2023b). Organizational commitment is able to mediate the influence of transformational leadership on employee performance at the Office of the Regional People's Representative Council of North Sumatra Province. (Hardini et al., 2023) Transformational leadership style influences employee performance, mediated by organizational commitment. (Susanti et al., 2024) Transformational leadership style has a significant influence on employee performance, with organizational commitment mediation. (Adiningsih, 2024) There is an influence of transformational leadership on employee performance, with organizational commitment as a mediator. (Sigit, 2024) The significant influence of transformational leadership on performance against organizational commitment mediation.

The supporting research results were carried out by Sutarman (2024). Work Discipline has a positive and significant effect on Employee Performance through Organizational Commitment. (RK Susanti & Arief, 2024) Organizational Commitment is able to mediate the influence of the relationship between Work Discipline and Lecturer Performance. (Sudama, 2022) Organizational commitment can mediate with partial mediation positively and significantly on the relationship between work discipline and employee performance at LPK Monarch Bali. (Ismayanti et al., 2020) Indirectly, work discipline through organizational commitment has a significant influence on employee performance. (Naraha et al., 2020) Work discipline has a significant positive effect on performance through the mediation of organizational commitment.

Based on theory and several previous researchers, the following hypothesis is formulated:

- H5: Organizational Commitment has a positive and significant effect on Employee Performance.
H6: Transformational Leadership has a positive and significant influence on Employee Performance through Organizational Commitment.
H7: Work Discipline has a positive and significant effect on Employee Performance through Organizational Commitment.

The conceptual framework of the research is described as follows.

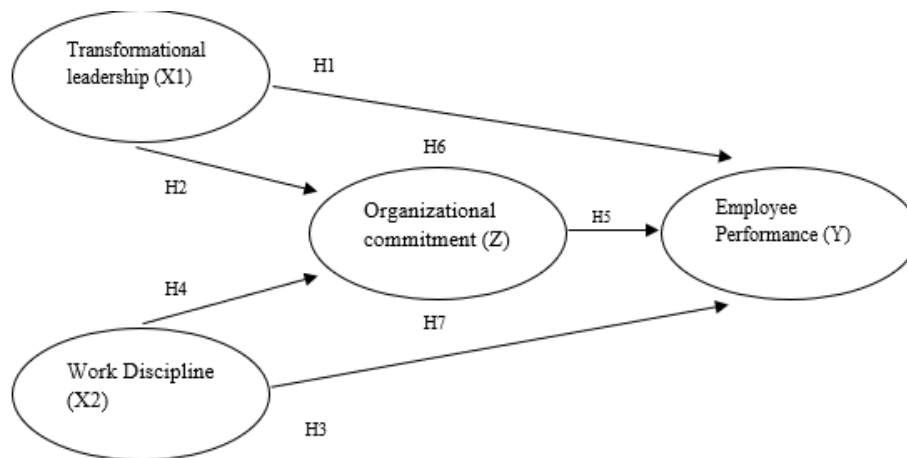


Figure 1. Research Framework

METHODS

The scope of this study is the People's Welfare Section of the Manokwari Regency Secretariat, located in the Manokwari Regency Government complex, which is located in West Manokwari, Manokwari Regency, West Papua, Indonesia. This study is about the influence of the role of organizational commitment in mediating the influence of transformational leadership and work discipline on employee performance in the People's Welfare Section of the Manokwari Regency Regional Secretariat. In this study, the author used a population of 42 employees of the People's Welfare Section of the Manokwari Regency Secretariat, including 10 ASN employees and 32 honorary employees. The sampling technique used was the saturated sampling technique. According to Sugiyono (2019), Saturated Sampling is a sample selection technique when all members of the population are sampled. All populations in this study were sampled, so the sample for this study was 42 respondents. The data collection methods used include survey methods using questionnaires. The statement items are measured using a Likert scale, using five numbers from 1 (strongly disagree) to 5 (strongly agree). Interviewers forget information directly from respondents and observations to find out the real situation in the field. The data analysis technique used is inferential analysis using SmartPLS 3.

RESULT AND DISCUSSION

Validity and Reliability Test. Table 1 shows that all indicators meet the valid requirements based on the Convergent validity criteria, namely the outer loading value > 0.60 and is statistically significant.

Table 1. Validity Test Results

| Construct | Indicator | Loading factor | P Value |
|---------------------------------|---------------------------------|----------------|---------|
| Transformational leadership(X1) | X1.1 (Idealized influence) | 0.926 | 0,000 |
| | X1.2 (Inspirational motivation) | 0.941 | 0,000 |
| | X1.3 (Intelligence stimulation) | 0.910 | 0,000 |





| | | | |
|-------------------------------|--|-------|-------|
| | X1.4 (Individual consideration) | 0.942 | 0,000 |
| | X2.1 (Presence) | 0.917 | 0,000 |
| | X2.2 (Adherence with work regulations) | 0.888 | 0,000 |
| Work Discipline (X2) | X2.3 (Compliance with work standards) | 0.908 | 0,000 |
| | X2.4 (High level of alertness) | 0.915 | 0,000 |
| | X2.5 (Work ethically) | 0.900 | 0,000 |
| | Z1 (Employment Justice) | 0.899 | 0,000 |
| Organizational commitment (Z) | Z2 (Job security) | 0.861 | 0,000 |
| | Z3 (Organizational Understanding) | 0.876 | 0,000 |
| | Z4 (Employee Engagement) | 0.816 | 0,000 |
| | Z5 (Employee Trust) | 0.849 | 0,000 |
| | Y1 (Quantity of Work) | 0.876 | 0,000 |
| Employee Performance (Y) | Y2 (Quality of Work) | 0.907 | 0,000 |
| | Y3 (Dependability) | 0.819 | 0,000 |
| | Y4 (Initiative) | 0.914 | 0,000 |
| | Y5 (Adaptability) | 0.876 | 0,000 |
| | Y6 (Cooperation) | 0.858 | 0,000 |

Source: Data processed by SPSS 26

Table 2 shows that the reliability test of the Cronbach's Alpha value for each variable is above 0.60, so all instruments have met the reliability requirements.

Table 2. Reliability Test Results

| No | Variables | Cronbach's Alpha | Information |
|----|-------------------------------|------------------|-------------|
| 1 | Work Discipline (X2) | 0.945 | Reliable |
| 2 | K. Transformational (X1) | 0.948 | Reliable |
| 3 | Employee Performance (Y) | 0.939 | Reliable |
| 4 | Organizational Commitment (Z) | 0.912 | Reliable |

Source: Data processed by SPSS 26



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Hypothesis Testing. The results of the path and significance tests are shown in Table 3. Based on the results of the analysis, it shows that H1 is accepted, namely, transformational leadership has a positive and significant effect on employee performance. It is indicated by a positive effect of 0.289 on Employee Performance, with a significant relationship because the p-value is $0.000 < 0.05$ and the t-statistic is $3.747 > 1.96$. H2 is accepted, namely, transformational leadership has a positive and significant effect on organizational commitment. It is indicated by the transformational leadership effect positive of 0.787 on Organizational Commitment, with a p-value of $0.000 < 0.05$ and a t-statistic of $6.750 > 1.96$. H3 is accepted, namely Work discipline has a positive and significant effect on employee performance. It is shown by the influence positive on Employee Performance with a coefficient of 0.424, and this relationship is significant because the p-value is $0.000 < 0.05$ and the t-statistic value is $4.844 > 1.96$. H4 is rejected, namely Work discipline has a positive but not significant effect on organizational commitment. It shows a positive influence of 0.176 on Organizational Commitment, but this relationship is not significant because the p-value is $0.185 > 0.05$ and the t-statistic value is $1.327 < 1.96$. H5 is accepted, namely that organizational commitment has a positive and significant effect on employee performance. It is shown that organizational commitment has a positive effect of 0.374 on Employee Performance, and this relationship is significant with a p-value of $0.000 < 0.05$ and a t-statistic of $4.005 > 1.96$.

Based on the results of the analysis, it shows that H6 is accepted, namely, transformational leadership has a positive and significant effect on employee performance through organizational commitment. It is indicated by the results of the analysis of the mediation role test through the indirect effect and direct effect. Based on the results of the analysis, it shows that H7 is accepted, namely, work discipline has a positive and significant effect on employee performance through organizational commitment. It is indicated by the results of the analysis of the mediation role test through the indirect effect and direct effect.

The table shows that the R² value for Employee Performance is 0.920, which is included in the strong model category. It means that the variables of transformational leadership, work discipline, and organizational commitment are able to explain 92.0% of the variation in employee performance, while other variables outside the model explain 8.0%. The R² value for Organizational Commitment of 0.802 is also included in the strong model, which means that 80.2% of the variation in commitment is explained by transformational leadership and work discipline, the remaining 19.8% by other variables. The Q² value for Employee Performance is 0.680. Because the Q² value > 0 , it can be concluded that transformational leadership, work discipline, and organizational commitment have predictive relevance to employee performance, and the strength of the model can be categorized as strong.

Table 3. Hypothesis Test Results

| Construct | Original Sample (O) | T Statistics (O/STDEV) | P Values | Information |
|---|---------------------|--------------------------|--------------|-----------------|
| Work Discipline (X2) -> Employee Performance (Y) | 0.424 | 4,844 | 0,000 | Significant |
| Work Discipline (X2) -> Organizational Commitment (Z) | 0.176 | 1,327 | 0.185 | Not Significant |
| K. Transformational (X1) -> Employee Performance (Y) | 0.289 | 3,747 | 0,000 | Significant |



| | | | | |
|---|-------|-------|--------------|-------------|
| K. Transformational (X1) -> Organizational Commitment (Z) | 0.787 | 6,750 | 0,000 | Significant |
| Organizational Commitment (Z) -> Employee Performance (Y) | 0.374 | 4,005 | 0,000 | Significant |
| K. Transformational (X1) -> Organizational Commitment (Z) -> Employee Performance (Y) | 0.307 | 2,369 | 0.018 | Significant |
| Work Discipline (X2) -> Organizational Commitment (Z) -> Employee Performance (Y) | 0.425 | 4,794 | 0.000 | Significant |

R2 Organizational Commitment = 0.802

R2 Employee Performance = 0.920

Q2 = 0.680

Source: Data processed with SmartPLS 3

The Influence of Transformational Leadership on Employee Performance. Based on the results of the analysis, it shows that H1 is accepted, namely, transformational leadership has a positive and significant effect on employee performance. It is indicated by a positive effect of 0.289 on Employee Performance, with a significant relationship because the p-value is $0.000 < 0.05$ and the t-statistic is $3.747 > 1.96$. It shows that the more effective the implementation of transformational leadership, the better the employee performance.

It supports research conducted by Ariyanti & Sawitri (2024). The results of the study show that transformational leadership has a positive and significant effect on employee performance at the Financial Services Authority. (Gumelar et al., 2024) Transformational Leadership has a significant positive effect on employee performance. (Suryantini et al., 2022) Transformational leadership has a positive and significant effect on employee performance at Kuta Mimba Cooperative, Kuta District. (Nauval Raihan Alfarisi, 2024) Transformational Leadership has a positive and significant influence on employee performance. (Kresna et al., 2024) Transformational Leadership has a positive and significant effect on Employee Performance at UD. Sumber Rejeki.

The Influence of Transformational Leadership on Organizational Commitment. Based on the results of the analysis, it shows that H2 is accepted, namely that transformational leadership has a positive and significant effect on organizational commitment. It is shown by the transformational leadership's influence, positive of 0.787 on Organizational Commitment, with a p-value of $0.000 < 0.05$ and a t-statistic of $6.750 > 1.96$, which shows that the influence is significant. It means that the better the transformational leadership is implemented, the higher the employees' organizational commitment.

It supports research conducted by Fauzan et al. (2023). Transformational Leadership has a direct and significant influence on organizational commitment. Transformational Leadership significantly positively influences (Yoyano & Muttaqin, 2023) Organizational commitment. (DR Putra et al., 2023) Transformational Leadership has a positive and significant influence on Organizational Commitment. (Zikri et al., 2025) Transformational leadership has a positive and significant influence on organizational commitment. (Hasibuan & Ferine, 2023) Transformational Leadership has a positive and significant influence on organizational commitment.

The Influence of Work Discipline on Employee Performance. Based on the analysis results, it shows that H3 is accepted, namely, Work discipline has a positive and significant effect on employee performance. It is shown by the positive influence on Employee Performance with a coefficient of 0.424, and this relationship is significant because the p-value is $0.000 < 0.05$ and the t-

statistic value is $4.844 > 1.96$. The results of the study show that the higher the level of employee work discipline, the higher the employee performance in the People's Welfare Section of the Manokwari Regency Secretariat.

It supports research conducted by (Putra & Fernos, 2023) that work discipline has a positive and significant influence on employee performance. (Pratama et al., 2023) Work discipline has a positive and significant effect on employee performance. (Nurhalizah & Oktiani, 2024) Work discipline has a positive influence on employee performance. (Lestari et al., 2024) Work discipline has a positive and significant effect on employee performance. (Kresna et al., 2024) Work Discipline has a positive and significant effect on Employee Performance.

Influence Work Discipline towards Organizational Commitment. Based on the analysis results, it shows that H4 is rejected, namely, Work discipline has a positive but not significant effect on organizational commitment. It shows a positive influence of 0.176 on Organizational Commitment, but this relationship is not significant because the p-value is $0.185 > 0.05$ and the t-statistic value is $1.327 < 1.96$.

It is in line with research conducted by Raidatun'nissa & Maria (2025). The results of the study show that Work Discipline has a positive but not significant influence on Organizational Commitment. Office of the Regent of Kutai Kartanegara. (Wijaya & Kuncoro, 2024) The Work Discipline variable does not have a significant effect on Organizational Commitment at PT. Brataco West Jakarta Branch.

The Influence of Organizational Commitment on Employee Performance. Based on the results of the analysis, H5 is accepted, namely that organizational commitment has a positive and significant effect on employee performance. It is shown that organizational commitment has a positive effect of 0.374 on employee performance, and this relationship is significant with a p-value of $0.000 < 0.05$ and a t-statistic of $4.005 > 1.96$. It shows that employees who have high organizational commitment will have better performance.

It supports research conducted by Matondang et al. (2023). Organizational commitment has a positive and significant effect on employee performance. (Violita, 2020) Organizational commitment has a positive and significant effect on employee performance. (Rizal et al., 2023) Organizational commitment has a positive and significant effect on employee performance. (Putra et al., 2023) Organizational commitment has a positive and significant effect on employee performance. (Hidayat & Rudini, 2023) Organizational commitment (X2) has a positive and significant influence on employee performance (Y).

The Influence of Transformational Leadership on Employee Performance through Organizational Commitment. Based on the results of the analysis, H6 is accepted, namely, transformational leadership has a positive and significant effect on employee performance through organizational commitment. It is shown by the results of the analysis of the mediation role test through indirect effects and direct effects. The relationship between indirect effects shows that the influence of transformational leadership on employee performance involves organizational commitment, which has a significant effect. Transformational leadership on organizational commitment is significant, as is the influence of organizational commitment on employee performance, which is also significant.

In the direct effect, the influence of transformational leadership on employee performance without involving organizational commitment as a mediating variable also has a significant effect. Based on the results of the mediation role test, it can be concluded that organizational commitment acts as a partial mediator. It concludes that a good transformational leadership style will increase

employee commitment to the organization, which in turn will improve employee performance. Public Welfare Section of the Regional Secretariat of Manokwari Regency.

It supports research conducted by Fauzan et al. (2023b). Organizational commitment is able to mediate the influence of transformational leadership on employee performance at the Office of the Regional People's Representative Council of North Sumatra Province.(Hardini et al., 2023)Transformational leadership style influences employee performance, which is mediated by organizational commitment.(Susanti et al., 2024)Transformational leadership style has a significant influence on employee performance, with the mediation of organizational commitment.(Adiningsih, 2024)There is an influence of transformational leadership on employee performance, with organizational commitment as a mediator. (Sigit, 2024)The significant influence of transformational leadership on performance through the mediation of organizational commitment.

Influence Work Discipline on Employee Performance through Organizational Commitment. Based on the results of the analysis, H7 is accepted, namely, work discipline has a positive and significant effect on employee performance through organizational commitment. It is shown by the results of the analysis of the mediation role test through indirect effects and direct effects. In the indirect effect, the effect of work discipline on employee performance through organizational commitment shows a significant relationship. The effect of work discipline on organizational commitment shows a significant relationship, as does the effect of organizational commitment on employee performance, which is also significant. In the direct effect, the direct influence of work discipline on employee performance without involving organizational commitment as a mediating variable shows a significant relationship.

Based on the results of the mediation role test, it can be concluded that organizational commitment acts as a partial mediator. It concludes that a high level of discipline will increase employee commitment to the organization, which in turn will improve employee performance. Public Welfare Section of the Regional Secretariat of Manokwari Regency.

It supports research conducted by Sutarman (2024). Work Discipline has a positive and significant effect on Employee Performance through Organizational Commitment. (Susanti & Arief, 2024)Organizational Commitment is able to mediate the influence of the relationship between Work Discipline and Lecturer Performance. (Sudama, 2022)Organizational commitment can mediate with partial mediation positively and significantly on the relationship between work discipline and employee performance at LPK Monarch Bali. (Ismayanti et al., 2020)Indirectly, work discipline through organizational commitment has a significant influence on employee performance. (Naraha et al., 2020)Work discipline has a significant positive effect on performance through the mediation of organizational commitment.

CONCLUSION

The results of the analysis Transformational Leadership has a positive and significant effect on Employee Performance. It means that the better the transformational leadership style of the leader, the more the employee performance in the People's Welfare Section of the Manokwari Regency Regional Secretariat will increase. Transformational Leadership has a positive and significant effect on Organizational Commitment. It means that the more effective the transformational leadership style of the leader, the higher the employee's sense of commitment to the People's Welfare Section of the Manokwari Regency Regional Secretariat. Work Discipline has a positive and significant effect on Employee Performance. It means that the higher the level of work discipline can improve employee performance in the People's Welfare Section of the Manokwari Regency Regional Secretariat. Work Discipline has a positive but not significant effect on

Organizational Commitment. It happens because the work facilities are not yet optimal, so that even though employees show discipline, the less supportive working conditions have not been able to foster a sense of belonging and strong attachment to the organization.

Organizational Commitment has a positive and significant effect on Employee Performance. It means that the higher the commitment to the organization, the better the performance of employees in the People's Welfare Section of the Regional Secretariat of Manokwari Regency. Organizational Commitment partially mediates the relationship between Transformational Leadership and Employee Performance. It means that the higher the quality of transformational leadership applied, the more it will increase employee commitment, which will then encourage employees to work better. Organizational Commitment partially mediates the relationship between Work Discipline and Employee Performance. It means that the higher the level of employee work discipline, the greater the commitment to the organization will increase, which will then improve employee performance.

Based on the results of research on employee performance in the People's Welfare Section of the Manokwari Regency Regional Secretariat, it is recommended that agencies focus more on increasing the quantity of work through effective time management, setting clear work targets, and optimizing the division of tasks according to employee capacity. In terms of independence, coaching efforts need to be made that encourage employees to be more responsible for their duties without excessive dependence on superiors, for example, by giving them trust in making daily technical decisions. Meanwhile, to improve adaptability, agencies need to build a flexible and responsive work culture to change, and provide training or assistance so that employees are able to adapt to the dynamics of regulations, technology, and the needs of community services that continue to develop.

Based on the results of research on transformational leadership in the People's Welfare Section of the Manokwari Regency Regional Secretariat, it is recommended that leaders strengthen their role as role models (idealized influence) through exemplary attitudes and integrity at work. To increase inspirational motivation, leaders need to be more active in conveying a clear vision and work goals and encouraging collective team spirit. In addition, individual consideration for employees can be improved through more intensive personal communication, providing constructive feedback, and supporting employee career development according to their respective potential.

Based on the results of research on work discipline in the People's Welfare Section of the Manokwari Regency Regional Secretariat, it is recommended that agencies strengthen the culture of discipline through more consistent enforcement of attendance rules, including the use of an integrated and transparent attendance system. In addition, it is necessary to conduct periodic socialization regarding work regulations and standard operating procedures so that all employees understand and comply with them. To improve compliance with work standards, agencies can also conduct routine evaluations of task implementation and provide awards for employees who demonstrate high discipline as a form of positive motivation.

Based on the results of the study on organizational commitment indicators in the People's Welfare Section of the Manokwari Regency Regional Secretariat, it is recommended that agencies improve aspects of job security by clarifying employee status, providing job protection guarantees, and building open communication regarding employment policies. To increase employee involvement, agencies need to provide wider participation space in the decision-making process, strengthen two-way communication, and appreciate employee contributions openly. Meanwhile, increasing employee trust can be done through transparency in leadership policies and actions, consistency in implementing regulations, and building working relationships based on mutual respect and professionalism.





The practical implications of the results of this study indicate that improving employee performance in the People's Welfare Section of the Manokwari Regency Secretariat can be done through the preparation of individual KPIs, time management training, and strengthening aspects of independence and adaptability through training that is responsive to work dynamics. Transformational leadership needs to be improved through leadership development programs that emphasize a shared vision, inspirational motivation, and a personal approach that creates employee engagement. To support improved work discipline, organizations can implement a digital attendance system, prepare clear SOPs, and conduct periodic socialization of work regulations, accompanied by supervision and evaluation based on a discipline index. Organizational commitment can be fostered through the creation of a fair and safe work environment, employee involvement in the decision-making process, and strengthening trust through transparent communication and an objective performance appraisal system. All of these strategies, in an integrated manner, are expected to be able to strengthen employee work behavior that is professional, loyal, and oriented towards achieving optimal performance.

This study was limited to one work unit with 42 respondents, so the results cannot be generalized. The use of closed questionnaires also carries the risk of bias. In addition, external variables such as social conditions, policies, and personal factors have not been accommodated in the model, thus affecting the completeness of the analysis. Further research is suggested to add other variables such as work motivation, organizational culture, work stress, and career development so that the model becomes more comprehensive in explaining employee performance. It is also suggested to expand the scope of respondents and agencies so that the research results are more representative and can be generalized to various organizational contexts.

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