



TRANSFORMATIONAL LEADERSHIP, WORK DISCIPLINE, AND ORGANIZATIONAL COMMITMENT'S INFLUENCE ON EMPLOYEE PERFORMANCE

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ABSTRACT

The study's goal is to look into the effects of transformational leadership, work discipline, and organizational commitment on employee performance at the West Java Preservation Hall. The participants in this study were employees of the West Java Conservation Center. With 73 respondents, we used the Slovin formula and a stratified random sampling technique. Data analysis techniques based on traditional assumption testing include the normality and heteroscedasticity tests. Hypothesis testing with the T test, F test, coefficient of determination R², and beta coefficient of standardization. The results showed that transformational leadership had a positive significant effect on employee performance, work discipline had a positive significant effect on employee performance, and the presence of organizational commitment had a positive significant effect on employee performance at the West Java Conservation Center. Concurrently, transformational leadership, work discipline, and organizational commitment all had a significant impact on employee performance.

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

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1. INTRODUCTION

Government organizations are required to be able to optimize human resources and how human resources are managed. Human resource management starts from the recruitment process, training to the maintenance process. Mature human resource management must start from the beginning, because later it will greatly determine the continuity of the organization. This is the responsibility of management or leaders organization, therefore management must make careful planning, develop effective strategies and be able to coordinate all components of the company (Sidanti, 2015). For this reason, efficient and effective governance is a demand in the era of globalization which is full of competition and limitations in all fields. Professional human resource



development can be created to provide employee insight and abilities. To meet the need for skilled, competent, broad-minded employees in the Office The Cultural Heritage Preservation Center carries out a human resource development program for employees at the BPCB office which is expected to improve performance in carrying out their work (Kurniawati, 2015).

The Bandung Special Region Cultural Heritage Preservation Center (BPCB JAWA BARAT) is a technical implementation unit of the Ministry of Education and Culture in the field of cultural heritage preservation which is under and responsible to the Directorate General of Culture. Cultural Conservation is the result of past ancestral activities or civilizations that become cultural heritage of the present, these traces of past remains have a strong philosophical value about the civilizations of their time and the longer the age or the older the heritage or remains, the higher the also historical value. Cultural Heritage Relics should be utilized in a manner maximum by the community in general and awareness of the importance of protecting the value of cultural heritage must be instilled in the younger generation in order to realize and uphold the mandate and ideals of the nation because if awareness is nurtured within oneself, then all energy surges will run without obstacles in preserving Cultural Conservation (Data from the Cultural Heritage Preservation Center, 2018).

Mentioned in article 1 paragraph 1

Law No. 5 of 1992 concerning Cultural Heritage Objects, that all BCB, including the temples in it, are controlled by the state. This implies that the government is the party authorized and responsible for BCB preservation efforts, which consist of activities for the protection, restoration, maintenance, investment and documentation of BCB (Sari, 2011).

Based on the Regulation of the Minister of Culture and Tourism Number PM.37/OT.001/MKP-2006 about the organization and work procedures of the Preservation Center archaeological Heritage (BP3), West Java BP3 is a Technical Service Unit (UPT) under the Ministry of Culture and Tourism, tasked with handling the archaeological field with the working area of West Java Province. BP3 West Java is an organization tasked with preserving BCB and sites in West Java. One of the preservation activities is the protection of temples in West Java. The need for temples in West Java will largely be determined by the extent to which BP3 West Java has performed in carrying out efforts to protect these temples (Sari, 2011).

The success and success of an institution's performance is determined by the quality of its human resources. Human resource management is part of the macro management that regulates people/employees in an institution to achieve a goal within the institution. Carrying out human resource development will also provide great benefits to institutions, teams and individuals (Khoirunnisa, 2016).

One leadership style that emphasizes the importance of a leader creating a vision and environment that motivates subordinates to excel beyond expectations is a transformational leadership style (Kharis, 2015). A leader must be able to influence his subordinates to act in accordance with the vision, mission and goals of the company. Leaders must be capable give outlook,arousing pride, and fostering the respect and trust of his subordinates. The essence of the success of an organization basically lies in its leaders (Ananto, 2014).

Maintaining and increasing the existence of a company is not an easy thing. Therefore, a transformational leadership style is needed to direct and control activities employees, so that employees have reliable competence in dealing with changes in an increasingly complex and competitive environment. This requires companies to be more responsive in order to survive. Leaders are role models in an organization, so change must start from the top level, namely the

leader. For this reason, a reformed leader who is able to become a driving force for change (transformations), with this leadership, followers will feel trust, admiration, loyalty, and respect for the leader so that his followers will be motivated to improve their performance (Pambudi, 2016).

In both planned and unplanned organizational change, the most important aspect is individual change. Changes in these individuals are not easy, but must go through a process. Leaders serve as role models in the organization, so change must start from the top level, namely the leader himself (Kharis, 2015).

Transformational leaders (transformational leaders) inspire their followers to go beyond their own self-interest capable of having a profound and extraordinary influence on their followers. Transformational leaders are more effective because they are creative. In addition, they encourage their followers to be creative too. Companies with transformational leaders have greater decentralization of responsibilities, managers have a greater propensity to take risks, and compensation plans are geared toward long-term results – all of which facilitate corporate entrepreneurship (Robbins, 2015).

A leadership style that emphasizes the importance of a leader creating a vision and environment that motivates followers subordinates to achieve beyond expectations is a transformational leadership style. In planned or unplanned organizational change, the most important aspect is individual change. This individual change is not easy, but through a process. With this leadership style, the Bandung Cultural Heritage Preservation Center needs leaders who are able to become role models in the organization, so change must start from the top level or leaders (Kharis, 2015).

The thing that affects employee performance is discipline. Discipline itself is one of several factors that affect employee performance, because without discipline, all activities carried out will bring unsatisfactory results and are not in line with expectations. This can result in a lack of achievement of organizational or company goals and objectives and can also hinder the running of organizational programs (Katiandagho, 2014).

Discipline in work is a factor that must also be owned by employees who want to achieve satisfaction in work. Discipline can be in the form of punctuality in work, obedience in the tasks assigned to them, and good use of facilities. The current institutional paradigm that wants to develop and progress really needs employees who are highly disciplined in their work. They have high enthusiasm, obey the rules set by the institution, are creative and can implement the facilities well (Manik, 2017).

In addition to work discipline, to improve employee performance a company must be able to make employees have high organizational commitment. This is consistent with the results of research by Sapitri (2016) which shows that organizational commitment has a positive and significant effect on employee performance. Mowday in Sopiah (2008) call work commitment as another term for organizational commitment. According to Mowday, commitmentOrganizational behavior is an important behavioral dimension that can be used to assess employee inclinations. Organizational commitment is the identification and involvement of someone who is relatively strong in the organization. Organizational commitment is the desire of members organization Formaintain it in the organization and are willing to work hard for the achievement of organizational goals.

A good company is able to make organizational commitment in the form of employee love and loyalty to work and the company remain high, so that employees will always prioritize what has been promised to the company rather than personal interests. Employees who have high commitment will of course have high involvement with their work roles, meaning that employees will accept almost any job that is given to them and can even provide new ideas for the company to develop in a better direction. On the other hand, in companies where employees do not have



high organizational commitment, of course, it will have a negative impact on the company itself. Employees become less responsible for the work given to them,

Organizational commitment is a strong desire to remain as a member of a particular organization, a desire to strive according to the wishes of the organization, as well as certain beliefs and acceptance of organizational values and goals. In other words it is an attitude that reflects employee loyalty to the organization and an ongoing process, in which organizational members express their concern for the organization and its success and sustainable progress (Nurandini, 2014).

Organizational commitment can be used to predict professional activity and work behavior because organizational commitment reflects an individual's positive attitude to the organization. This attitude motivates a person to behave positively, to be disciplined at work, to comply with organizational rules and policies, to maintain good relations with colleagues, and to increase one's level of achievement. In this way, knowledge and understanding of organizational commitment can be used as a basis for predicting individual work behavior (Putrana, 2016).

Organizational commitment shows strong belief and support for the values and goals to be achieved by the organization. In other words, organizational commitment is a sense of attachment and full support for the organization and its goals. Employees who are committed to their organization will give all their abilities to the organization in which they are located so that the organization continues to move towards a better direction. Organizational commitment makes the employees of the Cultural Heritage Preservation Center more careful and/or thorough in carry out their job responsibilities. There are several reasons why organizations must make various efforts to increase the degree of organizational commitment in employees. First, the higher the level of employee commitment, the higher the employee's effort to do his job. Second, the higher the level of employee commitment to the organization or company, the higher the productivity. The Bandung Cultural Heritage Preservation Center has many provide facilities for each employee so that employees increase organizational commitment and this should have a very large impact on employee productivity (Adiftiya, 2014).

Lina (2014) explained that the performance of an organization depends on the work of its employees. However, bosses can play a role in plan, implementing, and controlling an organization. In this case, superiors must have a very important role in their efforts to motivate and manage their employees. According to Anthony (2004) in Lina (2014) states that companies recruit good people, expect them to perform well and pay them well if the performance is really actual.

According to Sudarmanto (2009) in Ananto (2014) explains that to determine the extent of the role and contribution of resources in achieving organizational success, performance measurement is certainly needed. According to Mondy (2005) performance appraisal is a formal goal and evaluation of individual or team task performance, whereas according to Dessler (2003) performance appraisal is evaluating the relative performance of current and/or past employees against their standard of achievement. The performance of human resources greatly influences the success of an organization or company. Performance is work performance, namely the comparison between actual work results and established work standards. Every company will try to always improve the performance of its employees in order to achieve the goals set by the company. Employee performance is the result achieved by workers in their work according to certain criteria that apply to a particular job. (Ananto, 2014).

Performance is generally interpreted as a person's success in doing a job. Employee performance is the result of work that achieved by someone in carrying out the tasks assigned to

him to achieve work targets. Employees can work well if they have high performance, so that productivity is maximized. Employee performance is a determining factor for the success of a company. For this reason, the performance of employees must receive attention from company leaders. Because according to him the performance of employees can affect the performance of the company as a whole. A good leader must be able to influence employees so they can do the job according to a predetermined concept (Septyan, 2017).

Employee performance is measured using performance appraisal. Employee performance appraisal is used by the company to find out whether the activities and outputs produced are in accordance with company goals. This assessment is used to determine the extent to which the company's goals have been achieved within the period or period determined by the company. Employee performance is influenced by several factors, including transformational leadership style, work discipline and organizational commitment. The role of a leader in a company can be decisive in achieving organizational or company goals. Various attempts are made by a leader to influence so that he can do work according to a predetermined concept (Astuti, 2015).

Employee performance is a very important factor for a company. Performance as a manifestation of an employee's work behavior is displayed as work performance in accordance with his role in a company within a certain period of time. This is because employee performance is a determinant of the company's survival. In every organization, humans are a very important component in bringing the organization to life. This must also be supported by good performance, because without good performance, the organization will not achieve its goals (Hartiningsih, 2017).

Research from Kharis (2015) on influence style leadership transformational on employee performance with work motivation as an intervening variable on Bank Jatim Malang branch employees, showing that results style leadership transformational has a significant positive effect on employee performance. Sari's (2015) research on the effect of work discipline, organizational commitment, and work environment on the performance of Civil Servants at Balai Besar Sungai Pamali Juana, showed the results that the influence of work discipline, organizational commitment, and work environment had a significant positive effect on the performance of Civil Servants at Balai Major of the Pamali Juana River Region.

Sidanti's research (2015) on the influence of the work environment, work discipline and work motivation on the performance of Civil Servants at the DPRD Secretariat in Mandiun Regency, showed that the work environment, work discipline, work motivation jointly and simultaneously have a positive and significant effect on Performance of Civil Servants of the Secretariat of the Madiun City DPRD. Research from Sapitri (2016) concerning the effect of organizational commitment on employee performance at the Pekanbaru Area State Electricity Company, showed the results that organizational commitment has a positive and significant effect on employee performance at the Pekanbaru Area State Electricity Company.

Katiandagho's research (2014) concerning the effect of work discipline, leadership, and motivation on employee performance at PT. PLN (PERSERO) for the Suluttenggo Region Manado Area, showing results that work discipline, leadership, and motivation positive and significant effect on employee performance at PT. PLN (PERSERO) Suluttenggo Area Manado Area. Kurniawati's research (2015) on the effect of training on the performance of Employees of the Bandung Cultural Heritage Preservation Center (BPCB) Office, showed the result that job training had a positive and significant effect on the performance of employees of the Bandung Cultural Heritage Preservation Office (BPCB) Office

By conducting this research, it is hoped that it will provide an overview of the extent to which the results have been achieved, reveal what problems occur in efforts to protect temples in West Java, what factors support and hinder the performance of the Bandung Special Region



Cultural Heritage Conservation Center. Thus, proper handling will be carried out to overcome existing obstacles and efforts to improve performance are more focused.

Based on the description of the background above, the following problem formulation can be made:

- 1) Is leadership transformational positive effect on employee performance?
- 2) Does work discipline have a positive effect on employee performance?
- 3) Does organizational commitment have a positive effect on employee performance?
- 4) Is leadership transformational, work discipline, and organizational commitment simultaneously have a significant effect on employee performance?

1. REVIEWS LITERATURE AND HYPOTHESIS

2.1. Theoretical basis

A. Transformational leadership

Style leadership Transformational leaders are leaders who inspire their followers to put aside their personal interests and have extraordinary influencing abilities (Robbins, 2015).

Transformational leadership is a process of leaders and subordinates mutually increasing the level of morality and motivation of one another, and can be applied by anyone in the organization at any position (Burn, 1976 in Sartika, 2014).

Robbins (2015) states that transformational leaders (transformational leaders) inspire their followers to go beyond their own self-interest with the ability to have a profound and extraordinary influence on their followers. Transformational leaders are more effective because they are creative, and they encourage their followers to be creative too. Companies with transformational leaders have greater decentralization of responsibility, managers have a greater propensity to take risks, and compensation plans are geared toward long-term results.

B. Work Discipline

According to Manik (2017) work discipline is a construction development for interested employees, because work discipline is shown in actions not people. Discipline is also a training process for employees so that employees can develop self-control and be more effective at work. Both civil and honorary civil servants play an important role in providing services to the public at the office.

Katiandagho (2014) explains that discipline is a necessary capital in achieving the goals set. The existence of work discipline is very necessary in a company, because in an atmosphere of discipline an organization or agency will be able to carry out its work programs to achieve the targets that have been set.

C. Organizational Commitment

Organizational commitment describes the extent to which a person identifies himself with his organization and his willingness to remain in the organization. Individuals who have low commitment to the organization often just wait for a good opportunity to leave their job (Pangestu, 2014).

According to Dessler (1999) in Pangestu (2014) shows that highly committed employees have low absenteeism and have a longer working period and tend to work harder and show better achievement. The high commitment of the employees mentioned above is inseparable

from the employees' trust in the good management of them, namely the existence of a management approach to human resources as a valuable asset and not merely as a commodity that can be exploited at will by management.

D. Employee performance

According to Mangkunegara (2009) in Putrana (2016) states that the term performance comes from the word job performance or actual performance (work achievement or actual achievement achieved by a person), namely work results in quality and quantity achieved by an employee in carrying out his duties in accordance with responsibility given to him.

2.2. hypothesis

1) The Positive Influence of Transformational Leadership on Employee Performance

Style leader ship transformational has a charismatic dimension, stimulus intellectual, individual considerations, as well as inspirational motivation. If the leader succeeds in influencing subordinates with his vision, instilling his charisma, motivating and being an inspiration, intellectually stimulating, creative and appreciating his employees, so can confirmed employees will work well, seriously And loyal on company so that performance increase. The results of previous research from Cahyo (2014), Tintami (2014) and Kharis (2015) show the results that transformational leadership style has a significant positive effect on employee performance. Based on the description above, the first hypothesis can be drawn:

H1: Leadership transformational Influential Positive To Employee Performance.

2) Positive Influence of Work Discipline on Employee Performance.

Discipline employees, adhere to work standards can be seen through the amount of employee responsibility for the tasks entrusted to him. Disciplined employees will use their working hours to the fullest for work, because they feel they have a responsibility for the tasks entrusted to them. With the maximum use of working hours, the resulting performance will increase. Research conducted by Katiandagho (2014), Sidanti (2015), Sari (2015) and Manik (2017) show that work discipline has a significant positive effect on employee performance. Based on the description above, the second hypothesis can be drawn:

H2: Work Discipline Has a Positive Influence on Employee Performance.

3) The Positive Effect of Organizational Commitment on Employee Performance.

High commitment from employees will be obtained by the company if employees are involved in all kinds of issues related to the company. Employees who have high involvement with the company have no desire to leave the company. If employees feel that their attitudes and values are in line with the values set in the organization, then this will encourage employees to achieve organizational goals, this is important in efforts to improve employee performance. Previous research conducted by Adiftiya (2014), Putrana (2016) and Sapitri (2016) showed that organizational commitment has a positive and significant effect on employee performance. Based on the description above, the third hypothesis can be drawn:

H3: Commitment Organizational Positive Influence on Employee Performance.'

4) Transformational Leadership, Work Discipline and Organizational Commitment Simultaneously Have a Significant Influence on Employee Performance.

Style leadership The transformational leadership in the organization must have advantages compared to its subordinates, so that it can show its subordinates to move, be active, have high efforts to achieve the goals that have been set. Besides, it is necessary

Exists something encouragement so that para Employees have a great interest in their



work. On this basis, as long as the leader's attention is directed to his subordinates, the performance of his employees will be high. According to Luthans (2006) an employee who has high organizational commitment can be seen from a strong desire to remain as a member of a particular organization, a desire to work hard according to the wishes of the organization, and a certain belief in acceptance of organizational values and goals. If employees feel that their attitudes and values are in line with the values set in the organization, then this will encourage employees to achieve organizational goals, this is important in efforts to improve performance. Based on the description above, the fourth hypothesis can be drawn:

H4: Transformational Leadership, Work Discipline and Organizational Commitment Simultaneously Have a Significant Influence on Employee Performance.

Research Model

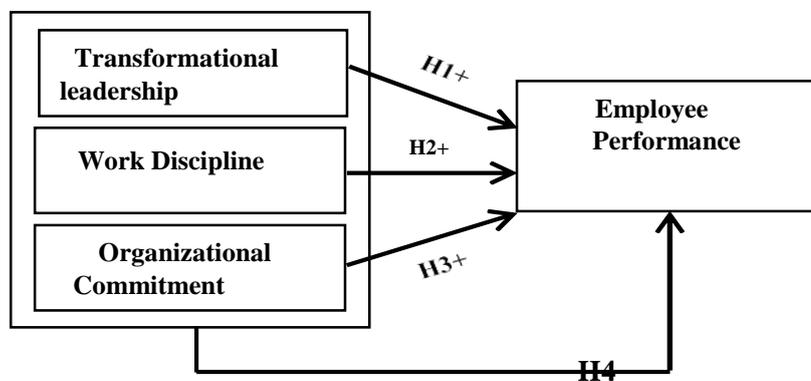


Figure 1. Research Model

2. RESEARCH METHODS

3.1. Population and Sample

The population used in this study were all employees at the Bandung Cultural Heritage Preservation Center, totaling 429 employees. In this study the authors narrowed down the population, namely the total number of employees as many as 429 employees by calculating the sample size which was carried out using the Slovin technique according to Sugiyono (2014). This study uses the Slovin formula because in sampling, the number must be representative, so that the research results can be generalized and the calculation does not require a table of the number of samples, but can be done using simple formulas and calculations.

The sample size in this study was determined by the Slovin formula as follows:

$$n = \frac{N}{1 + N \cdot e^2}$$

Information:

n = sample size/number of respondents N = population size

e = percentage of accuracy of sampling errors that can still be tolerated

In the Slovin formula there are the following provisions:

The value of $e = 0.1$ (10%) for a large population

The value of $e = 0.2$ (20%) for a small population

So, the sample range that can be taken from the Slovin technique is between 10-20% of the study population. The total population in this study is 429 employees, so the percentage of allowance used is 10% and the calculation results can be rounded up to achieve conformity. So, to find out the research sample, with the following calculations:

$$n = \frac{N}{1 + N \cdot e^2} = \frac{429}{1 + 429 \cdot (0.1)^2} = \frac{429}{3.9} = 74.424 = 73$$

Based on the calculation above, the sample who became respondents in this study was adjusted to 73 people. This is done to facilitate data processing and good test results

3.2. Definition of Research Variables

A. Independent Variable

a. Transformational leadership

Style leadership transformational is Leaders who inspire their followers for put aside their personal interests and have extraordinary influencing abilities (Robbins, 2015).

b. Work Discipline

Work discipline is the necessary capital in achieving the desired goal. The existence of work discipline is very necessary in a company, because in an atmosphere of discipline an organization or agency will be able to carry out its work programs to achieve the goals that have been set (Katiandagho, 2014).

c. Organizational Commitment

Organizational commitment describes the extent to which a person identifies himself with his organization and his willingness to remain in the organization. Individuals who have low commitment to the organization often just wait for a good opportunity to leave their job (Pangestu, 2014).

B. Dependent Variable

bound is a variable that is of general concern to researchers (Nurandini, 2014). The dependent variable (Y) in this study is Employee Performance (Y). Performance is the result of work in quality and quantity that is achieved by an employee in carrying out his duties in accordance with the responsibilities given to him (Putrana, 2016).

3.3. Data Quality Test

A. Validity test

The technique used to test this validity is the Pearson correlation technique, namely by correlating the item scores with the total item scores. Then, significance testing was carried out using criteria using r-table at a significance level of 0.05 and if $r\text{-count} > r\text{-table}$, then the question is valid (Ananto, 2014).

B. Reliability Test

This reliability test is only carried out on valid items, where valid items are obtained through validity testing. The technique used for reliability testing is the Cronbach Alpha technique. For testing usually use certain limits such as 0.6. Reliability less than 0.6 is not good,



while 0.7 is acceptable and above 0.8 is good (Ananto, 2014).

3.4. Classic assumption test

A. Normality test

One of the assumptions in using the regression model is that the data is normally distributed or the residuals are spread around zero. If the residual values are normally distributed, the regression equation obtained is said to be quite good. The normality test was carried out using the Kolmogorov-Smirnov with the criterion if the significance value is greater $\alpha = 0.05$, thus it can be said that the assumption of normality is fulfilled (Sidanti, 2015).

B. Heteroscedasticity Test

Heteroscedasticity aims to test whether the regression model has an inequality of variance from the residuals of one observation to another. One way to detect the presence or absence of heteroscedasticity is by looking at the graph plots between the predicted values of the dependent variable, namely: ZPRED and the residual SRESID. SPSS results show that in the regression model there is no heteroscedasticity if the points spread randomly above the number 0 on the Y axis.

3.5. Multiple Linear Analysis Test

In this research, researchers used multiple regression analysis. This analysis is used to determine the effect of the independent variables on the dependent variable, with the following formula:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3$$

Information:

Y = Employee Performance

a = Constant

b₁-b₃ = The coefficient of the independent variable

X₁ = Transformational Leadership

X₂ = Work Discipline

X₃ = Organizational Commitment

3.6. Hypothesis testing

A. Partial Test (T Test)

The t-test has the objective of knowing the magnitude of the influence of each independent variable partially on the dependent variable. The results of this test on the SPSS output can be seen in the p-value table (in the sig column) for each independent variable, if the p-value is smaller than the specified level of significance, or t-count is greater than t-table (calculated from two tailed $\alpha=5\%$ df-k, k is the number of independent variables) has a significant meaning.

B. Simultaneous Test (Test F)

The F statistical test basically shows whether all the independent or independent variables included in the model have a joint effect on the dependent/dependent variable (Ghozali, 2013).

C. Determination Coefficient Test

The coefficient of determination (R^2) is used to measure the truth using the regression model. If the value (R^2) is close to 1, then the independent variable is getting closer to the dependent variable or it can be said that the use of the model can be justified. From this coefficient of determination a value can be obtained to measure the magnitude of the

contribution of several X variables to the variation in the ups and downs of Y variable, the rest of which can also be expressed as a percentage (Ghozali, 2013).

3. RESEARCH RESULTS AND DISCUSSION

4.1. Results of Respondent Analysis

Respondent characteristics in this study were analyzed based on gender, age, last education, and length of time the respondents worked. The sample in this study used 73 people. The results of the data analysis on the characteristics of the respondents are shown in the following table:

Table 1. Characteristics of Respondents by Gender

	Frequency	Percent
Man	61	81,3
Woman	14	18,7
Total	73	100

Based on table 1 above, it can be seen that there were 61 male respondents (81.3%) and male respondents female 14 people (18.7%).

Table 2. Characteristics of Respondents by Age

	Frequency	Percent
20-30 years	8	10,7
30-40 years	24	32
40-50 years	30	40
> = 50 years	13	17,3
Total	73	100

Based on table 2 above, it is known that the majority of respondents are aged 40-50 years (40%), then aged 20-30 Years (10.7%), followed by 30-40 Years (32%), and lastly aged >50 years (17.3%).

Table 3. Characteristics of Respondents Based on Last Education

	Frequency	Percent
SD	2	2,7
JUNIOR HIGH SCHOOL	3	4
SMK / SMA	50	66,7
D1-S1	20	26,7
Total	73	100

Based on table 3 above, the majority of respondents in this study were SMK/SMA graduates (66.7%), followed by D1-S1 graduates (26.7%), junior high school graduates (4%) and lastly graduates SD of (2.7%) years (17.3%) and the last time working 0-2 years (6.7%).

4.2. Data Quality Test

1. Validity test

For the level of validity, a significance test was carried out by comparing the r-count value with the r-table value. For the degree of freedom ($df = n-2$) ($df = 94-2$, $df = 92$) and the significance of Alpha (α) is 5% (0.05), then we get a r-table of 0.170. For each question item



can be seen in the Pearson correlation column. If $r\text{-count} > r\text{-table}$, then the statement is said to be valid.

Table 4. Characteristics of Respondents Based on Years of Service

	Frequency	Percent
0-2 years	5	6,7
2-5 years	1	1,3
6-9 years	13	17,3
≥ 10 years	56	74,7
Total	73	100

From table 4 above, it can be seen that the majority of employees have a range of ≥ 10 years of service (74.7%), then 6-9 years of service (17.3%), 2-5 years of service

Table 5. Validity Test Results for Transformational Leadership Variables

Items	R Count	R Table	Results
Item 1	0.644	0.227	Valid
Item 2	0.813	0.227	Valid
Item 3	0.761	0.227	Valid
Item 4	0.777	0.227	Valid
Item 5	0.683	0.227	Valid
Item 6	0.744	0.227	Valid
Item 7	0.821	0.227	Valid
Item 8	0.794	0.227	Valid

Based on table 5 above, the results show that the r-count value is > from r-table, which means that all 8 item statement items are declared valid or valid.

Table 6. Results of Work Discipline Variable Validity Test

Items	R Count	R Table	Results
Item 1	0.804	0.227	Valid
Item 2	0.857	0.227	Valid
Item 3	0.902	0.227	Valid
Item 4	0.932	0.227	Valid
Item 5	0.913	0.227	Valid
Item 6	0.878	0.227	Valid
Item 7	0.839	0.227	Valid
Item 8	0.876	0.227	Valid
Item 9	0.867	0.227	Valid

Based on table 6 above, it shows that the r-count value is > from the r-table, which means that all statement items consisting of 9 items are declared valid.

Table 7. Results of the Validity Test of Organizational Commitment Variables

Items	R Count	R Table	Results
Item 1	0.902	0.227	Valid
Item 2	0.936	0.227	Valid
Item 3	0.925	0.227	Valid
Item 4	0.926	0.227	Valid
Item 5	0.920	0.227	Valid
Item 6	0.916	0.227	Valid
Item 7	0.913	0.227	Valid

Based on table 7 above, it shows that the r-count value is > from the r-table, which means that all statement items with as many as 5 items are declared valid/valid.

Table 8. Results of Validity Test of Employee Performance Variables

Items	R Count	R Table	Results
Item 1	0.902	0.227	Valid
Item 2	0.936	0.227	Valid
Item 3	0.925	0.227	Valid
Item 4	0.926	0.227	Valid
Item 5	0.920	0.227	Valid
Item 6	0.916	0.227	Valid
Item 7	0.913	0.227	Valid

Based on table 8 above, it shows that the r-count value is > from the r-table, which means that all statement items consisting of 7 items are declared valid/valid.

4.3. Reliability Test

Measuring the reliability test in this study used the Cronbach alpha technique based on standardized items. An instrument is declared reliable if it gives a value > 0.60. The results of the reliability test in this study were processed using the SPSS for Windows 16 program as follows:



Table 9. Reliability Test Results

Variable	Alpha value Cronbach	Information
Leadership transformational	0.884	Reliable
Work Discipline	0.961	Reliable
Commitment Organizational	0.942	Reliable
Employee Performance	0.970	Reliable

Based on table 9 above, it can be seen that the variables of transformational leadership, work discipline, organizational commitment and employee performance have a reliability coefficient value that is greater than the required Cronbach alpha based on standardized items, which is equal to 0.60. Therefore, it can be said that the results of this instrument have a high level of reliability, or it can be said that the results of this instrument are reliable.

4.4. Classic assumption test

A. Normality test

To detect normality, the Kolmogorov-Smirnov one-sample statistical test was used. Based on decision making by looking at the significant probability of the variable, if it is above 0.05, then the variable is normally distributed.

Table 10. Kolmogorov-Smirnov Test Results

One-Sample Kolmogorov-Smirnov Test

		Unstandardized residual
N		73
Normal Parameters, b	Means	0E-7
	std. Deviation	2.380454
Most Extreme Differences	absolute	0.140
	Positive	0.126
	Negative	-0.140
Kolmogorov-Smirnov Z		1.214
asympt. Sig. (2-tailed)		0.105

a. Test distribution is Normal.

b. Calculated from data.

From the results of the Kolmogorv Smirnov normality test above, it can be seen that if the significance value is $0.105 > 0.05$, it can be concluded that the residual values of transformational leadership, work discipline and organizational commitment to employee performance are normally distributed.

B. Heteroscedasticity Test

To detect whether there is heteroscedasticity is the Glejser test, which aims to find out whether in a regression model there is an inequality of variance from the residuals of one observation to another. If the significant value is greater than 0.05 (5%), there is no heteroscedasticity problem. Glejser test results as follows:

Table 11. Glejser Test Results

	Unstandardized Coefficients		standardized Coefficients	Q	Sig.
	B	std. Error	Betas		
C	2,081	1,383		1.505	0.137
X1	0.072	0.058	0.197	1,242	0.218
X2	-0.086	0.068	-0.311	- 1,269	0.209
X3	0.023	0.116	0.051	0.202	0.840

From table 11 above it can be seen that variable leadership transformational, work discipline and organizational commitment to employee performance have a significance value of > 0.05 , so there is no heteroscedasticity problem.

4.5. Regression Analysis Results

Table 11. Regression Test Results

	Unstandardized Coefficients		standardized Coefficients	Q	Sig.
	B	std. Error	Betas		
C	- 1.506	1,983		- 0.739	0.450
X1	0.257	0.083	0.233	3,114	0.003
X2	0.280	0.097	0.331	2,873	0.005
X3	0.569	0.166	0.405	3,432	0.001

4.6. Hypothesis testing

A. Partial Test (T Test)

Table 12. Partial Test Results

Variable	Coefficient Value	Sig. Value
Leadership transformational	0.257	0.003
Work Discipline	0.280	0.005
Commitment organizational	0.569	0.001



Explanation of the results of the partial test (T test) as follows:

a. First Hypothesis (H1)

It is known that the coefficient value is 0.257 and the significance value is 0.003 <0.05, indicating that the first hypothesis which says transformational leadership has a positive effect on employee performance is accepted.

b. Second Hypothesis (H2)

It is known that the coefficient value is 0.280 and the significance value is 0.005 <0.05, indicating that the second hypothesis which says work discipline has a positive effect on employee performance is accepted.

c. Third Hypothesis (H3)

It is known that the coefficient value is 0.569 and the significance value is 0.001 <0.05, indicating that the third hypothesis which says organizational commitment has a positive effect on employee performance is accepted.

4.7. Simultaneous Test (Test F)

written as follows:

$$KP = -1.506 + 0.257 KT + 0.280 DK + 0.569 KO.$$

Table 13. Simultaneous Test Results

Model	Sum of Squares	df	Means Square	F	Sig.
Regression on residual	1569,341	3	523,114	88,573	0.000
	419,326	71	5,906		
Total	1988,667	4			

Based on table 13, can concluded that there is influence of leadership transformational, work discipline and organizational commitment simultaneously on employee performance, as evidenced by a significance value of 0.000 <0.05. Determination Coefficient Test Table 14. Coefficient Test Results

Table 14. Determination

Model	R	R-Square	adjustedR-Square	std. Error of The Estimates
1	0.888	0.789	0.780	2,430

Based on table 14 above, it is known that the Adjusted R-Square for the influence of transformational leadership variables, work discipline and organizational commitment is 0.780 (78%), which means that it can explain the employee performance variable of 78%. Then, the remaining 22% is explained by other variables not examined in this study.

4.8. Discussion

1) The Positive Influence of Transformational Leadership on Employee Performance

Is known influence leadership transformational on employee performance has a coefficient value of 0.257 and a significance value of 0.003 <0.05, so it can be concluded that leadership

transformational positive effect on employee performance.

Leadership style is a way that is owned by someone in influencing a group of people or subordinates to work together and make efforts with enthusiasm and confidence to achieve the goals that have been set. That is, leadership style can guide employees to work harder, better, more honest and take full responsibility for the tasks they carry out, so that the job can be completed properly. The relationship between leaders and subordinates can be measured through workers' assessment of the leadership style of leaders in directing and coaching their subordinates to carry out work (Nawawi, 2011). The success of an organization both as a whole and various groups within a particular organization, is highly dependent on the effectiveness of the leadership in the organization concerned. It can be said that the quality of leadership contained in an organization plays a very dominant role in the success of the organization in organizing various activities are mainly seen in the performance of its employees (Siagian, 2013).

One form of leadership style is transformational leadership. Transformational leadership has a charismatic dimension, intellectual stimulus, individual consideration, and inspirational motivation. If the leader succeeds in influencing his subordinates with his vision, instilling his charisma, motivating and being an inspiration, intellectually stimulating, creative and appreciating his employees, then it is certain that employees will work well, earnestly and be loyal to the company so that their performance increases (Robbins, 2015). Leaders in the organization must have advantages compared to their subordinates, so that they can show their subordinates to move, be active, have high efforts to achieve the goals that have been set. In addition, there needs to be an encouragement so that employees have a great interest in their work. On this basis, as long as the leader's attention is directed to his subordinates, the performance of his employees will be high. The results of this study support previous research conducted by Astuti (2015) which stated that there is a positive influence of transformational leadership on employee performance.

2) Positive Influence of Work Discipline on Employee Performance

It is known that the effect of work discipline on employee performance has a coefficient value of 0.280 and a significance value of $0.003 < 0.05$, so it can be concluded that work discipline has a positive effect on employee performance.

Hasibuan (2013) states that discipline is an operative function of human resource management, because the better the employee discipline, the higher the work performance achieved. Without good employee discipline, it is difficult for corporate organizations to achieve optimal results. Discipline must be upheld in a company organization. Without the support of good employee discipline, it is difficult for companies to realize their goals. So, discipline is the key to the success of a company in achieving its goals. Employees with good work discipline are expected to be able to carry out and complete the work that is their responsibility effectively and efficiently and on time.

The work discipline of an employee is not only seen from attendance, but can also be assessed from the attitude of the employee in carrying out work, for example employees who have high discipline do not procrastinate and always try to finish it on time even though there is no direct supervision from superiors. Thus, it can be seen indirectly that work discipline can affect employee performance. According to Simamora (2011) discipline is a procedure that corrects or punishes subordinates for violating rules or procedures. If employees carry out their duties and responsibilities with an attitude or behavior in work that is obedient and orderly and consistent in carrying out tasks also understands rules and norms with Good, so discipline can create values in achieving organizational goals from positive behavior and willing to be responsible and consistent in carrying out duties and responsibilities answer which given. Hariandja (2012) states that increasing discipline is an important part of human resource management as an important factor in improving performance. Employee performance will maximum when employees have high discipline.



Discipline show something the condition or attitude of respect that exists in employees towards company rules and regulations. Employee discipline problems that exist within the organization, both superiors and subordinates will provide pattern to performance organization (Sutrisno, 2010). Performancethe company's employees will be maximized when indicators discipline fulfilled such as attendance, adherence to work regulations and adherence to work standards (Rivai, 2015). Employees who have high discipline will get used to coming to work on time. Where as employee which have low discipline accustomed to arriving late at work. When employees have high discipline, then he will try finishwork on time. This will improve performance, because the job can be resolved on time.

Employees who comply with work regulations always follow work guidelines and will not neglect work procedures set by the organization. By following existing work procedures, this will minimize employee errors in their work. Employees who comply with work standards can be seen through the amount of employee responsibility for the tasks entrusted to him. Disciplined employees will use their working hours to the fullest for work, because they feel they have a responsibility for the tasks entrusted to them. With the maximum use of working hours, the resulting performance will increase. The results of this study support previous research conducted by Hartiningsih (2017) which stated that there is a positive effect of work discipline on employee performance.

3) The Positive Effect of Organizational Commitment

It is known that the effect of organizational commitment on employee performance has a coefficient value of 0.569 and a significance value of $0.001 < 0.05$, so it can be concluded that organizational commitment has a positive effect on employee performance.

Organizational commitment is an affective response to the organization. Some experts define organizational commitment in different forms but have the same meaning. Organizational commitment is an attitude that reflects employee loyalty to the organization and an ongoing process in which member organization express concern for the organization and its continued success and progress. Commitment is seen as a value orientation towards the organization that shows individual verythink about and put employees and their organizations first. Individuals will try to give all the effort they have in order to help the organization achieve its goals. According to Luthans (2006) an employee who has high organizational commitment can be seen from a strong desire to remain as a member of a particular organization, the desire to try hard according to the wishes of the organization, and certain beliefs about the acceptance of organizational values and goals. If employees feel that their attitudes and values are in line with the values set in the organization, it will encourage employees to achieve organizational goals, this is important in efforts to improve performance.

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Darlis (2012) said that if employees feel that their attitudes and values are in line with the values set in the organization, then this will encourage employees to achieve organizational goals, this is

important in efforts to improve performance. High commitment from employees will be obtained by the company if employees are involved in all kinds of issues related to the company. Employees who have high involvement with the company have no desire to leave the company. The results of this study support previous research conducted by Poerwandani (2017) which stated that there was an influence positive commitment employee performance.

4) Transformational Leadership, Work Discipline, and Organizational Commitment Influential Significant To Employee Performance.

Is known influence leadership transformational, work discipline and organizational commitment to employee performance have a significance value of $0.000 < 0.05$, so it can be concluded that transformational leadership, work discipline, and organizational commitment simultaneously have a significant effect on employee performance.

4. CONCLUSIONS AND RECOMMENDATIONS

Conclusion

Based on the results of the data analysis discussed earlier, the following conclusions are obtained:

- 1) Leadership transformational has a positive effect on the performance of employees of the Bandung Cultural Heritage Preservation Agency, so that the first hypothesis is accepted.
- 2) Work discipline has a positive effect on the performance of Bandung Cultural Heritage Preservation Agency employees, so the second hypothesis is accepted.
- 3) Organizational commitment has a positive effect on the performance of Bandung Cultural Heritage Preservation Agency employees, so the third hypothesis is accepted.
- 4) Leadership transformational, work discipline and organizational commitment simultaneously influence the performance of employees of the Bandung Cultural Heritage Preservation Agency, so that the fourth hypothesis is accepted.

Suggestion

- 1) agency
 - a. Based on the results of research on employee performance at the WEST JAVA Cultural Heritage Preservation Center, Head of Center Preservation of WEST JAVA Cultural Heritage is advised to foster inspirational motivation by always encouraging employees to achieve goals, improving the quality of leaders so they can influence, direct, encourage, and control his subordinates in order to achieve organizational goals efficiently and effectively.
 - b. The WEST JAVA Cultural Heritage Preservation Center should maintain a level of discipline in employees and supervise, enforce regulations and provide strict sanctions for employees. Thus it is expected to increase work discipline on the performance of employees of the WEST JAVA Cultural Heritage Preservation Center.
 - c. Based on the research results it is known that the organizational commitment variable gets the highest rating of 0.569. Therefore, employees of the Cultural Heritage Preservation Center suggested Formaintaining and instilling the desire to continue working by continuing to work at the Cultural Heritage Preservation Center in order to achieve organizational goals.

2) For Further Research

Future research can analyze other factors that contribute to employee performance



such as transactional leadership, compensation, work environment, organizational culture, workload and so on.

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