

The Influence of Transformational Leadership, Quality of Human Resources and Work Discipline on Employee Performance

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Keywords

Transformational Leadership, HR Quality, Work Discipline.

ABSTRACT

The aim of this study was to scrutinize the impact of leadership transformation, HR quality, and work discipline on employee performance at PT Pegadaian Galeri 24. Primary data, collected through questionnaires from 94 respondents at PT Pegadaian Galeri 24, formed the basis of this research. The findings from the partial survey indicate that leadership transformation, HR quality, and work discipline all exhibit positive effects on employee performance, contributing significantly to their overall effectiveness. This study serves as a valuable reference and input for enhancing the quality of human resources at PT Pegadaian Galeri 24. It suggests that improving employee performance can be achieved by focusing on refining leadership, HR quality, and work discipline. Including a brief sentence about potential areas for future research based on the study's findings could provide a forward-looking perspective and highlight avenues for further exploration in the field.

INTRODUCTION

Human Resources (HR) are people commonly called managers, employees, workers, or workers who work in an organization. HR as the foundation and key of all organizational resources. Other resources are available and work only if the organization has eligible members. Qualified people with knowledge, skills, competencies, entrepreneurial spirit, and good physical and mental health are gifted and have a high work ethic and work ethic that can mean the difference between organizational success and failure. The effectiveness and efficiency of other organizational resources can only be obtained by qualified personnel (Wirawan (2015)).

In the organizational approach and human resource management, increased business competition will force organizations to incorporate human resource quality issues into organizational development strategies. An organization must be competitive not only in terms of productivity to boost employee morale but also in terms of its ability to provide good service and other quality services to the public. The competitiveness of an organization and a company is determined by the quality of its human resources. This is in line with what Syarief (2022) said Human Resources (HRM) management competence, which is also considered a company asset as HRM, plays a role in carrying out operations and production in the company and is important to maintain the continuity of the company's existence in company development. HRM is also used to evaluate if we use employee performance which is the most important benchmark in HR development, then the existence of good human resource management can improve employee performance and increase company productivity. As Isnaniah Laili (2016) said whether or not an HR management in a company can certainly be seen from the performance of employees, the better the HR will be the better in the performance given to the company,

because in performance itself is a key to the progress of the company.

Performance is indispensable for every institution or company organization in carrying out company productivity because if employee performance has organized performance standards, it will certainly create a good impact on the company. In this case, therefore each company or organization must be able to have employees who have efficient performance in order to increase company productivity. This is as said by A.A. Anwar Prabu Mangkunegara (2017) who argues that employee performance is the result of qualitative and quantitative individual work achieved to carry out tasks in accordance with the responsibilities given. As said by Sinambela (2016) to improve optimal performance, it is necessary to set the right standards that can be used as a reference by all employees. Employee performance is created when employees are able to carry out their duties well.

This research was conducted at PT. Pegadaian Galeri 24, one of the financial institutions that is able to take advantage of opportunities and is a state-owned Indonesian financial sector engaged in three business lines of companies, namely financing, various services and gold. Work unit domiciled under the Gold Business Division of PT Pegadaian. Gallery 24 was formed under the Gold Business Division since 2010. Gallery 24 provides Gold in the form of Precious Metals from various Vendors for long-term investment purposes. In addition, Galeri 24 also sells quality Gold Jewelry with trendy and up to date designs, as well as Precious Stones such as certified Diamonds. PT Pegadaian Galeri 24 certainly has a decrease in employee performance which can be seen from the table regarding targets and performance realization where there are several targets that are still not in accordance with their targets, this needs to be considered from the performance of its employees to provide the best service for customers or investors.

Based on the results of the study, it is known that in 2019, the average percentage of the realization of the performance of PT Pegadaian Galeri 24 employees is 81% of the target of 100%. In 2020, the total percentage of employee performance realization of PT Pegadaian Galeri 24 increased by 2% to 83% of the target. Meanwhile, in 2021, the realization of PT Pegadaian Galeri 24's employee performance decreased by 80% from the specified target. This indicates that employee performance has not been fully good where targets have not been achieved in the implementation that occurs.

In addition to gold prices that often change in the market, increases and decreases in achieving sales targets and from the performance of employees who have not been fully maximized which can be caused or influenced by the lack of quality of experienced human resources in marketing carried out by employees. Then employees who are not disciplined at work, both disciplined by time and company rules. Then leadership that has not focused on the company's work plan which has not regularly held events or a planning activity to increase productivity and other things in achieving the targets of Gallery 24. Previously related from factors that can affect employee performance as well as from leadership factors. Leadership as Setyadi (2021) said leadership is the attitude and behavior of subordinates in order to work together harmoniously, to achieve efficiency and effectiveness, to achieve a level of productivity in accordance with the requirements set. company. While Qomariah (2020) leadership is a social problem in which there is interaction between those who lead and those who are led to achieve common goals, both through influence, persuasion, motivation and coordination.

With good leadership in the organization, of course, in carrying out its leadership is not only limited to its ability to execute a program, in other words, leaders must be able to involve all levels of the organization actively so that they can contribute effectively to achieving company goals. This is in line with research conducted by Tazha Alviamitha Soleha (2021) leadership has a major impact on employee performance. The results of this study show that leadership is one of the factors that can also affect employee performance, with attention to employee leadership, it will be able to improve employee performance. As well as from transformational leadership conducted in Ramadanto & Saragih's (2020) research which states that transformational leadership has a good category.

Transformational leadership styles have a significant influence on employee performance partially and simultaneously. If the company has a qualified transformational leadership style, it is indicated to offend the performance of the organization's employees. For this reason, there needs to be attention to leadership to improve employee performance with the presence of a leader who is able to motivate subordinates.

There are factors that can affect employee performance is the quality of human resources themselves, Sedarmayanti (2013) the quality of human resources is organizational employees or employees who play an important role in achieving success. While Sondang P Siagian (2015) the quality of human resources is a person's insight, skills, and expertise that can be used to provide professional services. In line with what was conveyed in research conducted by Enny Dwi Soeharyanti, Muryati (2020) The quality of Human Resources has a positive and significant effect where the quality of human resources is getting better, it is able to develop employee performance.

The next aspect that simulates employee performance is work discipline, of course, having employees who have good work discipline values will help improve performance in the company, such as Sinambela (2016) Discipline is important for company growth, in order to motivate employees to practice self-discipline in doing work individually and as a team. In addition, discipline also helps in training employees to obey and love the rules, mechanisms, and policies that exist to produce proper performance.

This is in agreement with research conducted by Febriano (2019) work discipline was found to have a positive and significant effect on employee performance, the results of this study mean that work discipline is something that must be seen in order to improve employee performance with better and more achieved company goals. In addition to the important role of a leader, the quality of human resources is no less important in contributing to the company and coupled with the existence of good work discipline, the goals set by the company can be achieved.

Based on the background of a problem that has been raised by experts and several previous researchers and the conditions that occurred at PT Pegadaian Galeri 24, researchers are interested in researching further about the causes of declining employee performance. This encourages researchers to prove whether these factors can be improved to the performance of PT Pegadaian Galeri 24 employees in order to achieve the desired company target goals. Therefore, the author conducted this study using the title "The Effect of Transformational Leadership, HR Quality, and Work Discipline on the Performance of Pawnshop Employees Gallery 24"

METHODS

This thesis uses quantitative research methods with a focus on multiple linear regression analysis to examine the influence of independent variables, namely leadership, HR quality, and work discipline, on the dependent variable, namely employee performance at PT. Pawnshop Gallery 24 during the period October 2022 until the completion of the research. Data were obtained from the entire employee population (94 people) through a questionnaire with a Likert scale. After data collection, tests were carried out on the validity and reliability of instruments, as well as tests of classical assumptions, such as normality, multicollinearity, autocorrelation, and heteroscedasticity. Data analysis involves descriptive, inferential analysis steps with multiple linear regression, and model feasibility tests by testing the coefficient of determination, F-test, and t-test. It is expected that this research will make a significant contribution in understanding the factors that affect employee performance at PT. Pawnshop Gallery 24.

RESULTS

Analysis of Instrument Test Results

Validity Test Results

The validity test was conducted to test the questionnaire distributed to respondents and tested using how to compare the value of r Calculate with r Table using degree of freedom (df) = n-2 with alpha 0.05. If r Calculate > r Table then the question item or indicator is declared valid and can be continued in the next statistical calculation in the study.

This is determined using r Calculate 5% where n = 92 (n-2), then obtained r Table (0.05) = 0.202 as follows:

Table 1. Validity Test Results

Variable	Question	r Calculate	r Table	Information
Transformational Leadership (X1)	Question 1	0.809	0.202	Valid
	Question 2	0.834	0.202	Valid
	Question 3	0.842	0.202	Valid
Variable	Question	r Calculate	r Table	Information
HR Quality (X2)	Question 1	0.860	0.202	Valid
	Question 2	0.930	0.202	Valid
	Question 3	0.910	0.202	Valid
Variable	Question	r Calculate	r Table	Information
Work Discipline (X3)	Question 1	0.883	0.202	Valid
	Question 2	0.800	0.202	Valid
	Question 3	0.806	0.202	Valid
Variable	Question	r Calculate	r Table	Information
Employee Performance (Y)	Question 1	0.802	0.202	Valid
	Question 2	0.778	0.202	Valid
	Question 3	0.851	0.202	Valid

Source : Data processed SPSS 23, 2023

Based on the calculation results in Table 4.9 that all questionnaire question items submitted have a Corrected Item Total Correlation value greater than r table. When compared with r Table in sample N to 92 which is 0.202. This means that all statement items on the questionnaire for transformational leadership variables, HR quality, work discipline and employee performance variables are declared valid.

Reliability Test Results

Reliability tests are carried out to test how consistent data is over a certain period of time, by knowing the consistency of measuring instruments that use scales, questionnaires. The variable can be said to be reliable if Cronbach's Alpha has a value greater than the value of 0.60. A reliable variable means that the variable is good enough to reveal accurate and reliable data. The results of the reliability test can be seen in Table 4.10.

Table 2. Reliability Test Results

No	Variable	Reliability	r Table	Information
1.	Transformational Leadership	0.784	0.60	Reliable
2.	HR Quality	0.881	0.60	Reliable
3.	Work Discipline	0.775	0.60	Reliable
4.	Employee Performance	0.729	0.60	Reliable

Source : Data processed SPSS 23, 2023

As based on the results of the test conducted in table 4.10, it can be said that the value of all question items or indicators on the questionnaire used to measure all variables in this study is said to be good or reliable. Because all variables have Cronbach's Alpha greater than 0.60, namely transformational leadership of 0.784, quality of human resources of 0.881, work discipline of 0.775 and employee performance of 0.729, meaning that all variable values can be said to be reliable or have met the reliability requirements.

Classical Assumption Test Analysis

Normality Test Results

The normality test determines whether the independent variable and the bound variable in the regression model are regularly distributed or not. The normality test is carried out with the Kolmogorov - Smirnov One Simple Test, i.e. if significant > 0.05 then the data is normally distributed. Meanwhile, if < 0.05, the data is not normally distributed.

Table 3. Normality Test Results
One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		94
Normal Parameters ^{a,b}	Mean	,0000000
	Std. Deviation	1,29859863
Most Extreme Differences	Absolute	,049
	Positive	,043
	Negative	-,049
Test Statistics		,049
Asymp. Sig. (2-tailed)		,200 ^{c,d}
a. Test distribution is Normal.		
b. Calculated from data.		
c. Lilliefors Significance Correction.		
d. This is a lower bound of the true significance.		

Source : Data processed SPSS 23, 2023

Based on Table 3, it can be seen that the value of Asymp. Sig. (2-tailed) of 0.200 which means that the regression model of the dependent variable and the independent variable in this study the data is normally distributed because of its significance

0.200 > 0.05.

Multicholinerarity Test Results

The Multicollinearity Test is helpful for determining whether the regression model identifies correlations between independent variables. This can be measured from the value of Tolerance Value and Value Variance Inflation Factor (VIF). If the Variance Infaltion factor (VIF) value < 10 or if the Tolerance Value > 0.1 then multicholineraritis does not occur. A good regression model does not occur perfect or near-perfect correlation between variables (multicholinerarity). The results of the multicholinerarity test can be seen in Table 4:

Table 4. Multicholinerarity Test Results

Coefficients ^a		
Type	Collinearity Statistics	
	Tolerance	VIF
1 (Constant)		
Transformational Leadership	,972	1,029
HR Quality	,961	1,041
Work Discipline	,946	1,057

Source : Data processed SPSS 23, 2023

As from the test results based on table 4.12, it can be seen that the independent variable, namely transformational leadership, has a Variance Inflation Factor (VIF) value of 1.029 < 10 and a tolerance value of 0.972 > 0.1, and for the quality of human resources, it has a Variance Inflation Factor (VIF) value of 1.041 < 10 and a tolerance value of 0.961 > 0.1, for the work discipline variable has a Variance Inflation Factor (VIF) value of 1.057 < 10 and a tolerance value of 0.946 > 0.1. So it can be concluded that the regression model does not occur multicholinerity.

Autocorrelation Test Results

The autocorrelation test aims to determine whether there is a strong positive or negative relationship between the data and research variables in a linear regression model. The authors used Durbin Watson (DW) statistics to test autocorrelation.

Table 5. Autocorrelation Test Results

Model Summary ^b	
Type	Durbin-Watson
1	1,802

Source : Data processed SPSS 23, 2023

As from the test results conducted based on Table 4.13, it is explained that the value of Durbin Watson (DW) is 1,802 where the K value or the number of independent variables is 3 and the N value or sample is 94 respondents. So that a dL value of 1,599 and a dU value of 1,730 are obtained. Based on calculations and comparisons using Durbin Waston's table, that the value is between Du and 4-Du, namely dU < dW < 4 -dU = 1,730 < 1,802 < 4 - 1,730 (2,270). So it can be ascertained that the multiple linear regression model does not experience symptoms of autocorrelation.

Heteroscedasticity Test

To determine whether there is an inequality of variance between residuals of different observations in the regression model, a heteroscedasticity test is used using the Glejser test. The

regression model is true, so heteroscedasticity does not occur with the condition that a signification value (sig) of >0.05 is obtained. To determine the presence or absence of heteroscedasticity is tested by the Glejser Test, namely by progressing independent variables to the value of Absolute Residual or Abs RES. The results of the heteroscedasticity test can be seen in Table 6:

Table 6. Heteroscedasticity Test Results

		Coefficients ^a			t	Sig.
		Unstandardized Coefficients		Standardized Coefficients		
Type		B	Std. Error	Beta		
1	(Constant)	2,697	,866		3,116	,002
	Leadership					
	Transformational	-,039	,038	-,105	-1,008	,316
	HR Quality	-,030	,032	-,099	-,939	,350
	Work Discipline	-,078	,044	-,186	-1,752	,083

Source : Data processed SPSS 23, 2023

As from the test results conducted based on Table 6. The above is testing heteroscedasticity using the Glejser Test, it can be explained that the regression model in this study can be stated that heteroscedasticity does not occur because all independent variables of transformational leadership have a significance value of $0.316 > 0.05$, and for the quality of human resources have a signification value of $0.350 > 0.05$ and for work discipline have a significance value of $0.083 > 0.05$, it can be said that heteroscedasticity does not occur.

Analysis Methods

Multiple Linear Regression Analysis

To ascertain how the independent factor affects the dependent variable, linear multiple analysis is performed. In this scenario, the model must understand how much influence work ethic, effective HR practices, and transformative leadership have on employee performance. The results of multiple linear regression analysis can be seen in multiple linear regression coefficients which have regression equations through the Standardized Coefficients in Table 7. :

Table 7. Multiple Linear Regression Results

		Coefficients ^a			t	Sig.
		Unstandardized Coefficients		Standardized Coefficients		
Type		B	Std. Error	Beta		
1	(Constant)	-,288	1,447		-,199	,843
	Leadership					
	Transformational	,164	,064	,190	2,543	,013
	HR Quality	,181	,054	,252	3,346	,001
	Work Discipline	,703	,074	,720	9,483	,000

Source : Data processed SPSS 23, 2023

Based on Table 7, the following equation can be formed:

Linear Regression Theory

$$Y = b_1X_1 + b_2X_2 + b_3X_3$$

Linear Regression Research

$$KK = 0.190 KT + 0.252 KS + 0.720 DK$$

1. From this equation, the result of multiple linear regression has the following conclusions:
2. The value of the regression coefficient for transformational leadership in the regression equation shows a value of 0.190 and a significant value of 0.013, so it can be interpreted that if leadership increases by one unit, then employee performance also increases by 0.190 assuming other independent variables have a fixed value. Improvement in employee transformational leadership will increase employee performance.
3. The value of the regression coefficient for HR quality in the regression equation shows a value of 0.252 and a significant value of 0.001, it can be interpreted that if the quality of human resources increases by one unit, then employee performance also increases by 0.252 assuming the other independent variables have a fixed value. Improvement in the quality of human resources will be given to each employee so that it can improve employee performance.
4. The value of the regression coefficient for work discipline in the regression equation shows a value of 0.720 and a significant value of 0.000, so it can be described if work discipline increases by one unit, then employee performance also increases by 0.720 assuming other independent variables have a fixed value. An increase in work discipline that will be given to each employee will have an impact on improving the performance of employees in company performance.

Model Feasibility Test Analysis

Test F

The significance of total regression is evaluated using the F test, which determines whether the independent variable has an impact on the dependent variable. The F test is used as a way of testing the entire independent variable. The test was conducted using a significant level of 0.05 ($\alpha=0.5\%$). The results of the F test can be seen in Table 8:

Table 8. F Test Results

ANOVAa						
Type		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	162,913	3	54,30431,163		,000b
	Residuals	156,831	90	1,743		
	Total	319,745	93			

Source : Data processed SPSS 23, 2023

Based on the ANOVA table in Table 8, it can be seen that the calculated F value is 31,163 with a significant level of 0.000. The F value of the table is obtained from the value of the free degree df (residual) which is 2.70 at a confidence level of 5% ($\alpha = 0.05$). Because the calculated f value is greater than the table f ($31.163 > 2.70$) with a significant level of $0.000 < 0.05$. Thus, it can be concluded that the independent variables, namely transformational leadership, the quality of human resources, and work discipline together have a significant effect on the dependent variable, namely employee performance.

Test Coefficient of Determination (R2)

The coefficient of determination (R²) is a measure of size in order to determine the suitability and accuracy of the analysis model made. The higher the R square value, the better the independent variable will be at explaining its dependent variable. The value of the coefficient of determination is 0% to 100%. A value of the coefficient of determination close to 100% indicates that the independent

variable provides the information needed to predict the variance of the dependent variable. The results of the coefficient of determination test (R^2) can be seen in Table 4.17:

Table 9. Test Results of Coefficient of Determination (R^2)

Model Summary ^b			Adjusted R Square	Std. Error of the Estimate
Type	R	R Square		
1	.714a	.510		,4931,320

Source : Data processed SPSS 23, 2023

As based on the results of the test conducted based on table 4.17, seen in the column R Square has a value of 0.510 or 51%, meaning that employee performance variables are influenced by transformational leadership variables, HR quality and work discipline. While the remaining 49% was influenced by other variables outside the regression model studied by researchers in this study.

Hypothesis Test (Test t)

Test the hypothesis (t-test) to find out whether there is an influence on the independent variable on the dependent variable. The value of t Table is known to be significant 0.05 ($\alpha=5\%$) obtained t Table of 1.985, the result t Calculate > t Table and is at a significance of < 0.05 then H_0 is rejected which means that the proposed hypothesis can be accepted or can be said to have a positive and significant effect.

Table 10. Results of Hypothesis Test (T Test)

		Coefficients ^a				
		Unstandardized Coefficients			Standardized Coefficients	
Type		B	Std. Error	Beta	t	Sig.
1	(Constant)	-,288	1,447		-,199	,843
	Leadership					
	Transformational	,164	,064	,190	2,543	,013
	HR Quality	,181	,054	,252	3,346	,001
	Work Discipline	,703	,074	,720	9,483	,000

Source : Data processed SPSS 23, 2023

Based on the t-test in Table 4.18, it can be concluded as follows:

1. Testing the transformational leadership variable hypothesis on employee performance obtained a calculated t value of 2,543 > t table 1,985 with a significant level of 0.013 < 0.05 and this means that the transformational leadership variabel has a positive and significant effect on the performance variables of PT employees. Pawnshop Gallery 24.
2. Testing the HR quality variable on employee performance obtained a calculated t value of 3,346 > t table 1,985 with a significant level of 0.001 < 0.05 and this means that the HR quality variable has a positive and significant effect on the performance variable of PT employees. Pawnshop Gallery 24.
3. Testing the work discipline variable on employee performance obtained a calculated t value of 9,483 > t table 1,985 with a significant level of 0.000 < 0.05 and this means that the work discipline variable has a positive and significant effect on the performance variable of PT employees. Pawnshop Gallery 24.

Discussion

The Effect of Transformational Leadership on Employee Performance

Based on the results of the study above, the hypothesis test (Test t) shows that transformational leadership affects employee performance (Y) by 0.190 which means that if transformational leadership is higher, employee performance will also be higher to 19%. And the results of the t test show that $t_{count} > t_{table}$, namely the value of t_{count} 2,543 $>$ t_{table} 1,985 with a significant level of $0.013 < 0.05$, it can be explained that transformational leadership has a positive and significant effect on employee performance at PT. Pawnshop Gallery 24. This shows that transformational leadership has a great effort in influencing employees in order to achieve organizational goals that have been set by PT. Pawnshop Gallery

24. The results of respondents' answers to questionnaires given by the author with indicators such as Inspirational Motivation, Intellectual Stimulation, and Individualized Counseling that most respondents agree with transformational leadership with an average of 3.60 so that leadership in the scope of work must be considered by companies in order to encourage or provide good things to employees so that they can work appropriately and successfully.

This research is also supported by previous research conducted by Yusuf Ramadanto & Romat Saragih (2020), transformational leadership has a positive and significant influence on employee performance at PT Ikimura Indotools Center partially and simultaneously. This is reinforced by research conducted by Sri Langgeng Ratnasari et al (2020) transformational leadership has a positive and significant effect on employee performance in PKM Group. Of course, with good leadership, productive performance will be created from employees in carrying out their work.

The Effect of HR Quality on Employee Performance

Based on the results of the study above, the hypothesis test (Test t) shows that the quality of human resources affects employee performance by 0.252 which means that if the quality of human resources increases, employee performance will increase by 25.2%. And the results of the t test show that the calculated t value of 3,346 $>$ t_{table} 1,985 with a significant level of $0.001 < 0.05$ can be said that the quality of human resources has a positive and significant effect on employee performance at PT. Pawnshop Gallery 24. This shows that the quality of human resources makes employees have achievements and work hard at work, of course if a company has employees who have efficient human resource quality so that it will improve performance in the company, but if in the company there is no efficient human resource quality, it will make the company's performance decrease. The results of respondents' answers to the questionnaire given by the author with indicators of Intellectual Quality Including Knowledge and Skills, Education, and Understanding of Their Field showed that most respondents agreed on the quality of human resources which was with an average gain of 3.75. With this, the quality of human resources needs to be owned by every company, having superior human resource quality can affect a company's performance. This is reinforced by previous research conducted by Bella Perdiani (2019) the quality of human resources has a positive and significant effect on employees on the Performance of Bambu Brajan SME Employees. This is reinforced by research that has previously been conducted by Enny Dwi Soeharyanti and Muryati (2020) The research findings explain that, both the better quality of human resources is able to improve employee performance through both directly and through mediating commitments to employee performance in the Production Department of Pt Domusindo Pandaan.

The Effect of Work Discipline on Employee Performance

Based on the results of the study above, the hypothesis test (Test t) shows that work discipline affects employee performance by 0.720 which means that if work discipline increases, employee performance will increase by 72%. And the results of the t test show that the calculated t value of 9,483 $>$ t_{table} 1,985 with a significant level of $0.000 < 0.05$ can be explained under work discipline has a positive and significant effect on the performance of PT employees. Pawnshop Gallery 24. This shows that work discipline is a basic factor for an employee to work well so that they can give a good effort to

show the vision and mission of the organization that has been set, with the level of discipline of employees it can help run productivity in the company. This is like the results of respondents' answers to the questionnaire given by the author with indicators such as Discipline of Time Rules, Discipline of Company Rules, and Discipline of Carrying Out Assigned Tasks from several indicators related to the questionnaire given showed that the majority of respondents supported with an average score of 3.92. Of course, with the level of discipline possessed by employees is good, it is also good for the company. This research is also supported by Simbolon (2018) this shows that there is a relationship between work discipline and employee performance at Grand Cityhall Medan, where increasing work discipline will improve employee performance at Grand Cityhall Medan. This is reinforced by previous research conducted by Dina Unzila Hidayah et al (2021), the results of simultaneous testing obtained show that work discipline variables affect the performance of BPJS Employment Medan employees.

CONCLUSION

Based on the results of research analysis of research data entitled "The Effect of Transformational Leadership, Human Resource Quality, and Work Discipline on Employee Performance at PT Galeri Pegadaian 24", it can be concluded that transformational leadership, human resource quality, and work discipline have a positive and significant influence on employee performance at PT. Pawnshop Gallery 24. The results of the transformational leadership variable test showed a positive calculated t value and significant value, as well as the variables of human resource quality and work discipline. Thus, companies that have good leadership will encourage employee motivation and improve the efficiency of human resource quality through good work discipline. Overall, it can be concluded that the independent variables, namely transformational leadership, quality of human resources, and work discipline, together have a significant effect on employee performance in the company.

Acknowledgment

This article is a part of joint research and publication between Faculty of Economics and Business, Universitas Nasional, Jakarta and Faculty of Business, Economics, and Social Development, Universiti Malaysia Terengganu.

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International Journal of Social Service and Research (IJSSR)

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