

THE RELATIONSHIP OF JOB SATISFACTION, TRANSFORMATIONAL LEADERSHIP, AND WORK DISCIPLINE ON PERFORMANCE EMPLOYEE WITH ORGANIZATIONAL COMMITMENT AS INTERVENING VARIABLE OF ADMINISTRATION STAFFS AT STATE MALIKUSSALEH UNIVERSITY.

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Abstract

Administrative staff is a decisive asset of human resources at state malikussaleh university, to improve employee performance. Employee performance change has relationship with some research variables. Analyzing the interaction of research variables to explain the relationship of Transformational Leadership, Job Satisfaction and Work Discipline above Employee Performance with organizational commitment as intervening variable. The sample in this research is the administrative staff of University Malikussaleh which amounted to 155 respondents, which was taken using sampling method, become the research respondent. Data collected using questioner method. The data analysis technique used is path analysis with Structural Equation Modeling (SEM) method which is operated through Amos 21 program. The result of the research explains that transformational leadership, job satisfaction and work discipline have significant relation above organizational commitment and employee performance. Organizational commitment mediates the partial mediation relationship between transformational Leadership, Job Satisfaction Work Discipline and Employee Performance.

Keywords: *Transformational Leadership, Job Satisfaction, Work Discipline, Organizational Commitment, Employee Performance, State Malikussaleh University.*

Malikussaleh University Lhokseumawe-Aceh, is a form of state university organization, which has permanent administrative staff, works according to its task and responsibilities to improve its performance. Therefore, this organization should strive to show changes in transformational leadership, job satisfaction, work discipline and organizational commitment, which is the result of work relating to the task and responsibilities of employees to the organization, so that the organization's activities continue and improve its performance.

Performance is the work produced or contributed by an employee relating to task and responsibilities to the organization or evaluating the performance of current and or past employees relative to its performance standards (Dessler, 2015); Mangkunegara (2010). Meanwhile, according to Moorhead & Griffin (2010), performance appraisal is the process by which one evaluates employee's behavior with measurement and comparison with predefined standard, documenting the result, and communicating the result to the employee. Increasing employee performance will be able to influence organizational progress, in achieving the performance goals of an organization. In this research is assumed there are transformational leadership variables, job satisfaction, work discipline and organizational commitment, which can affect the relationship of employee performance change.

Transformational leadership determines the organization's vision, provides a framework for implementing organizational transformation, improves the creativity and innovation of its employees to improve performance. The behavior of transformational leadership, is to motivate followers to work toward the goal and be able to express a clear vision and inspire people to rise to achieve that vision, and not for short-term desires, and the achievement of self-actualization (Ivancevich et al., 2005).

Achievement of performance is also influenced by employee job satisfaction, and they can carry out the task given to him well. And job satisfaction can be shown with the employee's sense of fun or not. Someone at work will feel comfortable if get job satisfaction. Job satisfaction is one of the decisive variables for high and low employee performance (Robbins, 2011).

Various rules and norms established by an organization, to create discipline so that employees can comply and implement the rules. According to Rivai (2010), there is a need for standard discipline and enforcement of discipline standards fairly, so that it can create a good discipline. Rules and norms are usually followed by sanctions given in case of violation. There are several indications that cause employee discipline to decrease the low of timeliness, job delays in some employees, low quality work of some employees, decreased creativity of work, and the lack of working knowledge.

Organization Commitment is defined as the desire on the part of an employee to remain a member of organization (Colquitt, et.al, 2009). In addition, this strong sense of belonging will make employees feel useful and comfortable in the organization. But the weakness of the organizational commitment level and the weakness of inspiration, including the low loyalty and concern for the organization, they do not feel proud to be part of the organization, and do not accept the job with full responsibility, so it can degrade its performance.

Based on this background, the authors are interested in researching and knowing how the relationship of transformational leadership, job satisfaction and work discipline to organizational commitment; how the relationship of transformational leadership, job satisfaction and work discipline to performance; how organizational commitment relates to performance; does organizational commitment mediate the relationship between transformational leadership, job satisfaction and work discipline with performance.

1. Leadership

Transformational leadership is the ability of a person to motivate others to achieve organizational goals rather than looking for the self interest (Copland, 2003). Raja and Palanichamy (2011) proposed that the followers of transformational leaders exhibit favorable outcomes and is positively relate to the follower's job performance. Transformational leadership is the ability to motivate and to encourage intellectual stimulation through inspiration (Avolio, 2004). Colquit, et.al (2009), which states that transformational leadership involves inspiring followers to commit to a shared vision that helps them understand their potential.

Bass (2012) introduced some developments in transformational leadership. We divided transformational leadership into four components; charismatic role of modeling, individualized consideration, inspirational motivation, and intellectual stimulation. The combination of these factors results in leaders who develop higher performing teams (Wang et al., 2011). Thus in this research, the transformational leadership variable indicator developed by Kinicki & Kreitner (2014) is inspired to determine an attractive, optimistic and enthusiastic vision; establish the desired values, attitudes, beliefs and behaviors; determine high ethical standards; creatively motivating employees by rewarding their skills; seeking creative and innovative solutions to organizational problem solving; creating a work environment that supports intellectual stimulation.

2. Job Satisfaction

Job Satisfaction as a positive fee about a job resulting from an evaluation of its characteristics (Robbins, 2011). While Luthans (2006) states that job satisfaction is the result of employees' perceptions of how well their work provides what is considered important. If the work done the result is very good, it will improve employee performance. The same thing is also stated by Mathis and Jackson (2011) that job satisfaction is a positive emotional state that is the result of an evaluation of one's work experience. So job satisfaction consists of the work itself, job promotion, the relationship between workers and working conditions and the desire of employees to remain inside the company.

Job satisfaction variable consists of 5 indicators, namely salary and employee benefits sufficient in accordance with the responsibilities borne, Employees with good performance will get priority to be promoted, When doing certain job co-workers willing to help the work that do, the boss has a high morale and provide support to employees in the work, very pleased with the work given by superiors to. This indicator was developed by Smith, Kendall & Hulin (in Luthans, 2006).

3. Work Discipline

According to Rivai (2010) work discipline is a tool used by managers to communicate with employees so they are willing to change a behavior and rules well, the leadership also plays an important role as the role model for his subordinates. Work discipline is a key issue in the operation of an organization as it assists the organization to accomplish specific targeted goals. Further, employees "disciplinary level through obedience of norms in organizations can affects organizational effectiveness and productivity.

Work discipline is an attitude and behavior that intends to obey all rules and norms of both written and unwritten organizations based on one's self-awareness and adjusting to organizational rules. There are five considerations in assessing the discipline of work. Such considerations include; discipline in the field of handicraft; attendance; timeliness, adherence to organizational consensus; and imposition of sanctions (Berdmend, 2007).

Thus the relevant work discipline indicator in this study developed through the Rivai concept (2008,) explains that the work discipline has several components, namely: attendance, compliance with work regulations, adherence to work standards, high vigilance, ethical work, and capable employees carry out his task on time.

4. Organizational Commitment

Organization Commitment is the employee's emotional attachment to, identification with, and involvement in a particular organization. The definition of pertains specifically to affective commitment, because it is an emotional attachment-our feelings of loyalty-to the organization (McShane & Von Glinov, 2010). So according to Luthans (2006) defined organizational commitment as an attitude reflecting workers' loyalty to their organization.

Organizational commitment may be considered the most critical of employee workplace attitudes. Commitment has been linked to several important organizational outcomes including performance, absenteeism, turnover, and satisfaction, as well as other outcomes of the commitment to safety (Hunter & Thatcher, 2007). Fuad Mas'ud (2004) develops several indicators of organizational commitment that can be used to reveal important characteristics of the attitudes and behaviors of organizational members regarding organizational commitment they have. These indicators include: loyalty to the organization; Concern for the organization; Happy to choose work; Pride belongs to the organization; Accept all work; Allegiance to the organization; The organization inspires

5. Employee Performance.

Performance of employees is a result achieved by employees in their work according to the criteria that apply to a particular job. Shahzad et al. (2013), Employee's performance means the ability of employees to attain goals either personally or organizational by using resources efficiently and effectively. According to Ruky (2006) performance is a record of the results obtained from certain job functions or certain activities during a certain period of time.

Thus, performance is the result of work achieved by employees based on their judgment. To measure the performance of individual employees there are six indicators developed by Fuad Mas'ud (2004) as follows: Quality of work; Work efficiency; Work ability; Punctuality; Work creativity; Standards of quality work; Knowledge work.

6. Relationship of Transformational Leadership, Job Satisfaction, Work Discipline with Organizational Commitment and Employee Performance.

The better the leadership role the better the organizational commitment shown by the employee. There is a mutually influence relationship between Transformational leadership in an organization with employee commitment. Organizational commitment is an encouragement from within an employee to do something in order to support the success of the organization in accordance with the goals and prioritize the interests of the organization. Research on transformational leadership and its impact on organizational commitment as Chao & Yun (2013), and Bushra, at.al (2011), found that the role of transformational leadership has a positive and significant impact on organizational commitment.

Transformational leadership has a relationship with employee performance. Success or failure of employee performance achievement is determined by the quality of transformational leadership. Therefore, the more qualified the role of transformational leadership increasing the performance of employees. Influence of positive and significant relationship between transformational leadership and employee performance, has been proven by research Thamrin (2012), King, at.al (2011), and Suparman (2007).

Job satisfaction with organizational commitment has a positive and significant relationship. The higher the job satisfaction, the better the commitment of the employee's organization. Robbin-Judge (2011) which states that job satisfaction as a positive fee for a job resulting from an evaluation of its characteristics. While Nelson and Quick (2009) defined it as a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences. From these theories can be elaborated, if an employee's job is considered to have worked with positive feelings and the results are encouraging, the employee has a high commitment to the organization. This opinion is evidenced by research conducted by Mohammed, at.al (2013), Kaplan (2012) , Ehsan, at.al (2010).

Job Saticfaction is defined as a pleasurable emotional state resulting from the appraisal of one's job or job experiences (Colquitt, at.al, 2009). Thus, Performance is the work that someone has achieved from his work behavior in carrying out work activities. And job satisfaction has a relationship with the performance of employees. The more satisfied employees work, the higher the performance. The above opinion is reinforced the research by Atmojo(2012); Platisa, at.al (2015), with the results of his research shows that job satisfaction affects the performance of employees.

Discipline is one important factor in an organization, because the discipline will affect the performance of employees in the organization. The higher the level of discipline employees have, the higher the performance of employees can be achieved. The above opinion is reinforced the research by Roeleejanto, at.al (2015); Angelina, at.al (2015); Thaif (2015); Endang, at.al (2013), stating that work discipline has a positive and significant effect on employee performance.

Organizational commitment is a measure of an employee's identification with his or her organization. If the organization's commitment to each employee shows an increased tendency, then it will automatically improve the performance of employees (Colquit, at.al 2009). This opinion can be reinforced by some previous research results, as suggested by Fu & Deshpande (2013); Tolentino (2013); and Susanty, at.al (2013), that organizational commitment has a positive effect on employee performance.

Leadership is crucial for generating employee commitment to work that is more loyal and happy and tied to its organization, which can improve its performance. It is estimated that organizational commitment will mediate leadership and employee performance. The results of research by some researchers as Obaid, at.al, (2016); Khanhande, at.al (2015); Atmojo (2012) suggest that organizational commitment can mediate the relationship between leadership and employee performance.

Employees get satisfaction at work, it should affect performance. The higher the job satisfaction, the better the commitment to work and the higher the performance of employees. If organizational commitment can mediate job satisfaction with performance, then the better at work. The

above opinion is reinforced by the research of Yang & Chang (2007); Akhtar et.al (2015); and Lizhen & Deshan (2014).

The discipline of work has a significant relationship with performance, and the discipline of work is also linked to organizational commitment. The more disciplined the employees are at work the increased organizational commitment to work, and the more performance, as research findings, by Anwar (2015); and Liana, et.al (2014).

From theoretical review and most empirical research results, it can be mentioned hypothesis as follows:

- H1: There is a significant relationship between transformational leadership and commitment organization.
- H2: There is a significant relationship between job satisfaction and commitment organization.
- H3: There is a significant relationship between job discipline and commitment organization.
- H4: There is a significant relationship between transformational leadership and job performance.
- H5: There is a significant relationship between job satisfaction and job performance.
- H6: There is a relationship between job discipline and job performance ..
- H7: There is a significant relationship between organization commitment and job performance.
- H8: Affective organizational commitment mediates the relationship between transformational leadership and job performance.
- H9: Affective organizational commitment mediates the relationship between job satisfaction and job performance.
- H10: Affective organizational commitment mediates the relationship between job discipline and job performance.

METHODS

1. Location and Research Objects

The locations in this study were at state Malikussaleh University, Lhokseumawe, North Aceh, Aceh Province. The object of the research is the perception of the permanent employees regarding transformational leadership, job satisfaction, work discipline, and performance and organizational commitment as intervening variable.

2. Population and Sample

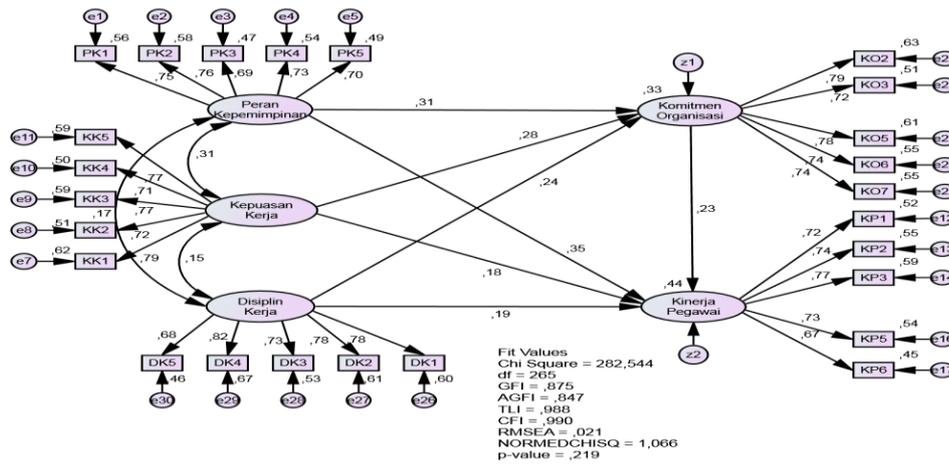
The population in this study includes all permanent employees at the University of Malikussaleh, Lhokseumawe, North Aceh. Aceh Province, amounting to 155 people.

3. Data Analysis Method

After the data of the questionnaires submitted on the questions submitted has been collected, the data will be analyzed and processed by the method of data analysis called the method of Structural Equation Modeling analysis using the tools of the application software Analysis of Moment Structure (Ferdinand, 2006).

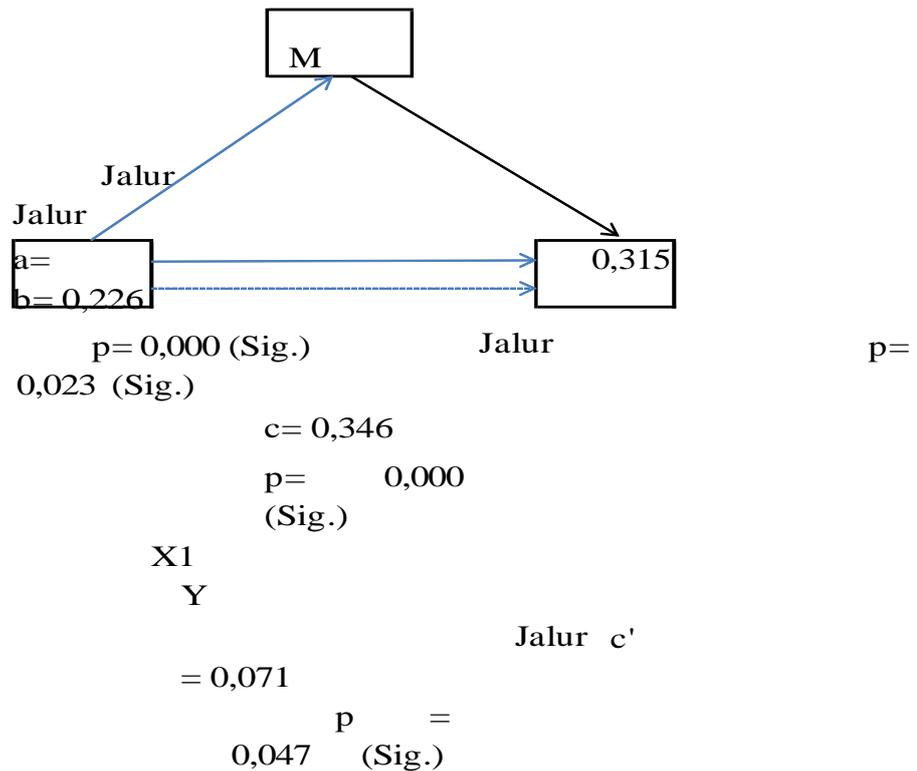
Results of Data Analysis

1. The results of data processing through Amos software help obtained the following results:

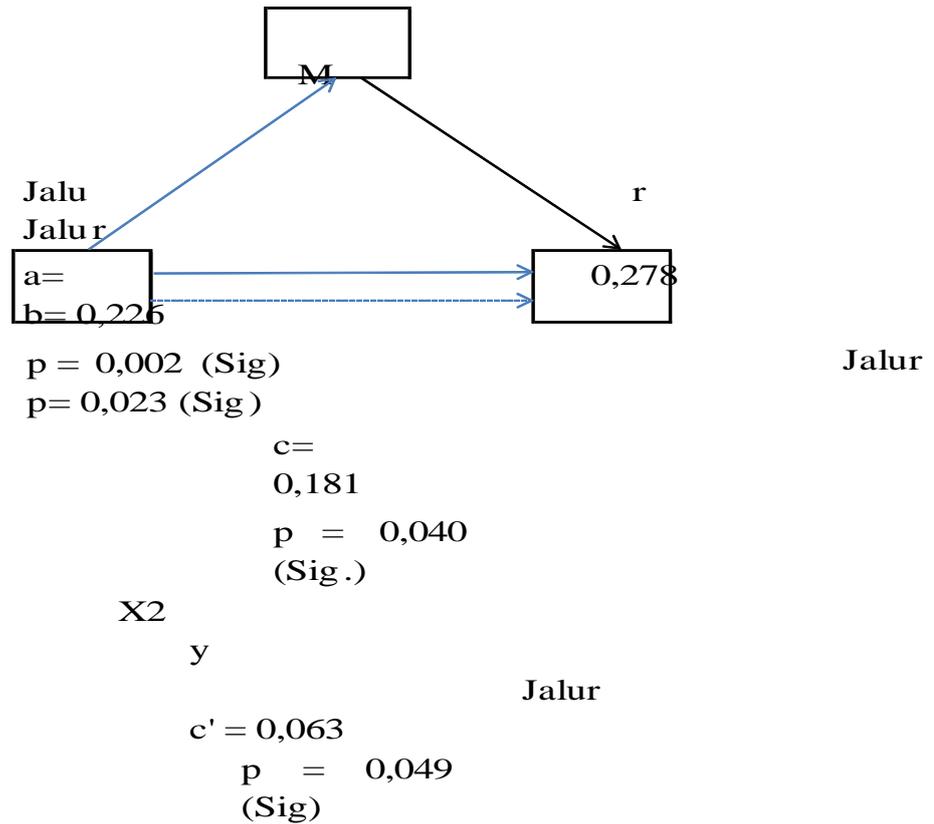


2. Calculation of Mediation with software test calculator

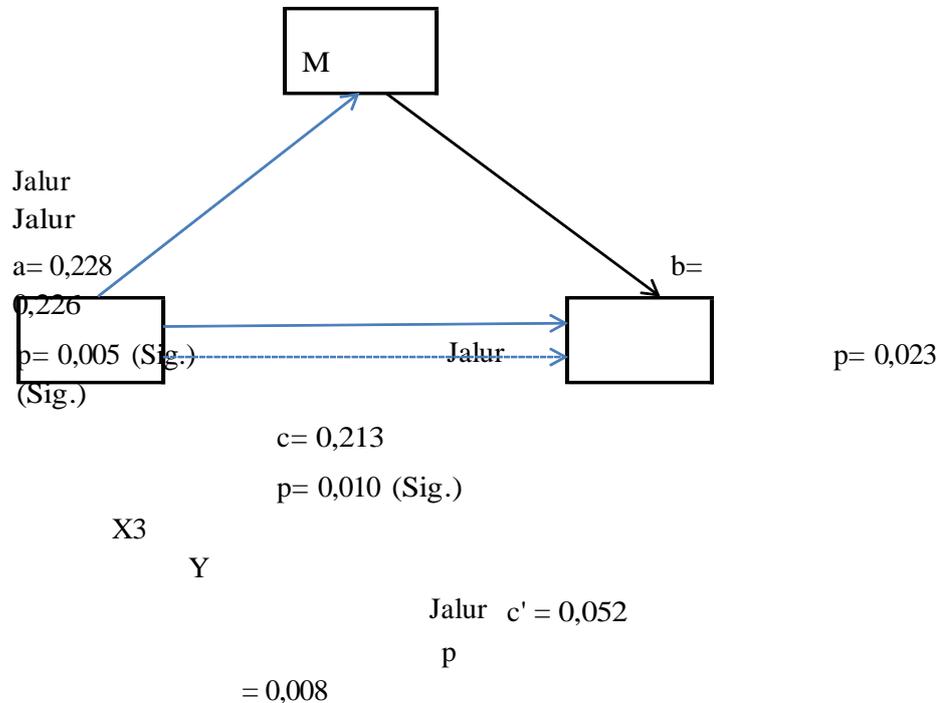
Result of examination of mediation effect of transformational leadership variable relationship (X1) with employee performance (Y) mediated by Organizational Commitment variable (M). The calculation of the significance value of line c' is done by using Sobel test calculator software as shown in Figure below.



Result of examination of mediation effect of job satisfaction variable relationship (X2) with employee performance (Y) mediated by Organizational Commitment variable (M). The calculation of the significance value of line c' is done by using Sobel test calculator software as shown in Figure below.



Result of examination of mediation effect of work discipline variable relationship (X3) with employee performance (Y) mediated by Organizational Commitment variable (M). The calculation of the significance value of line c' is done by using Sobel test calculator software as shown in Figure below.



3. Full Model of Research

Criteria Goodness of fit Index Model Full Model The resulting research as presented in the following table:

Goodness of fit indexes	Cut Value	Off Result	Model Evaluation
X² Chi-Square Statistik	Df, $\alpha=0,05$	282,544	Good
RMSEA	<0,08	0,021	Good
GFI	>0,90	0,875	Good
AGFI	>0,90	0,847	Marginal
CMIN/DF	<2,00	1,066	Good
TLI	>0,90	0,988	Good
CFI	>0,90	0,990	Good
P-value	>0,05	0,219	Good

4. Hypothesis Testing

This study was conducted by looking at the value of Critical Ratio (CR) of a causality relationship with the level of significance P (Probability) of the SEM processing results as in the following table:

Standardized Regression Weights Variable Research

Variable	<--	Variable	Estimate Unstandardized	Estimate Standardized	S.E	C.R	P
Organization Commitment	<--	Job Satisfaction	0,291	0,278	0,093	3,122	0,002
Organization Commitment	<--	Transformational Leadership	0,321	0,315	0,093	3,429	***
Organization Commitment	<--	Job Discipline	0,249	0,228	0,089	2,783	0,005
Employee Performance	<--	Job Satisfaction	0,175	0,181	0,085	2,053	0,040
Employee Performance	<--	Job Discipline	0,214	0,213	0,083	2,579	0,010
Employee Performance	<--	Transformational Leadership	0,326	0,346	0,092	3,556	***
Employee Performance	<--	Organization commitment	0,209	0,226	0,092	2,276	0,023

DISCUSSION

1. The relationship between Transformational Leadership and Organizational Commitment.

The hypothesis proposed is that transformational leadership has a significant relationship with organizational commitment. Based on the results of data processing known CR value (Critical Ratio) produced is 3.429 with a significance level P (Probability) of 0.000. This value meets the CR value requirement (Critical Ratio) greater than 2,000 and the P value (Probability) is less than 0.05. This means that leadership transformation has a significant relationship to changes in organizational commitment.

The results explain that changes in transformational leadership can affect the positive relationship to organizational commitment. The higher the transformational leadership transformation, the more increasing organizational commitment, as the results of research found by Chi, Yeh, & Chiou, (2008), and Chi, et al. (2007), which states that transformational leadership will be positive and positively affect organizational commitment. And strengthen previous research as proposed by Kennedy, & Anderson (2005); (Avolio, 2004); Colquit, et.al (2009); Bass (2012); Jeanette A. Porter, (2015); Zain ul Aabdeen, et.al (2016).

2. Relationship between Job Satisfaction and Organizational Commitment.

Hypothesis proposed is job satisfaction has a significant relationship to organizational commitment. Based on the results of data processing known CR value (Critical Ratio) produced is 3.122 with a significance level P (Probability) of 0.002. This value meets the CR value requirement (Critical Ratio) greater than 2,000 and the P value (Probability) is less than 0.05. This means that job satisfaction has a significant relationship to changes in organizational commitment of employees. And positively the better the job satisfaction of employees, increasing the commitment of employee organizations.

The results of this study strengthen previous research conducted by Danica Bakotić (2016), Achieng, et.al (2015), Prabu, et.al (2015), Salleh et al. (2015), Anugrah, et.al (2014), Muhammad, et.al (2014), Shah et al. (2014), Abdeljalil & Syed (2014), Pickles (2012) and Igbeneghu & Popola (2011) and Hariyanti (2011).

3. The Relationship between Work Discipline and Organizational Commitment.

The hypothesis proposed is the work discipline has a significant relationship to organizational commitment. Based on the results of data processing known CR value (Critical Ratio) produced is 2.783 with a significance level P (Probability) of 0.005. This value meets the CR value requirement (Critical Ratio) greater than 2,000 and the P value (Probability) is less than 0.05. This means that work discipline has a significant relationship to changes in organizational commitment.

And can explain that positive change in work discipline can affect organizational commitment. Increasing the discipline of work, it can increase the organizational commitment of employees. And strengthen previous research as proposed by Nurhisani, et.al (2016); Prabu, et.al (2015); and Endang et.al (2013).

4. The Relationship between Transformational Leadership and Employee Performance

Based on the results of data processing known CR value (Critical Ratio) produced is 3.556 with a significance level P (Probability) of 0.000. This value meets the CR value requirement (Critical Ratio) greater than 2,000 and the P value (Probability) is less than 0.05. This means that transformational leadership has a significant relationship to changes in employee performance.

And explained that the change of employee performance has a positive and significant relationship with transformational leadership variable. The more intelligent transformational leadership, the more improve the performance of employees, meaning that the more intelligent and creative leaders affect subordinates, the more performance of employees. Relevant to the opinion of Raja and Palanichamy (2011) proposed that the followers of transformational leaders exhibit favorable outcomes and is positively relate to the follower's job performance. And strengthen the results of research conducted by Nenah Sunarsih, et.al (2016); Ali Sahab Moh. (2014); and Thamrin (2012). 5. Relationship between Job Satisfaction and Employee Performance.

Based on the results of data processing known CR value (Critical Ratio) produced is 2.053 with a significance level P (Probability) of 0.040. This value meets the CR value requirement (Critical Ratio) greater than 2,000 and the P value (Probability) is less than 0.05. This means that job satisfaction has a significant relationship to changes in employee performance.

Can be explained that the occurrence of increased employee performance is closely related to job satisfaction variables. The better the job satisfaction, it can improve employee performance. The

results of this study are relevant to Robbins's (2011) opinion, when the productivity and overall job satisfaction data are collected for the organization, it is found that organizations with more satisfied employees tend to be more effective when compared to organizations with less satisfied employees. And job satisfaction shows a rational attitude that appreciates his work, which is reflected in work ethics, work morale and work ethic. The above opinion, reinforce the results of research conducted by Hosmani et al. (2014); Yvonne, at.al (2014); Thamrin (2012).

5. Relationship between Work Discipline and Employee Performance.

Based on the results of processing data known CR value (Critical Ratio) produced is 2.579 with a significance level P (Probability) of 0.010. This value meets the CR value requirement (Critical Ratio) greater than 2,000 and the P value (Probability) is less than 0.05. This means that work discipline has a significant relationship to changes in employee performance.

Results of research on the discipline of work with the performance of Employees explained that changes in employee performance is influenced by work discipline. The better the work discipline can improve the performance of employees. The results of this study strengthen the results of research conducted by Angelina, at.al (2015); Thaif (2015); Praise, at.al (2015); Achieng, at.al (2015) and and Patrick I., at.al (2015).

6. Relationship between Organizational Commitment and Employee Performance.

Based on the results of data processing known CR value (Critical Ratio) produced is 2.276 with a significance level P (Probability) of 0.023. This value meets the CR value requirement (Critical Ratio) greater than 2,000 and the P value (Probability) is less than 0.05. This means that organizational commitment has a significant relationship to changes in employee performance.

Can be explained that changes in employee performance is influenced by organizational commitment. The higher the degree of organizational commitment, the more improve the performance of employees. High organizational commitment is needed in an organization, because the creation of a high commitment will affect professional work situations. According Rival, (2008) argued that the performance of a person in accordance with his role in the organization, company or institution and the institution where he works. The results of this study reinforce previous research conducted by Akhtar, at.al, (2015); Lizhen, at.al (2014); Tolentino Rebecca C (2013; and Trang at.al (2013).

7. Organizational Commitment Mediating Relationships between Transformational Leadership and Employee Performance.

The result of test calculation through Baron and Kenny method using Sobel test calculators, got probability value of 0.071 (one-tailed probability). Since the exogenous variable is also capable of affecting the endogenous variable significantly without intervening variable ($p = 0.047$), the indirect effect is also significant (p value of the three paths < 0.05), meaning the mediation relationship is partial mediation, which means transformational leadership is capable of influencing change performance of employees indirectly through organizational commitment. Thus, transformational leadership relationships on employee performance are better mediated by organizational commitment (partial mediation), rather than through a direct relationship between the two variables.

The results of the study explain that the improvement of employee performance is more effectively done through the mediation of organizational commitment, rather than through direct relationship. The results of this study strengthen research conducted by Salahat, at.al (2016); JeYu, at.al (2014); Chao, at.al (2013); Hueryren Yeh (2012); Yang Mu-Li (2012); and Yousef (2000), explaining that organizational commitment as an intervening variable is able to mediate the significant relationship between transformational leadership and employee performance.

8. Organizational Commitment Mediating Relationship between Job Satisfaction and Employee Performance.

The calculation result using Baron & Kenny method help Sobel test calculators, then obtained probability value of 0.063 (one-tailed probability). Because the exogenous variable is also able to influence the endogenous variable significantly without intervening variable ($p = 0.049$), whereas the indirect effect is also significant (p third point value < 0.05), meaning the mediation relationship is partial mediation. The meaning of organizational commitment can mediate between the effect of job satisfaction on employee performance more effectively indirectly.

This illustrates that job satisfaction can affect changes in employee performance indirectly through organizational commitment. And improving employee performance will be more effectively done by increasing organizational commitment, rather than improving employee performance directly through job satisfaction. The results of this study strengthen the results of research conducted by Akhtar, at.al, (2015); Argensia et al. (2014) Yvonne, at.al (2014); Suma, at.al (2013); and Kappagoda (2012); which also explains that organizational commitment as an intervening variable is able to mediate the effect of job satisfaction on employee performance.

9. Organizational Commitment Mediating Relationships between Work Discipline and Employee Performance.

Based on the calculation using Baron & Kenny method with the help of Sobel test calculators, the probability c' value is 0.052 (one-tailed probability). Because the exogenous variable is also able to influence the endogenous variable significantly without intervening variable ($p = 0,008$), whereas the indirect effect is also significant (p value of the three paths < 0.05), meaning the effect of mediation is partial mediation. the relationship between work discipline and employee performance indirectly.

And it can be explained that the improvement of employee performance is more effectively done by first increasing the commitment of the organization, rather than through direct relationship. The results of this study strengthen the results of research conducted by Liana, at.al (2014); Anwar, at.al (2015); Endang at.al (2013). which shows the result that organizational commitment as intervening variable is able to mediate the relationship of work discipline and employee performance.

IMPLICATION OF RESEARCH RESULTS

From research findings, analysis and discussion of transformational leadership variables, job satisfaction, work discipline, organizational commitment and employee performance, it can be described some of the research implications:

1. Implikasi Theoretically

The findings of the study indicate that there is a positive and significant influence relationship between transformational leadership, job satisfaction, work discipline with organizational commitment and employee performance. This study enriched the empirical evidence of the efficacy of organizational behavior theory in explaining the relationship of these variables to organizational commitment and employee performance.

The findings of the study indicate that the organization's commitment as mediation in partial mediation through transformational leadership, job satisfaction, and work discipline on the performance of employees, so that the influence of the relationship more closely through mediation, rather than direct relationship. The results of this study will enrich the empirical evidence of the ability of organizational behavior theory to explain relationships within these variables, and can be used as a reference or scientific literature in the field of management science and as a reference in research with the same or other variables.

2. Implikasi Practically

Respondents perceive the lowest on the transformational leadership indicator that is when doing certain work my colleagues are willing to help the work I do. Elements of the leadership must be creative continuously monitor the results of employee work through meetings and direct monitoring, so that

employees to always help each other to work together in completing the work, and they will be more creative in work.

Respondents perceive the lowest on the indicator of job satisfaction that the employer has a high morale and provide support to employees in the work. Elements of leadership must understand in depth the character, mindset and tastes and loyalty of their work, to establish a harmonious relationship and mutual respect, so easy to complete the job and they happily love to work.

Respondents perceive the lowest on the indicator of discipline of work ie employees always work ethically or employees have ethics in completing the work. Leadership elements must be active and creative to change their employees to work in accordance with the legitimate guidance and applicable office regulations. Leaders must also look attractive and polite in working and speaking, in order to be a guide for employees. Every now and then the leaders must have meetings or meetings conveying ethical work, polite and meaningful in their work.

Respondents perceive the lowest on the indicator of organizational commitment that employees are happy to choose the organization to decide to join the organization where the work today. The leadership element must constantly monitor the work of its staff and strive to keep the supervisors closely monitored by observing the talents and interests of the type of work he likes, to continuously provide training relevant to the type of work he likes, and to keep his staff sincerity be and work in this organization. Elements of leadership must also be creative to remind employees to improve competence in self-development.

Respondents perceive the lowest on the employee performance indicators that the level of creativity of employees in carrying out their work must be in accordance with ability. Elements of leaders must try to innovate employees to work and creativity in accordance with ability. Special training should be occasionally organized as a vehicle to develop its creativity. Employees who are creative and resilient in their work must be trained through other training institutions. Thus the work of creative and innovative employees can improve the competence and ultimately improve the performance of employees, to achieve organizational goals.

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