

The Effect of Work Discipline and Leadership on Organizational Commitments with Work Satisfaction as Intervening Variables

(Case Study at Asam Jujuhan Sub-District Office Dharmasraya Regency)

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Abstract:- The purpose of this study was to examine the effect of work discipline and leadership on organizational commitment with job satisfaction as an intervening variable. The object of the research is the employee of the Asam Jujuhan Sub-District Office, Dharmasraya Regency with a population of 106 people. The sampling technique is done by non-probability sampling with saturation sampling technique where all members of the population are used so that the number of research samples is 66 people. The type of data used is primary data, the data collection method uses questionnaires with a Likert scale. Data analysis techniques using path analysis. The results found that work discipline had a positive and significant effect on organizational commitment to employees, leadership had a positive and significant effect on organizational commitment, work discipline had a positive and significant effect on employee job satisfaction, leadership had a positive and significant effect on job satisfaction on employees, job satisfaction had an effect positive and significant towards organizational commitment, job satisfaction does not play an intervening variable between work discipline and organizational commitment, and job satisfaction does not play an intervening variable between leadership and organizational commitment.

Keywords:- Work Discipline, Leadership, Job Satisfaction and Organizational Commitment.

I. INTRODUCTION

Organizational commitment (organizational commitment) is one of the behaviors in the organization that is widely discussed and researched, this is partly because the organization needs employees who have high organizational commitment so that the organization can continue to survive and improve the services and products it produces. According to Greenberg and Baron [1], employees who have high organizational commitment are more stable and more productive employees so that in the end it is also more profitable for the organization.

Fred [2] defines organizational commitment as the degree to which employees identify themselves with the organization and its involvement in certain organizations. In other words organizational commitment is an attitude

regarding employee loyalty to the organization and is an ongoing process of members of the organization to express their concern for the organization and this continues on to success and prosperity.

Commitment is an emotional attachment and involvement of a person in an organization. This organizational commitment can be influenced or developed, if involvement in the organization proves to be a satisfying experience that can provide opportunities to do work better or produce opportunities to gain valuable skills, meaning employee commitment to the organization or company affects their satisfaction. Someone's job satisfaction is also influenced both from within and from outside. For the internal side, of course one's job satisfaction will be related to his commitment to work, both professional commitment and organizational commitment.

One of the government organizations that always pays attention to the organizational commitment of employees in order to realize their vision and mission is Asam Jujuhan Sub-District Office, Dharmasraya Regency. Asam Jujuhan Sub-District Office, Dharmasraya Regency is a regional apparatus that has a specific working area that is tasked with carrying out the authority of the government delegated by the regent to handle part of the regional autonomy affairs according to regional characteristics, regional needs and other governmental tasks based on statutory regulations. Based on government regulation No. 58/2005 concerning management of regional finances and government regulation No. 8/2006 concerning financial reporting and performance of government agencies, Asam Jujuhan Sub-District Office in 2012 had a program of activities, personnel, funds and facilities as well as its infrastructure with a target of increasing service to the community.

An employee who has high organizational commitment tends to feel passionate about the work feeling (sense of excitement in the job) so that the employee will always be obedient in carrying out all the work rules set by the organization, for example never leaving and neglecting assigned work. In order to uncover the phenomenon of organizational commitment to the employees of the Asam Jujuhan Sub-District Office, Dharmasraya Regency, the data in Table 1 can be examined.

From the data in Table 1 above it can be seen that the percentage of attendance of employees in the Asam Jujuhan Sub-District Office, Dharmasraya Regency from January-December 2018 ranged from 84.91% to 97.7%. The percentage of employee attendance did not reach 100% for

various reasons. Based on the description of the data, it is clear that the Asam Jujuhan Sub-District Office, Dharmasraya Regency has a problem of organizational commitment to its employees, so this needs serious attention in its handling.

No	Months	Number of Employees	Present	Absent	Percentage of Attendance
1	January	106	90	16	84,91
2	February	106	92	14	86,79
3	March	106	89	17	83,96
4	April	106	93	13	87,74
5	May	106	90	16	84,91
6	June	106	91	15	85,85
7	July	106	98	8	92,45
8	August	106	100	6	94,34
9	September	106	95	11	89,62
10	October	106	101	5	95,28
11	November	106	99	7	93,40
12	December	106	103	3	97,17

Table 1:- Attendance Rate of Asam Jujuhan Sub-District Office Staff Dharmasraya Regency for the Period of 2018
Source: Asam Jujuhan Sub-District Office, Dharmasraya Regency

Another phenomenon that shows the low commitment of the organization to employees at the Asam Jujuhan Sub-District Office, Dharmasraya Regency can be seen as follows:

No	Service Type	Plan (days)	Average Realization (Days)	Delay (days)
1	IMB	10	21	11
2	KTP	4	6	2
3	KK	4	6	2
4	HO	4	7	3

Table 2:- Comparison of Plans and Realization of Work Completion Asam Jujuhan Sub-District Office, Dharmasraya Regency, January-February 2019 Period
Source: Asam Jujuhan Sub-District Office, Dharmasraya Regency

From Table 2 it can be seen that the IMB work or service completion plan is 10 days but the average completion is 21 days or there is a delay of 11 days. For the type of KTP and KK service the work completion plan is 4 days each, but the average completion is 6 days or there is a delay of 2 days, while for the type of HO service (permit for interruption) there is an average delay in the completion of work for 3 days . The delay in completion of the work is a reflection of the low commitment of employees at work.

Research on organizational commitment has been carried out by previous researchers. Based on the results of previous studies can be submitted variables that can affect organizational commitment, namely job satisfaction. Dessler [3]explains job satisfaction is an assessment or reflection and feelings of workers towards their work and everything faced by the work environment. Simply stated, job satisfaction is defined as feelings of pleasure or disappointment felt by employees for their work. An

employee who is satisfied in carrying out his work will potentially have good organizational commitment. Therefore, each organization is deemed necessary to understand what are the factors forming the employee's satisfaction or dissatisfaction at work. In HR management, the variable of job satisfaction which is often referred to as job satisfaction, is formed from the perspective of income, promotions, coworkers, superiors and jobs.

Besides job satisfaction and discipline, leadership variables can also affect organizational commitment. Leadership is a process of influencing organized groups that leads to the achievement of organizational goals which are the right foundation as a basis for measuring the construction of leadership [4].

➤ *Organizational Commitment*

According to Robbins [5] organizational commitment as a condition where employees side with a particular organization and its goals, and intends to maintain membership in that organization. So someone who has a high commitment will look earnest in the organization, loyal to the organization, doing business towards the goals of the organization and the desire to continue to join in the long term by increasing discipline in work. Meanwhile, according to Griffin [6], organizational commitment is an attitude that reflects the extent to which an individual knows and is bound to his organization. A highly committed individual is likely to see himself as a true member of the organization.

Meyer, et al. [7] proposes three models of organizational commitment and is reflected in three main points which conclude whether organizational commitment is a psychological state that characterizes employee relations with the organization or its implications that affect whether employees will remain in the organization or not, namely:

1. Affective commitment is the desire to work for the organization because it agrees with the goals of the organization and there is a desire to carry it out.
2. Continuance commitment is the desire to keep working for the organization because they do not want to lose something related to their work.
3. Normative commitment is the desire to work for the organization because of pressure from other parties.

➤ *Job Satisfaction*

According to Rivai and Sagala [8] job satisfaction is an assessment of the work of how far the overall work satisfies their needs. Job satisfaction is also a general attitude which is the result of several specific attitudes towards work factors, adjustment and social relations of individuals outside of work. Robbins [5] defines job satisfaction as the difference between the amount of reward received by workers and the amount they believe in and must receive. Factors that are included in job satisfaction are the nature of the job, the supply, the level of wages, promotion opportunities and relationships with colleagues.

Theoretically, the factors that can shape job satisfaction of employees are numerous. According to Rivai and Sagala [8] factors that can be used to measure someone's job satisfaction are as follows: a) Job content, b) Supervision, c) opportunity to progress, d) Salary and other financial benefits such as incentives, e) Colleagues, f) Working conditions. Gelluci et.al (1978) in Mas'ud [9] who formulated job satisfaction indicators in 5 indicators, namely:

- 1) Satisfaction with pay (Satisfaction with Pay)
- 2) Satisfaction with promotions (Satisfaction with Promotion)
- 3) Satisfaction with coworkers (Satisfaction with Co-Workers)
- 4) Satisfaction with the supervisor (Satisfaction with Supervisor)
- 5) Satisfaction with the work itself (Satisfaction with Work Itself)

➤ *Work Discipline*

Hasibuan [10] views the issue of work discipline as having serious attention in every organization, both government and private. This is due to the indiscipline will have a large influence on the results of a work done. With the high work discipline of employees, of course work can be done as efficiently and effectively as possible. Discipline is closely related to employee job satisfaction so that morale also increases from the willingness of each employee or employee to meet work regulations.

Siagian [11] states discipline is a pattern of behavior possessed by someone in the office that directs him to do and do all activities in accordance with established norms or rules. The concept here is how the efforts of each member in the organization to obey and carry out the norms or rules that have been set.

Diharjo (1983) in Mas'ud [9] divides the measurement of work discipline into four parts, namely: 1) Compliance

with regulations, 2) Mutual respect and respect, 3) Employee responsibility for carrying out tasks, 4) Following applicable norms. Dyne in Mas'ud [9] measures work discipline with 4 indicators, namely: a). Compliance with work regulations, b) employee discipline during working hours, c) employee discipline on orders from superiors, and d) employee discipline in using and maintaining equipment office.

➤ *Leadership*

Dessler [3] defines leadership as a process of directing and influencing activities related to the tasks of group members. According to Nawawi [12] leadership is an art and process to influence and direct others so that they want to try to achieve the goals to be achieved by the group. Simamora (2005) defines leadership as the ability to influence the behavior of others in a particular direction. Meanwhile, according to Gibson et al (2002) leadership is an attempt to influence people between individuals in (interpersonal) through the communication process to achieve one or several goals.

In the study of empirical literature, leadership measurement was introduced by Quey-Jen (1996) in Mas'ud [9] in his writing about The Link Between Managerial Style and the Job Characteristics of the R&D Professionals, which suggests 2 leadership indicators, namely:

1. Task Oriented (Task-oriented)
2. Employee Oriented (People-Oriented)

➤ *Conceptual Framework*

Based on theoretical studies and previous research findings, the conceptual framework of the study can be described as follows:

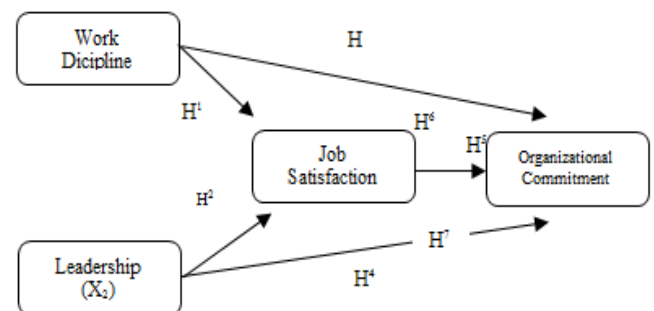


Fig. 1:- Conceptual Framework

Based on the description of the theoretical foundation and conceptual framework above, the hypotheses proposed in this study are:

1. Work discipline has a positive and significant effect on organizational commitment.
2. Leadership has a positive and significant effect on organizational commitment.
3. Work discipline has a positive and significant effect on job satisfaction.
4. Leadership has a positive and significant effect on job satisfaction.
5. Job satisfaction has a positive and significant effect on organizational commitment.

6. Job satisfaction acts as an intervening variable between work discipline and organizational commitment.
7. Job satisfaction acts as an intervening variable between leadership and organizational commitment.

II. RESEARCH METHOD

➤ *Research design*

Based on the problems that will be discussed in this study, this research design is a causal design. According to Umar [13], that causal design research is research that is useful for analyzing the relationships between one variable with another variable. In this study the authors will conduct research on the effect of work discipline and leadership on organizational commitment of employees in the environment of the Asam Jujuhan Sub-District Office, Dharmasraya Regency with job satisfaction as an intervening variable.

➤ *Population and Sample*

The population in this study were all employees at the Asam Jujuhan Sub-District Office, Dharmasraya Regency as many as 106 people. In this study, the authors did not use samples but made all members of the population as research respondents on the grounds that a) the number of the population was not too large ie only 106 people. b) makes it possible for writers to reach all members of the population and make respondents as research. Thus the approach to data collection is done through non-probability sampling with saturated sampling technique, which is the technique of determining the sample if all members of the population are used as samples. Another term for saturated samples is the census, where all members of the population are sampled [14]. The purpose of this census is to make generalizations with very little errors.

➤ *Data Types and Sources*

This section will explain the types and sources of data used to support research.

1. Primary data, i.e. data obtained directly from the source (research subject). While the primary data source of this study was obtained from respondents' answers based on the research questionnaire given.
2. Secondary data, namely data obtained from third parties about data that can support research. In the context of this study, secondary data sources were obtained from various sources such as books, articles, reports and other sources.

➤ *Test Research Instrument*

• *Validity test*

Sugiyono [14] says that, a valid instrument means the measuring instrument used to obtain the data is valid. Valid means that the instrument can be used to measure what is being measured. With the validity test, if the test results are valid, the results of the calculation and analysis of the data will also be interpreted as valid or recognized and can be accepted.

The validity of the measuring instrument is the level of suitability and accuracy in carrying out an assessment, or in other words whether the measuring instrument (questionnaire) is correct. To find out whether the statements are valid or not, then the corrected item-total correlation value is used. A statement is said to be valid if it has a corrected item-total correlation value > 0.30 [14] and vice versa.

• *Reliability Test*

The reliability test is carried out to determine the reliability of the variable or the extent to which the measurement results have consistency if several measurements are made of the same symptoms. High or low reliability is indicated by a Cronbach Alpha coefficient (α). If Cronbach Alpha (α) is greater or equal to 0.70, the research variable is declared reliable, and vice versa if Cronbach Alpha is smaller than 0.70, the research variable is declared unreliable [15]. The reliability test calculation will be carried out with the help of the SPSS (statistical package for social science) program version 22.0.

➤ *Data analysis technique*

• *Path Analysis*

Path Analysis The data analysis used to analyze the effect of the variables in this study is the path analysis method. According to Imam [16]. Path analysis aims to explain the direct and indirect effects of a set of variables, as causal variables, on another set of variables that are effect variables. Path analysis is an extension of regression analysis.

III. RESULT

➤ *Validity test*

To determine whether an item statement is valid or not can be used corrected item-total correlation. A statement item is said to be valid if it has a corrected item-total correlation greater than 0.30, and vice versa if it is smaller than 0.30 then the item statement is invalid.

No	Indicator	Item	Corrected Item-Total Correlation	Valid Limits	Results
1	Affective commitment	1	0,737	0,30	valid
		2	0,748	0,30	valid
		3	0,669	0,30	valid
		4	0,799	0,30	valid
		5	0,771	0,30	valid
		6	0,760	0,30	valid
		7	0,139	0,30	invalid
		8	0,811	0,30	valid
2	Normative commitment	9	0,800	0,30	valid
		10	-0,265	0,30	invalid
		11	0,740	0,30	valid
		12	0,603	0,30	valid
		13	0,580	0,30	valid
		14	0,783	0,30	valid
		15	0,768	0,30	valid
		16	0,813	0,30	valid
3	Continuance commitment	17	0,819	0,30	valid
		18	0,808	0,30	valid
		19	-0,152	0,30	invalid
		20	0,771	0,30	valid
		21	0,742	0,30	valid
		22	0,727	0,30	valid
		23	0,687	0,30	valid
		24	0,476	0,30	valid

Table 3:- Test Results of Organizational Commitment Variable Validity (Process 1)
 Source: Primary Data Processing Results, 2019

Based on table 3 above found from the 24 statement items used, there are 3 invalid statement items namely items number 7, 10 and 19 because all three statement items have a corrected item to total correlation value smaller than 0.30. Therefore, the validity test was carried out again with the following results.

From table 4 above it can be seen that all statement items are valid because they have a corrected item to total correlation value greater than 0.30. Thus for the purposes of further analysis the organizational commitment variable is only measured by 21 valid statement items.

No	Indicator	Item	Corrected Item-Total Correlation	Valid Limits	Results
1	Affective commitment	1	0,725	0,30	valid
		2	0,725	0,30	valid
		3	0,640	0,30	valid
		4	0,797	0,30	valid
		5	0,759	0,30	valid
		6	0,762	0,30	valid
		8	0,839	0,30	valid
		2	Normative commitment	9	0,808
11	0,764			0,30	valid
12	0,607			0,30	valid
13	0,590			0,30	valid
14	0,795			0,30	valid
15	0,805			0,30	valid
3	Continuance commitment	16	0,840	0,30	valid
		17	0,840	0,30	valid
		18	0,837	0,30	valid
		20	0,779	0,30	valid
		21	0,771	0,30	valid
		22	0,740	0,30	valid
		23	0,702	0,30	valid
24	0,472	0,30	valid		

Table 4:- Test Results of Organizational Commitment Variable Validity (Process 2)
 Source: Primary Data Processing Results, 2019

Based on table 5 above, it can be seen that of the 20 statement items used there are 2 invalid statement items, item number 5 and 15 because the statement item has a corrected item to total correlation value of less than 0.30. Therefore, the validity test was carried out again with the results seen in Table 6.

From the following table 6 it can be seen that all statement items are valid because they have a corrected item to total correlation value greater than 0.30. Thus for the purposes of further analysis the job satisfaction variable is only measured by 18 valid statement items.

No	Indikator	No Item	Corrected Item-Total Correlation	Valid Limits	Results
1	Payroll	1	0,421	0,30	valid
		2	0,736	0,30	valid
		3	0,612	0,30	valid
		4	0,762	0,30	valid
2	Promotion	6	0,578	0,30	valid
		7	0,674	0,30	valid
		8	0,656	0,30	valid
3	Co-workers	9	0,434	0,30	valid
		10	0,752	0,30	valid
		11	0,693	0,30	valid
		12	0,657	0,30	valid
4	Supervisor	13	0,711	0,30	valid
		14	0,618	0,30	valid
		16	0,715	0,30	valid
5	Work Itself	17	0,637	0,30	valid
		18	0,718	0,30	valid
		19	0,664	0,30	valid
		20	0,698	0,30	valid

Table 6:- Job Satisfaction Variable Test Results (Process 2)
Source: Primary Data Processing Results, 2019

No	Indikator	No Item	Corrected Item-Total Correlation	Valid Limits	Results
1	Work Regulations	1	0,757	0,30	valid
		2	0,671	0,30	valid
		3	0,689	0,30	valid
		4	0,791	0,30	valid
2	Working hours	5	0,142	0,30	invalid
		6	0,792	0,30	valid
		7	0,756	0,30	valid
3	Orders from superiors	8	0,762	0,30	valid
		9	-0,090	0,30	invalid
		10	0,603	0,30	valid
4	Using Equipment	11	0,796	0,30	valid
		12	0,759	0,30	valid

Table 7:- Work Discipline Validity Test Results (Process 1)
Source: Primary Data Processing Results, 2019

Based on table 7 it can be seen that from the 12 statement items used there are 2 invalid statement items namely item number 5 and 9 because the statement item has a corrected item to total correlation value smaller than 0.30. Therefore, statement items number 5 and 9 were issued and then a validity test was returned with the results shown in Table 8.

No	Indikator	No Item	Corrected Item-Total Correlation	Valid Limits	Results
1	Work Regulations	1	0,786	0,30	valid
		2	0,734	0,30	valid
		3	0,732	0,30	valid
		4	0,858	0,30	valid
2	Working hours	6	0,834	0,30	valid
		7	0,806	0,30	valid
3	Orders from superiors	8	0,825	0,30	valid
		10	0,604	0,30	valid
4	Using Equipment	11	0,861	0,30	valid
		12	0,783	0,30	valid

Table 8:- Work Discipline Validity Test Results (Process 2)
Source: Primary Data Processing Results, 2019

From table 8 it can be seen that all statement items are valid because they have a corrected item to total correlation value greater than 0.30. Thus for the purposes of further analysis the work discipline variable is only measured by 10 valid statement items.

No	Indicator	No Item	Corrected Item-Total Correlation	Valid Limits	Result
1	Berorientasi pada tugas	1	0,816	0,30	Valid
		2	0,913	0,30	Valid
		3	0,689	0,30	Valid
2	Berorientasi pada orang	4	0,657	0,30	Valid
		5	0,500	0,30	Valid
		6	0,326	0,30	Valid

Table 9:- Test the Validity of Leadership Variables
Source: Primary Data Processing Results, 2019

Based on table 4.9 above, it can be seen that of the 6 statement items used, all statement items are valid because they have a corrected item to total correlation value greater than 0.30. Thus for the purposes of further analysis the leadership variable is only measured by 6 valid statement items.

➤ *Reliability Test*

Reliability test is used to determine the reliability of a variable. A variable is said to be reliable if it has a Cronbach Alpha greater or equal to 0.70, and if it is smaller than 0.70 then the variable is said to be not reliable. The reliability test results can be seen as follows.

No	Variables	Amount of valid	Cronbach's Alpha	Result
1	Organizational Commitment	21	0,966	reliable
2	Job Satisfaction	18	0,937	reliable
3	Work Discipline	10	0,944	reliable
4	Leadership	6	0,847	reliable

Table 10:- Reliability Test Results
Source: Primary Data Processing Results, 2019

Based on table 10 above, it can be seen that all research variables have a Cronbach's alpha greater than 0.70. Thus it can be concluded that all variables in this study are said to be reliable and can be used.

➤ *Hypothesis Test*

The analysis of the research results is based on the formulation of the problem and the hypotheses raised in the previous chapter. The analysis carried out in the discussion is based on data obtained through research which is then processed by the SPSS program to determine the significance and magnitude of the coefficient of influence of exogenous variables on endogenous variables through path analysis (Path Analysis).

➤ *First and Second Hypothesis Test*

To analyze the effect of work discipline variables (X_1) and leadership (X_2) on job satisfaction (I) presented in Table 11 below:

Influential variables	Standardized coefficients	Sig
Work Discipline (X_1)	0,403	0,001
Leadership (X_2)	0,255	0,030

Table 11:- Effect of Work Discipline and Leadership on Job Satisfaction

Source: Primary Data Processing Results, 2019

From Table 11, we can do partial tests of each of the cause variables on the effect variables as follows:

1. *Effect of Work Discipline (X_1) on Job Satisfaction (I)*

The results of the analysis of the influence of work discipline variables (X_1) on job satisfaction variables (I) obtained the value of $PIx1 = 0.403$ with a significant level of $0.001 < 0.05$. The results of the analysis indicate that there is a significant influence on the variable of work discipline on employee job satisfaction in the environment of the Asam Jujuhan Sub-District Office, Dharmasraya Regency. This provides the interpretation that if work discipline has increased the job satisfaction that will be generated by employees will increase as well. Conversely, if work discipline decreases, job satisfaction felt by employees will also decrease. These empirical findings indicate that work discipline determines the level of job satisfaction of an employee.

Discipline is a direction to train and shape someone to do something better. Discipline is a process that can foster a person's feelings to maintain and improve organizational goals objectively through compliance with organizational regulations. Good discipline reflects the magnitude of one's sense of responsibility for the tasks assigned to him. This encourages enthusiasm for work, enthusiasm for work and the realization of organizational goals, because discipline can create individuals who obey the rules and apply them with a full sense of responsibility.

As stated by Siagian (2012) that discipline is a pattern of behavior owned by someone in the office that directs him to do and do all activities in accordance with established norms or rules. The concept here is how the efforts of each member in the organization to obey and carry out the norms or rules that have been set.

2. *Effect of Leadership (X_2) on Job Satisfaction (I)*

The results of the analysis of the influence of leadership variables (X_2) on job satisfaction variables (I) obtained the value of $PIx2 = 0.255$ with a significant level of $0.030 < 0.05$. The results of the analysis indicate that there is a significant influence of the leadership variable on employee job satisfaction variables in the Asam Jujuhan Sub-District Office, Dharmasraya Regency.

This finding gives the meaning that if the better leadership which in this case is related to the orientation of the tasks and orientation to people, the situation can increase employee job satisfaction. But on the contrary, if the leadership is not good which in this case relates to the orientation of the tasks and orientation to people, the situation can reduce employee job satisfaction.

The results of substructure 1 can be shown in Figure 2 below:

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2. *Effect of Leadership (X_2) on Job Satisfaction (I)*

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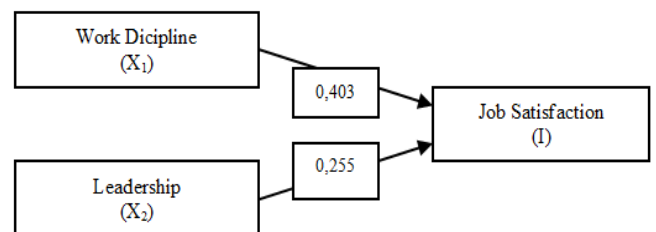


Fig 2:- Substructure 1. Results of the Effect of Work Dicipline and Leadership on Job Satisfaction

➤ *Third, Fourth and Fifth Hypothesis Tests*

To analyze the effect of work discipline variables (X_1) and leadership (X_2) and job satisfaction (I) on organizational commitment (Y) presented in Table 12 below:

Influential variables	Standardized coefficients	Sig
Work Dicipline (X_1)	0,638	0,000
Leadership (X_2)	0,202	0,009
Job Satisfaction (I)	0,204	0,014

Table 12:- Effect of Work Dicipline, Leadership, Job Satisfaction on Organizational Commitment

Source: Primary Data Processing Results, 2019

From Table 12, we can do partial tests of each of the causal variables on the effect variables as follows:

1. *Effect of Work Discipline (X₁) on Organizational Commitment (Y)*

The analysis shows that the Sig. 0,000 <0.05. This can be interpreted that there is a significant influence between work discipline on organizational commitment in the environment of the Asam Jujuhan Sub-District Office, Dharmasraya Regency.

This provides an interpretation that if work discipline has increased the commitment of employee organizations to the agencies where they work will increase as well. Conversely, if work discipline has decreased, the commitment of employee organizations to the institutions where they work will decrease as well. These empirical findings indicate that work discipline determines the level of organizational commitment of an employee.

Robbins (2015) defines organizational commitment as a condition where employees favor a certain organization and its goals, and intend to maintain membership in that organization. So someone who has a high commitment will look earnestly in the organization, loyal to the organization, striving towards the goals of the organization and the desire to continue to join in the long term by increasing discipline in work. Therefore, the success of the employees can be determined from how much discipline they have can affect the quality of work of employees so that organizational commitment can be implemented.

2. *Effect of Leadership (X₂) on Organizational Commitment (Y)*

The analysis shows that the Sig. 0.009 <0.05. This can be interpreted that there is a significant influence between leadership on organizational commitment in the environment of the Asam Jujuhan Sub-District Office, Dharmasraya Regency.

This finding means that the leadership conditions felt by employees have a significant impact or influence on organizational commitment in employees. The leadership in question is the art and process to influence and direct others so that they will try to achieve the goals to be achieved by the group.

3. *Effect of Job Satisfaction (I) on Organizational Commitment (Y)*

The analysis shows that the Sig. 0.014 <0.05. This can be interpreted that there is a significant influence between job satisfaction on organizational commitment in the environment of the Asam Jujuhan Sub-District Office, Dharmasraya Regency.

This provides an interpretation that if job satisfaction has increased the commitment of employees to their institutions will also increase. Conversely, if job satisfaction decreases, the commitment owned by employees will also decrease to the institution where they work. This empirical finding shows that job satisfaction determines an employee's level of commitment to the institution where he works.

Job satisfaction is one of the basic needs in a job. Job satisfaction is one important aspect that must be owned by an employee to be able to work well as expected. According to Rivai and Sagala (2009) job satisfaction is an assessment of the work of how far the overall work satisfies their needs. Job satisfaction is also a general attitude which is the result of several specific attitudes towards work factors, adjustment and social relations of individuals outside of work.

The results of substructure 2 can be shown in Figure 3 below:

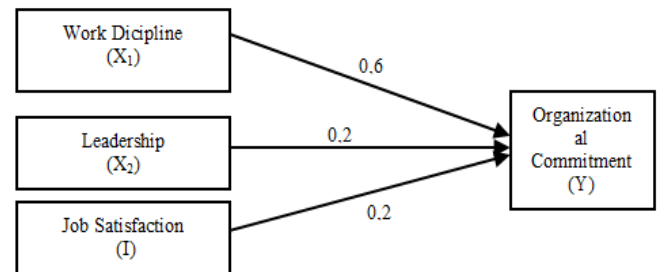


Fig 3:- Substructure 2. Results of the Effect of Work Discipline, Leadership and Job Satisfaction on Organizational Commitment

Coefficient of Determination

The results of the calculation of the coefficient of determination for the equation substructure 1 and 2 can be shown in Table 13 below:

Equation	Variable Relationship	R Square
Substructure 1	Work Discipline and Leadership Towards Job Satisfaction	0,294
Substructure 2	Work Discipline and Leadership and Job Satisfaction with Organizational Commitment	0,731

Table 13:- Result of Calculation of Determination Coefficient

Source: Primary Data Processing Results, 2019

Based on Table 13, the total R² values can be calculated as follows:

1. For substructure equation 1:

$$P_{\epsilon 1} = \sqrt{1 - R^2}$$

$$P_{\epsilon 1} = \sqrt{1 - 0,294}$$

$$P_{\epsilon 1} = \sqrt{0,706}$$

$$P_{\epsilon 1} = 0,84$$

2. For substructure equation 2:

$$P_{\epsilon 2} = \sqrt{1 - R^2}$$

$$P_{\epsilon 2} = \sqrt{1 - 0,731}$$

$$P_{\epsilon_2} = \sqrt{0,269}$$

$$P_{\epsilon_2} = 0,519$$

3. Total R² :
 = 1 - (0,84 x 0,519) = 1 - 0,4358 = 0,5642

From the above results obtained the results of a total determination coefficient of 0.5642. This means that 56.42% of organizational commitment can be explained by variables of work discipline, leadership and job satisfaction. While the remaining 43.58% is explained by other variables not examined in this study.

➤ *Path Analysis*

Intervening is an intermediate variable that mediates the relationship between endogenous variables and exogenous variables. The research model provides an indirect effect of work discipline and leadership on organizational commitment through job satisfaction. Intervening test is carried out using path analysis as follows:

1. *Job Satisfaction Has a Role as an Intervening Variable Between Work Discipline and Organizational Commitment*

To determine the effect of an exogenous variable to an endogenous variable, directly or indirectly, it can be seen as follows:

The direct effect of variable X₁ on Y

$$Y \leftarrow X_1 \rightarrow Y (\rho_{yx_1})(\rho_{yx_1}) = (0,638) \times (0,638) = 0,407 = 40,7\%$$

The indirect effect from X₁ to Y through I
 $Y \leftarrow X_1 \Omega I \rightarrow Y (\rho_{yx_1})(\rho_{Ix_1})(\rho_{yI}) = (0,638) \times (0,403) \times (0,204) = 0,052 = 5,2\%$

Based on the above calculation, it is obtained that the direct effect of work discipline on organizational commitment is 0.407 (40.7%), while the indirect effect of work discipline variables on organizational commitment through job satisfaction is 0.052 (5.2%). From these results it can be concluded that the job satisfaction variable cannot act as an intervening variable because the coefficient value is smaller than the direct effect (0.052 < 0.407).

Work discipline of an employee will be more effective in creating organizational commitment if accompanied by an increase in job satisfaction in employees at work, in other words job satisfaction is a variable that serves as a catalyst that gives effect to the improvement of work discipline in increasing organizational commitment to a better self employee.

2. *Job Satisfaction Has a Role as an Intervening Variable Between Leadership and Organizational Commitment*

To determine the effect of an exogenous variable to an endogenous variable, directly or indirectly, it can be seen as follows:

The direct effect of variable X₂ on Y

$$Y \leftarrow X_2 \rightarrow Y (\rho_{yx_2})(\rho_{yx_2}) = (0,202) \times (0,202) = 0,041 = 4,1\%$$

The indirect effect from X₂ to Y through I

$$Y \leftarrow X_2 \Omega I \rightarrow Y (\rho_{yx_2})(\rho_{Ix_2})(\rho_{yI}) = (0,202) \times (0,255) \times (0,204) = 0,011 = 1,1\%$$

Based on the above calculation, it is obtained that the direct influence of leadership on organizational commitment is 0.041 (4.1%), while the indirect effect of leadership variables on organizational commitment through job satisfaction is 0.011 (1.1%). From these results it can be concluded that the job satisfaction variable cannot act as an intervening variable because the coefficient value is smaller than the direct effect (0.011 < 0.041).

This is because the leadership variable does not have a significant influence on organizational commitment. This means that the implementation of leadership related to task orientation and the orientation of people perceived by employees does not have a significant impact or influence on organizational commitment in employees. This is because what is meant by the leader is the direct supervisor of the respondent, so that the conditions where frequent mutations or changes in the work of the respondent's direct supervisor are the cause that the leader is not very meaningful in explaining organizational commitment from the employee.

Furthermore, the path structure of the results of this study can be described again as follows:



Fig 4:- Path Analysis Model

IV. CONCLUSION

Based on the results of the study, the following conclusions can be presented:

1. Work discipline has a positive and significant effect on job satisfaction among employees in Asam Jujuhan Sub-District Office, Dharmasraya Regency.
2. Leadership has a positive and significant effect on job satisfaction among employees in Asam Jujuhan Sub-District Office, Dharmasraya Regency.
3. Work discipline has a positive and significant effect on organizational commitment to employees in Asam Jujuhan Sub-District Office, Dharmasraya Regency.
4. Leadership has a positive and significant effect on organizational commitment to employees in Asam Jujuhan Sub-District Office, Dharmasraya Regency.

5. Job satisfaction has a positive and significant impact on organizational commitment to employees within Asam Jujuhan Sub-District Office, Dharmasraya Regency.
6. Job satisfaction does not play a role as an intervening variable between work discipline and organizational commitment among employees in Asam Jujuhan Sub-District Office, Dharmasraya Regency.

Job satisfaction does not play a role as an intervening variable between leadership and organizational commitment to employees in Asam Jujuhan Sub-District Office, Dharmasraya Regency.

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