



## Effect of leadership and discipline on employee performance through employee organization commitment Bank Jabar Banten (BJB)

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### Abstract

Employee performance is necessary for the organization in developing good organizational activities and discipline on performance through organizational commitment. The research was conducted on the employees of Bank Jabar Banten. This study aims to analyze the influence of leadership and discipline on the performance of employees simultaneously and analyze the influence of leadership and discipline on the performance of employees partially, and analyze the influence of leadership by involving 67 employees. The sampling technique used random sampling samples and data analysis using path analysis.

The results showed that the variables of leadership and discipline affect the performance of employees simultaneously. Leadership variables, discipline and organizational commitment affect the performance of employees partially. Organizational commitment is not an intervening variable between leadership and discipline on employee performance.

**Keywords:** leadership, discipline, organizational commitment, employee performance

### 1. Introduction

Employee performance is needed for organization in developing organization activity both organization which is business or non business. Employee performance is influenced by various factors both from the employees themselves and from outside employees. One of the factors that affect the performance of employees is the application of leadership in the organization. Zehit *et al.* (2012) <sup>[65]</sup> states that leadership impacts on the performance of human resources in the organization. The research was conducted on a number of companies in Turkey. The higher the implementation of leadership performance is also greater. This is in line with the results of research Permata (2012) <sup>[37]</sup> which states that leadership affects the performance of employees who work the company.

Another factor that affects the performance of employees is the implementation of discipline. The attitude of discipline is the obedience to the orders and regulations that exist in the organization. The higher the discipline implementation is expected employee performance will also be greater. Another factor that affects employee performance is organizational commitment. In research Tobing (2016) <sup>[59]</sup> stated that organizational commitment affect the performance of employees who work in a company.

### 2. Literature Review

#### 2.1. Employee Performance

According to Efendy (in Ali, 2012: 212), put forward performance is the performance that is the result of work produced by employees or real behavior that is displayed in

accordance with its role in the organization. Furthermore Wibowo (2012: 81) looked at the performance, namely: Performance can be viewed as a process or a result of work. Performance is a process sutau of how the work takes place to achieve the work. However, the work itself also shows performance.

Rivai (2005) said that performance is a real behavior that displayed every person as the performance generated by employees in accordance with its role in the company. Result of work or activity of an employee in quality and quantity in an organization to achieve goal in carrying out task and work given to him.

#### 2.1.1. Employee performance measurement

Measuring employee performance according to Dharma (2003) said how the measurement of performance consider the following matters:

1. Quantity, ie the amount to be completed or achieved.
2. Quality, namely the quality that must be produced (whether or not). The qualitative measurements of the output reflect the measurement or the level of satisfaction that is how well the settlement is.
3. Timeliness, ie whether or not the planned time.

Meanwhile, according to Mathis (2002) <sup>[27]</sup> which became an indicator in measuring employee performance is as follows:

1. Quantity of work, ie the volume of work produced under normal conditions.
2. Quality of work, which can be neatness accuracy and linkage results with not ignore the volume of work.

3. Utilization of time, ie the use of working periods adjusted to the discretion of the company or government agency.
4. Cooperation, namely the ability to handle relationships with others in the work.

## 2.2. Organizational Commitment

According to Robbins and Judge (2008: 100) <sup>[42]</sup> organizational commitment is a situation in which an employee sided with a particular organization and its goals and intentions to maintain membership in the organization. Thus, high employment involvement means siding with the particular job of an individual, while high organizational commitment means favoring the organization that recruits the individual.

Meanwhile, according to Moorhead and Griffin (2013: 73) <sup>[40]</sup> organizational commitment is an attitude that reflects the extent to which an individual knows and tied to his organization. A highly committed individual individual will likely see himself as a true member of the organization. Meanwhile, according to Kreitner and Kinicki (2014: 165) that organizational commitment reflects the degree to which a person recognizes an organization and is bound to its goals.

It can be concluded that organizational commitment is the individual psychological state associated with strong beliefs, beliefs and acceptance of organizational goals and values, a strong willingness to work for the organization and the extent to which it wants to remain an organization member.

### 2.2.1. Organizational Commitment Dimension

Robbins and Judge (2008: 101) <sup>[42]</sup> state that there are three separate dimensions of organizational commitment:

1. Affective commitment is an emotional feeling for the organization and belief in its values. For example: a Petco employee may have an active commitment to his company because of his involvement with animals.
2. Sustained commitment is the economic value felt to persist in an organization when compared to leaving the organization. An employee may be committed to an employer because he is highly paid and that the resignation of the company will destroy his family.
3. Normative commitment is a duty to persist in the organization for moral and ethical reasons. For example: an employee who pioneered a new initiative may persist with an employer because he feels leaving someone in a difficult situation when he leaves.

## 2.3. Leadership

In a leadership organization is a very important factor in determining the achievement of goals set by the organization. Leadership is the central point and policy maker of the activities to be carried out within the organization. Leadership is an activity to influence the behavior of others so that they will be directed to achieve certain goals (Thoha, 1983: 123). Meanwhile, according to Robbins (2002: 163) Leadership is the ability to influence a group to achieve goals. Meanwhile, according to Purwanto (1991: 26) Leadership is a set of a series of abilities and traits of personality, including authority to be used as a means in order to convince which he leads them to want and can perform the tasks assigned to him willingly, there is inner joy, and feel not forced.

From the above description can be concluded that leadership is the ability to influence the behavior of a person or group of people to achieve certain goals in certain situations.

### 2.3.1. Characteristics of Leadership

Furthermore, Yulk (2010: 13) <sup>[38]</sup> suggests the key variables in leadership theory put forward, as follows:

#### 1. Characteristics of leaders

- a. Feature (motivation, personality, value)
- b. Confidence and optimism
- c. Skills and skills
- d. Behavior
- e. Integrity and ethics
- f. Influence tactics
- g. The nature of the followers

#### 2. Characteristics of followers

- a. Feature (need, value, personal concept)
- b. Confidence and optimism
- c. Skills and keahiiian
- d. The nature of the leader
- e. Trust to the leader
- f. Satisfaction with leaders and jobs

#### 3. Characteristics of the situation

- a. Type of organizational unit
- b. The size of the organizational unit
- c. Position of power and authority
- d. The structure and complexity of the task
- e. Dependent duty
- f. Uncertain environmental conditions
- g. External dependency

## 2.4. Discipline

According Fathoni (2006: 172) describes the notion of discipline from the perspective of human resource management perspective, the better the discipline of employees, the higher the performance achieved. Fathoni said discipline is one of the important operative functions because the higher the discipline of an employee, the higher the performance will be. While Davis (2011: 129) suggests that "discipline is management action to enforce organization standards", meaning that the discipline of work can be interpreted as the implementation of management to strengthen the organization's guidelines.

### 2.4.1 Disciplinary Indicators

According to Hasibuan (1991: 213) Discipline indicators are:

1. **Employment objectives and employee ability:** The purpose of work in an organization should be clear and defined ideally and quite challenging for the ability of employees.
2. **Attendance List:** As a consequence of the provisions of office hours, then attendance on the employees can be known from the attendance list, which must be filled in an orderly, honest and supervised and well managed.
3. **Leadership Example:** Leadership role role in determining the discipline of employees, because the leader made an example and role model by his subordinates.
4. **Reply Services:** Repayment (salary and welfare)

influence the discipline of employees, because the rewards will give satisfaction and love of employees to their work

5. **Justice:** Justice contributes to the realization of the discipline of employees, because the ego and human nature that always felt himself important and asked to be treated the same as other humans
6. **Inherent Control:** Inherent supervision (waskat) is the real and most effective act in realizing the discipline of employees, because with this attachment means the boss must be active and directly supervise the behavior, morale, attitude, passion and performance of his subordinates.
7. **Legal Sanctions:** Legal sanctions play an important role in maintaining employee discipline. Because with penalty sanctions, employees will be increasingly afraid to break

organizational rules.

8. **Humanitarian Relations:** A harmonious humanitarian relationship among all employees contributes to creating good discipline in an organization.

### 3. Research Methods

#### 3.1. Research Design

The research was conducted on the employees of Bank Jabar Banten (BJB) Jalan Jenderal Soedirman Kav. 2 Taspen Tower Building, Central Jakarta. This research uses explanatory analysis approach. This means that each variable presented in the hypothesis will be observed through testing the causal relationship of independent variables to the dependent variable. Relationships between variables can be described in the form of path analysis diagram as follows:

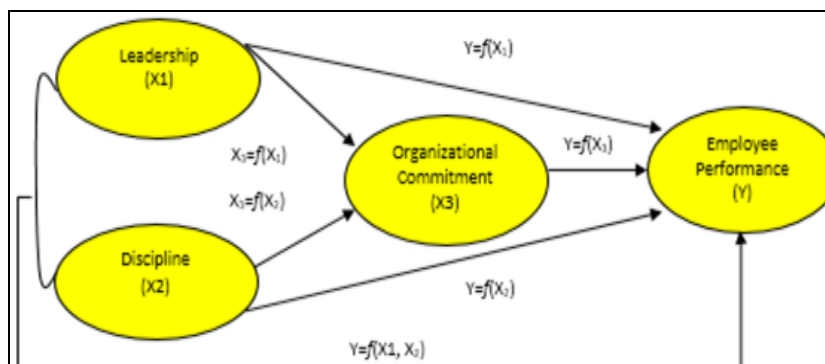


Fig 1: Overall path analysis

#### 3.2. Population and Sample

The population in this research is all employees at Bank Jabar Banten (BJB) Jalan Jenderal Soedirman Kav.2 Taspen Tower Building, while the sample in the study amounted to 67. Sampling is using a simple random sample method (random).

#### 3.3. Method of collecting data

To obtain a concrete and objective data then the researchers collect primary and secondary data:

Primary data is data obtained directly from the object of research In this case the primary data obtained from field research that is data collection method used premises direct research on the object of research in question. Primary data collection using questionnaires. Respondents were asked to fill out the questionnaire answers by checking (√) on the measurement scale listed below according to the respondents' correct assessment of the statements in the questionnaire. Measurement scale used in the questionnaire has a score between 1-5, the more to 1 then the answer increasingly disagree to the next to 5 means the answer strongly agree.

Secondary data is data obtained indirectly from research object. In this case the secondary data obtained from the library research data collecting method that is done by studying and understanding books of literature of the author's work that can be justified theoretical basic.

#### 3.4. Data processing technique

##### 3.4.1. Test data validity

Validity is intended to test the accuracy of an instrument in

measuring the concept to be measured or performing its measuring function. An instrument is said to be valid if the instrument measures what should be measured (Sugiyono, 1999) [54]. Testing the validity of the instrument using the item analysis, which is to calculate the score of each item with a total score which is the number of each score item. Coefficient of correlation used is product moment correlation coefficient.

##### 3.4.2. Test data reliability

Looking for instrument reliability whose score is not 0-1, but is a range between several values, eg 0-10 or 0-100 or scales 1-3, 1-5, or 1-7, and so on can use alpha coefficients ( $\alpha$ ) from Cronbach. This test is done by comparing the value of Cronbach alpha with a value of 0.6. If the value of Cronbach alpha is greater than 0.6 then it can be said that the question is reliable.

##### 3.4.3. Hypothesis Testing

###### a. Simultaneous Significance Test (F Test)

The simultaneous significance test (F test) aims to analyze the influence of all independent variables on the dependent variable. Determination of acceptance or rejection of the hypothesis as follows:

The null hypothesis (H0) is accepted if  $F_{count} < F_{table}$  or by looking at the value of  $P_{Sig} > 0.05$  then the independent variables (Leadership, Discipline and Organizational Commitment) included in the model have no simultaneous or simultaneous influence on the dependent variable (Performance Employee). To find the value in F tabel use the

formula with 2-sided test ( $df1 = k - 1$  and  $df2 = n - k$ ) with a significance level of 0.05 where  $k$  is the number of variables and  $n$  is the number of regression-forming samples.

Alternative hypothesis ( $H_a$ ) is accepted if  $F \text{ count} > F \text{ table}$  or by seeing the value of  $P \text{ Sig} < 0.05$  then the independent variables (Leadership, Discipline and Organizational Commitment) included in the model have a simultaneous or simultaneous influence on the dependent variable (Employee Performance).

**b. Partial Significance Test (t test)**

Partial significance test or t test is used to test the partial ability (significance) of each independent variable in explaining the dependent variable. The basis of decision making used in the t test is as follows:

The null hypothesis ( $H_0$ ) is accepted if  $t < t \text{ table}$  or by looking at the  $P \text{ Sig}$  value greater than 0.05 then each independent variable (Leadership, Discipline and Organizational Commitment) included in the model has no partial effect on the dependent variable (Employee

Performance). According to Supranto (2011: 27) if t count is negative, then the test is done on the left side, so the ttable value must be negative, then  $H_0$  is accepted if  $-t \text{ count} > -t \text{ tabel}$ . The negative number  $t$  is not minus (count) but has the meaning that hypothesis testing is done on the left side. To find the value in ttable can be seen from distribution table  $t$  (degrees of freedom =  $n - 2$ , with two-sided test).

Alternative hypothesis ( $H_a$ ) is accepted if  $t \text{ count} > t \text{ table}$  and if  $t$  is negative signified then  $-\text{count} < -t \text{ table}$  or by looking at  $P \text{ Sig}$  value less than 0.05 then each independent variable included in the model has partial effect on the dependent variable.

**4. Result and Discussion Result**

**4.1. Validity Test**

Leadership variables include 7 questions. The question was then submitted to 67 employees. Before further analyzed the results of the questionnaire is seen the validity. Validity test results can be seen in the following Table 1.

**Table 1:** Test instrument validity test result of leadership variables

Variable	Statement	R arithmetic	R table	Description
Leadership (X1)	Question 1	0,850	0,240	Valid
	Question 2	0,601	0,240	Valid
	Question 3	0,601	0,240	Valid
	Question 4	0,641	0,240	Valid
	Question 5	0,618	0,240	Valid
	Question 6	0,641	0,240	Valid
	Question 7	0,610	0,240	Valid

Source: Primary Data, processed in 2017

The discipline variable includes 6 questions. The question was then submitted to 67 employees. Before further analyzed the

results of the questionnaire is seen the validity. Validity test results can be seen in the following table.

**Table 2:** Validity Test Results Instrument Variable Discipline

Variable	Statement	R arithmetic	R table	Description
Discipline (X2)	Question 1	0,842	0,240	Valid
	Question 2	0,776	0,240	Valid
	Question 3	0,831	0,240	Valid
	Question 4	0,745	0,240	Valid
	Question 5	0,825	0,240	Valid
	Question 6	0,753	0,240	Valid

Source: Primary Data, processed in 2017

The organizational commitment variable includes 6 questions. The question was then submitted to 67 employees. Before further analyzed the results of the questionnaire is seen the

validity. Validity test results can be seen in the following table.

**Table 3:** Validity Test Results Instrument Variable Organizational Commitment

Variable	Statement	R arithmetic	R table	Description
Organizational Commitment (X3)	Question 1	0,736	0,240	Valid
	Question 2	0,642	0,240	Valid
	Question 3	0,617	0,240	Valid
	Question 4	0,527	0,240	Valid
	Question 5	0,428	0,240	Valid
	Question 6	0,573	0,240	Valid

Source: Primary Data, processed in 2017

Employee performance variable includes 10 questions. The

question was then submitted to 67 employees. Before further

analyzed the results of the questionnaire is seen the validity. Validity test results can be seen in the following table.

**Table 4:** Validity Test Results Instrument Variable Employee Performance

Variable	Statement	R arithmetic	R table	Description
Employee Performance (Y)	Question 1	0,580	0,240	Valid
	Question 2	0,574	0,240	Valid
	Question 3	0,494	0,240	Valid
	Question 4	0,454	0,240	Valid
	Question 5	0,454	0,240	Valid
	Question 6	0,592	0,240	Valid
	Question 7	0,466	0,240	Valid
	Question 8	0,592	0,240	Valid
	Question 9	0,581	0,240	Valid
	Question 10	0,542	0,240	Valid

Source: Primary Data, processed in 2017

Based on Tables 1,2,3 and 4 it can be seen that of the 28 items of variable question used (leadership, discipline, organizational commitment and employee performance variables) the results are valid.

**4.2. Test Reliability**

Test reliability to know the extent to which the measurement results are reliable and consistent. In Table the following test results note that all variables have alpha above 0.6 which means that all variables in this study reliable.

**Table 5:** Reliability Test Results Instrument Variable Research

Variable	Cronbach Alpha (α)	Description
Leadership (X1)	0,692	Reliable
Discipline (X2)	0,817	Reliable
Organizational Commitment (X3)	0,644	Reliable
Employee Performance (Y)	0,663	Reliable

Source: Primary Data, processed in 2017

Based on Table 5, the results of cronbach alpha reliability test above can be seen that all existing statements form a reliable measure of leadership variables, discipline, organizational commitment and employee performance form a reliable measure of each dimension.

**4.3. Hypothesis Testing**

**4.3.1. The influence of leadership and discipline on employee performance**

Linear analysis model can be seen based on calculation by using SPSS program as follows.

**Table 6:** First Equation Analysis Results

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	
	B	Std. Error	Beta			
1	(constant)	18,684	3,688		5,066	,000
	Leadership	,376	,127	,314	2,964	,004
	Discipline	,329	,086	,405	3,821	,000
a. Dependent Variable: Employee Performance						

Source: Primary Data, processed in 2017

Based on Table 6, the simultaneous structural equations can be described as follows:  $Y=0,314X1+0,405X2$

The value of F arithmetic can be obtained from the following table

**Table 7:** F Counts of Simultaneous Cascades

Model	Sum of squares	Df	Mean square	F	Sig.	
1	Regression	440,041	2	220,021	13,196	,000 <sup>b</sup>
	Residual	1067,123	64	16,674		
	Total	1507,164	66			
a. Dependent Variable: Employee Performance						
b. Predictors: (Constant), Leadership, Discipline						

Source: Primary Data, processed in 2017

Based on Table 7 it is known that the value of F arithmetic is 13.196 and the significance is 0,05. This value is less than 0.05. This means that the variables of Leadership and Discipline affect the performance of employees

simultaneously. The magnitude of the influence of independent variables on the dependent variable can be seen from the r quadratic value as follows.

**Table 8:** R Value of Square of First Regression Model

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	,540 <sup>a</sup>	,292	,270	4,08336	,743
a. Predictors: (Constant), Leadership, Discipline					
b. Dependent Variable: Employee Performance					

Source: Primary Data, processed in 2017

Based on Table 8, it is known that r square value of 29.2% means Leadership and Discipline variables affect employee performance of 29.2% while the rest is influenced by other variables not included in the equation model.

**4.3.2. Analysis of the effect of leadership on performance of employees partially**

The results of the analysis of the influence of leadership on performance partially can be seen in the following table.

**Table 9. Results of Second Regression Equation Analysis**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1	(constant)	24,208	3,731	6,488	,000
	Leadership	,433	,139	,361	3,123
a. Dependent Variable: Employee Performance					

Source: Primary Data, processed in 2017

The structural equation of the above data can be seen as follows:  $Y=0,361X1$

Based on Table 10 above analysis it is known that Leadership coefficient of 0.361. The value of t is 3.123. Value significance of 0.00. The value of significance is smaller

compared to 0.05. This means that Leadership variables affect the performance of employees partially. The amount of influence Leadership on employee performance can be seen in the following table.

**Table 10:** The r value of Square of the Second Equation

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,361 <sup>a</sup>	,130	,117	4,49026
a. Predictors: (Constant), Leadership				

Source: Primary Data, processed in 2017

Based on Table 10 it can be seen r square value of 0.130. This means that the influence of Leadership variable on employee performance is 13.0% and the rest is influenced by other variables not included in equation model.

**4.3.3 Analysis of the effect of discipline on performance employees partially**

The results of the analysis of the effect of discipline on performance partially can be seen in the following table.

**Table 11:** Results of the Third Regression Equation Analysis

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1	(Constant)	28,061	2,005	13,996	,000
	Discipline	,358	,090	,441	3,965
a. Dependent Variable: Employee Performance					

Source: Primary Data, processed in 2017

The structural equation of the above data can be seen as follows:  $Y=0,441X2$

Based on Table 11, the above analysis results show that the Discipline coefficient of 0.441. The value of t is 3.965. Value significance of 0.00. This value of significance is smaller than

0.05. This means that the variable of Discipline affects the performance of employees partially. The magnitude of the influence of Discipline on the performance of employees can be seen in the following Table.

**Table 12:** The r value of Square of the Third Equation

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,441 <sup>a</sup>	,195	,182	4,32093
a. Predictors: (Constant), Discipline				

Source: Primary Data, processed in 2017

Based on Table 12, can be seen r square value of 0.195. This

means the influence of the Discipline variable on employee

performance is 19.5% and the rest is influenced by other variables not included in the equation model.

**4.3.4. Influence Analysis of Organizational Commitment To Performance Of Employees Partially**

The result of analysis of the influence of organizational commitment to performance partially can be seen in the following table.

**Table 13:** Results of fourth regression equation analysis

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	28,269	2,441		11,580	,000
	Organizational Commitment	,392	,125	,363	3,137	,003

a. Dependent Variable: Employee Performance

Source: Primary Data, processed in 2017

The structural equation of the above data can be seen as follows:  $Y = 0.363X_3$

Based on Table 13 above analysis results note that the discipline coefficient of 0.363. The value of t is 3.137. Value significance of 0.00. This value of significance is smaller than

0.05. This means that the variable of organizational commitment affect the performance of employees partially. The amount of influence of organizational commitment to employee performance can be seen in the following table.

**Table 14:** The value of r Square Fourth Equation

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,363 <sup>a</sup>	,132	,118	4,48754

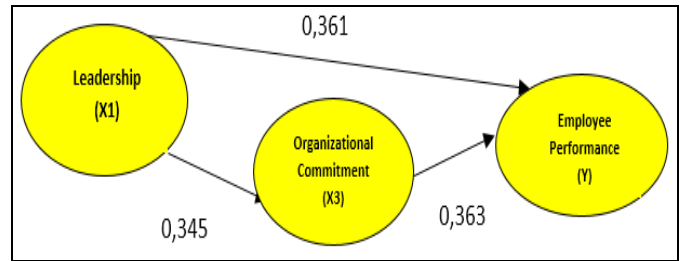
a. Predictors: (Constant), Organizational Commitment

Source: Primary Data, processed in 2017

Based on Table 14 it can be seen r squared value of 0.132. This means that the influence of the discipline variable on employee performance is 13.2% and the rest is influenced by other variables that are not included in the equation model.

**4.3.5. Analysis of the influence of leadership on employee performance through organizational commitment variables**

Based on the partial path analysis above it can be described as follows. The analysis is an analysis on the path with sub-structure picture as follows.



**Fig 2:** Analysis of Influence of X1 Line Against Y Through X3

Coefficient of Leadership influence on Discipline can be seen in the following table

**Table 15:** The Influence of Leadership on Organizational Commitment

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	8,870	3,476		2,552	,013
	Employee Performance	,382	,129	,345	2,959	,004

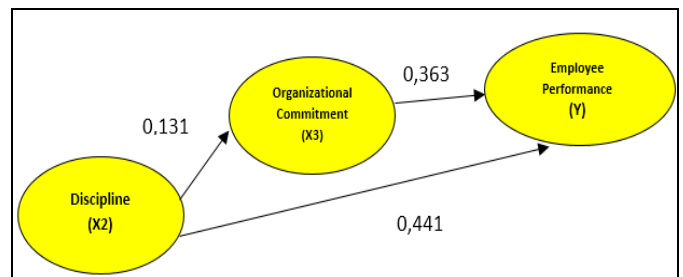
a. Dependent Variable: Organizational Commitment

Source: Primary Data, processed in 2017

Based on Figure 2 and Table 15, it can be seen that the influence of leadership on employee performance is 0.361. The influence of leadership on employee performance through organizational commitment is  $0.345 \times 0.363 = 0.125$ . In this case the direct influence is greater than the indirect effect so that it can be said that the organizational commitment variable is not as intervening variable.

**4.3.6. Analysis of the influence of discipline on employee performance through organizational commitment variable**

Based on the partial path analysis above it can be described as follows. The analysis is an analysis on the path with sub-structure picture as follows.



**Fig 3:** Path Analysis of Influence X2 Against Y Through X3

The value of disciplinary coefficient to Discipline can be seen in the following table

**Table 16:** Coefficient of Effect of Discipline Effect on Organizational Commitment

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
1	(Constant)	16,940	2,050		8,263	,000
	Discipline	,098	,092		1,064	,291

a. Dependent Variable: Organizational Commitment

Source: Primary Data, processed in 2017

Based on Figure 3 and Table 16 can be seen that the direct effect of discipline on employee performance is 0.441. While the influence of discipline on employee performance through organizational commitment is  $0.131 \times 0.363 = 0.0476$ . In this case the direct influence is greater than the indirect effect so that it can be said that the organizational commitment variable is not as intervening variable.

## 5. Conclusions and Suggestions

### 5.1. Conclusion

Leadership and discipline variables affect the performance of employees simultaneously. F value counted 13,196 and significance equal to 0,05. This value is less than 0.05. The r square value of 29.2% means Leadership and Discipline variables affect employee performance of 29.2% while the rest is influenced by other variables that are not included into the equation model.

Leadership variables affect the performance of employees partially. The value of t is 3.123. Value significance of 0.00. This value of significance is smaller than 0.05. The value of r squared is 0.130. This means the influence of leadership variables on employee performance of 13.0% and the rest influenced by other variables that are not included into the equation model.

The discipline variable has an effect on partial employee performance. The value of t is 3.965. Value significance of 0.00. This value of significance is smaller than 0.05. The value of r squared is 0.195. This means the influence of the Discipline variable on employee performance is 19.5% and the rest is influenced by other variables not included in the equation model.

Organizational commitment variable affect the performance of employees partially. The value of t is 3.137. Value significance of 0.00. This value of significance is smaller than 0.05. The value of r squared is 0.132. This means that the influence of the discipline variable on employee performance is 13.2% and the rest is influenced by other variables that are not included in the equation model.

The influence of leadership on employee performance is 0.361. The influence of leadership on employee performance through discipline is  $0.345 \times 0.363 = 0.125$ . In this case the direct influence is greater than the indirect effect so that it can be said that the organizational commitment variable is not as intervening variable.

The effect of discipline on employee performance through discipline is  $0.131 \times 0.363 = 0.0476$ . In this case the direct influence is greater than the indirect effect so that it can be said that the organizational commitment variable is not as intervening variable.

### 5.2. Suggestion

Leadership needs to be improved in good practice through a variety of leadership such as being fair, having a vision ahead, can manage and direct his subordinates. It is important that the organization grows in the desired direction.

Discipline also needs to be improved. The application of discipline is to obey the established rules. This is important because employees who have a high discipline is expected to perform activities and generate high work performance.

Organizational commitment also needs to be developed. Employees with high organizational commitment to the organization need to be appreciated both in the form of awards and in other forms. This will allow other employees to participate in increasing their organizational commitment to the workplace.

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