

Influences of Transactional Leadership Style and Work Commitment on Employee Performance Through Job Satisfaction

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Abstract-This research aims to describe and test empirically the influences of transactional leadership style and work commitment on employee performance through job satisfaction in Library and Archive Office Wakatobi Regency, both directly and indirectly. Sampling technique in this research was census; the number of samples was 30 respondents which all populations were used as the samples. Data analysis method was PLS (Partial Least Square) analysis. Results of the research show that transactional leadership style has positive and insignificant influences on job satisfaction. Work commitment has positive and significant influences on job satisfaction. Transactional leadership has positive and significant influences on performance. Job satisfaction has positive and significant influences on performance. Also, job satisfaction does not serve as a mediating influences of transactional leadership on the performance.

Index Term : Transactional Leadership, Work Commitment, Job satisfaction, Performance

1 INTRODUCTION

Leadership according to Robbin (2002:3) is the ability to influence a group towards achieving goals. Transactional leadership is a model of leadership style by focusing on achieving goals or objectives, but does not seek to develop responsibilities and authority of subordinates in order to bring forward the subordinates (Ismail, et al., 2011). In addition to leadership style, work commitment, employee performance is also determined by job satisfaction. According to As'ad (2000:133) job satisfaction is a pleasant emotional condition which employees consider their work..

Transactional leadership is described as a leadership that illustrates responsibility or duty of subordinates as well as rewards which they can expect if they can achieve any specified standard. This leadership style is open in terms of sharing information and responsibilities to subordinates. Though this openness serves an important component in operating an organization.

Transactional leadership, leaders and followers serve as actors of bargaining in an exchange process when there are rewards and punishment. The main idea of a transactional approach is that there is an exchange, leader wants what the followers have and in return, the leaders will give the followers what they want (Ponder, 2001 and Brown, 2003).

Transactional leadership encourages employees to achieve an agreed level of performance. Both leaders and employees reach agreement on what the employees must achieve. Rewards are adjusted for the level of satisfaction on their performance. Bass (1990) and Yukl (1998) suggested that the relationship of transactional leaders with employees is reflected in three things: (1) leaders know what employees want and explain what they will obtain if the work is in line with expectations; (2) the leader exchanges the efforts made by the employee in return; and (3) the leader is responsive to the employee's personal interests as long as those interests are proportional to the value of the work by the employee.

Related to the above issues, then it is necessary for a leader

to give special attention to the achievements by his employees by giving a commitment to work passionately in order to have a high level of responsibility for their duties, so that a leader will be easy to meet any planned goals.

Organizational commitment is the level in which an employee identifies the organization and wants to continue actively participating in it (Nongo&Ikyanyon, 2012). Commitment is a sense of identification, involvement, and loyalty, or the nature of a personal relationship to the organization which is shown by taking sides with the organizational goals, being interested in maintaining membership in the organization, and having trust in and strong acceptance of values and organizational goals.

Employee commitment serves as one of the keys that also determines an organization success in order to achieve its goals. Any committed employees to the organization usually show work attitudes namely attentive to the task, having a great responsibility to complete the tasks, and being very loyal to the company. In the commitment, there is confidence, binding, which will give lead to energy to do the best. Obviously, commitment influences on the work performance of human resources, and ultimately also greatly influences on the performance of a company. Therefore, the role of human resources, especially the management ranging from the base line to the top line must be able to act as a driver to realize the company mission and goals.

If someone feels that there is fulfillment of overall their needs and desires by the organization then automatically with full awareness, there will be increased level of commitment, this is in accordance with an opinion by Luthan (1998) and Ganzach (1998) (in Muhadi, 2007) stating that positive variables on job satisfaction are the type of work itself, salary / payment, opportunities for promotion, their supervisors and coworkers which can be met so there will be commitment to the organization properly, so satisfaction will influence on organizational commitment

Robinson (2001) described that there are some factors stimulating job satisfaction namely mentally challenging work, appropriate rewards and challenging work conditions. Job satisfaction is a feeling of satisfaction with the work, as a feeling of pleasure or a positive emotional condition of the work. Handoko (2001: 193-194) argued that there will be job satisfaction from pleasant or unpleasant emotional condition in which employees view their work. Job satisfaction reflects one's feelings about work. This can be seen in positive employee attitude towards their work and everything in the work environment.

The existence of studies on job satisfaction shows that there are many factors determining employee job satisfaction in a company not only satisfaction with salary or supervision. However, it is necessary to focus here that job satisfaction still serves an important factor for a company or organization progress. Atchison (1999: 18 in Hakim, 2007) stated that today many companies have believed that employee satisfaction serves as one of the important issues to achieve company success. Companies must be able to manage their working hours and funds to create employee satisfaction so that it can increase employee commitment.

Results of previous studies supporting significant influences of transactional leadership style on employee job satisfaction are demonstrated through results of research conducted by Alfian Yanoto (2018), Feb Amni Hayati (2018), Quratul Aini SKG (2018) showing significant influences of transactional leadership style on job satisfaction, then the results of different studies found by Elferida J Sinurat (2017) and Rise P. (2010) which stating no significant influences of leadership style variable on job satisfaction.

The results of previous studies supporting the transactional leadership style has positive and significant influences on employee performance by Irvan Hartanto (2014) and Eko Kusumawati (2015), Paracha, et al (2012), Irvan Hartanto (2014) show that transactional leadership has positive influences on employee performance, then there are different results of a research conducted by Titik Rosnani (2012) which found no relationship between transactional leadership and employee performance.

Furthermore, the results of research conducted by Diana Sulianti (2009), Eka Riswanto (2013), Ida Respatiningsih (2015), Bambang Sularso (2013) showed that work commitment has significant positive influences on employee performance. Furthermore, different findings from research conducted by Jajang Aditiya (2014) showed no significant influences of commitment on employee performance.

The results of previous studies supporting that employee satisfaction has positive and significant influences on employee performance are by Nurul Fajri (2015), Zaim Mukaffi (2016), which different research conducted by Febri Furqon Artadi (2015) showing no significant influence of employee satisfaction on employee performance.

Previous research investigated the influences of transactional leadership style and work commitment application on employee performance through job satisfaction. There are still differences in findings, so it is necessary to complement and conduct further research by integrating two main elements, namely the application of transactional leadership style and

work commitment to obtain more comprehensive research results on job satisfaction and employee performance.

Based on research observations on civil servants, in fact the transactional leadership style, work commitment, job satisfaction and employee performance in the Library And Archive Offices in Wakatobi Regency are not fully in line with the expectation. It can be seen from low level of employee performance which is caused by many factors, among of which of the absence of compliances towards superior, the frequent level of work absence with a number of reasons, ranging from illness, visiting neighbor's house, attending wedding invitation, or just leaving the office to look for personal interest or shopping. If you come to work, and they even only fulfill the main task namely attending morning ceremony, and after that, they are busy avoiding any work given by superior with a number of reasons.

This is caused by many factors which leads to growing speculation, which is caused by leaders who do not pay attention, work mechanism or job satisfaction in those ways, as a result of employee dissatisfaction with their work since the leadership is not transparent about budget management, leadership does not provide trust to subordinates to conduct any activities in their field, the leadership always intervenes the heads of the fields to the technical activities, all of the works are taken over by the leadership until to the administrative one, so that there is a decreased level of employee performance.

Seeing at the aforementioned problems, the researchers create leadership style issue namely transactional leadership style applied in the Office and work commitment in improving employee performance. The research objectives in this study are to analyze the influences of transactional leadership and work commitment on job satisfaction, the influences of transactional leadership and work commitment on performance, the influences of job satisfaction on employee performance and analyze the role of job satisfaction in mediating the influences of transactional leadership and work commitment on employee performance.

2 LITERATURE REVIEW

2.1 Transactional Leadership

This leadership style starts from an idea that team members agree to follow their leaders totally when they do their work: the transaction is generally the company rewards for team members for their efforts and obedience. You have the right to "punish" team members if their work does not meet predetermined standards.

According to Masi and Robert (2000), transactional leadership is described as exchanging something valuable for others between leaders and their subordinates (Contingent Reward), interventions conducted by leaders in organizational processes which are addressed to control and correct mistakes that involve proactive interactions between leaders and their subordinates.

Active transactional leadership emphasizes giving rewards to subordinates for achieving the expected performance. Therefore, a leader proactively needs information to determine what his subordinates currently need.

According to Burns (1978) on transactional leadership, the relationship between leaders and subordinates is based on a series of bargaining activities between both personnel. Characteristics of transactional leadership are contingent reward and management by-exception.

The characteristics of transactional leadership are shown by the following superior behaviors (Bass in Robbins, 2008):

1. Contingent Rewards. Leaders make agreements about what things are done by subordinates and promise what rewards will be obtained if these are achieved.
2. Active management by exception. In an active exception management, the leader monitors any deviations from established standards and takes corrective actions.
3. Passive Management By exception. In passive exception management, the leader takes action if the standard is not reached.

2.2 Work Commitment

Steers (2005: 34) stated that commitment is seen as an individual's relationship with the organization that allows someone with high commitment to show: strong desire to remain a member of the organization, willingness to do their best for the interests of the organization, trust in strong acceptance on organizational values and goals.

Blanchard said that work commitment can also be interpreted as a combination of motivation and confidence to do works. Motivation in this sense can be in the form of interest and enthusiasm, attention, effort and various other expressions that can reflect a strong desire to unite with the work or organization (Blanchard, 2006: 24).

Meyer & Allen (1997) formulated a definition of commitment in organizing as a psychological construct that is characteristic of the relationship between organizational members and their organizations, and has implications for the individual's decision to continue their membership in the organization. The following are dimensions of commitment variables according to Meyer & Allen (1997): (a) Affective commitment is a commitment in the form of emotional attachment, self-identification, and employee involvement in an organization, (b). Normative commitment is a commitment that shows a feeling of employee responsibility to remain in the company and (c) Sustainable commitment is defined as a strong desire for someone to continue working for the organization, because it cannot do anything else.

2.3 Job satisfaction

Job satisfaction has definition related to employee attitudes toward various factors in work such as work situations, social relations at work, leadership, and other factors. There will be good work attitude if the job gives satisfaction, and there will be negative one if the job does not provide satisfaction. The definition of job satisfaction shows a complex emotional reaction to work in the form of feelings of pleasure or displeasure or feeling satisfied or unsatisfied (Vroom, 1946; Blum and Naylor, 1969 in Ahmad, 2002)

According to Luthans (2006) Job satisfaction is the result of employees' perceptions about how one job provides everything as important things through his work. Robbins (2006) revealed that job satisfaction is referring to an individual's

general attitude towards his job. Someone with a high level of job satisfaction indicates a positive attitude towards their work. Conversely, someone who is dissatisfied with his job indicates a negative attitude towards his job.

According to Yukl (2010), job satisfaction is a degree of someone's feelings, both positive and negative about their work. The attitude shown from job satisfaction can be assessed from various work conditions, aspects of work and relations between workers.

The level of job satisfaction depends on the distance between the expectations, desires or needs of employees and the facts that are felt by employees. If the reality perceived by employees is lower than what is desired, there will be dissatisfaction. Further distance between expectations and desires will lead to greater level of dissatisfaction. This situation is called as negative discrepancy. There will be positive discrepancy if the reality received exceeds what is desired and this situation will cause job satisfaction (Locke in Ahmad, al al. 2002).

Luthans (2006) indicators that can influence on job satisfaction will also be used by researchers, namely: (1) Payment of salaries or wages, in this case employees want a fair wage system and promotion policies, no doubt and based on expectations; (2) The work itself, employees tend to prefer jobs that provide opportunities to use their abilities and skills, freedom and feedback; (3) Coworkers, pleasant social interactions with coworkers can increase job satisfaction; (4) Promotion, promotion allows organizations to utilize employees abilities and expertise as high as possible; (5) supervision, supervision serves an important role in an organization because it deals with employees directly and influences employees on their work.

2.4 Employee Performance

Simamora (2006: 93) argued that employee performance is the level at which employees achieve job requirements. Performance refers to employee achievements that are measured based on predetermined standards or criteria by the company. Definition of performance or work performance is limited by Maier (in As'ad, 2006: 86) as a person's success in carrying out a job. More confirmedly, Lawler and Poteer stated that performance is the "successful role achievement" that a person obtains from his actions (As'ad, 2006: 86). Performance as results of job functions / activities of a person or group in an organization is influenced by various factors to achieve organizational goals within a certain time period (Tika, 2008: 82).

Based on the regulation of the government of the Republic of Indonesia number 46 of 2011, the performance assessment of civil servants consists of the following elements;

1. Employee work goals (SKP). Employee work targets, hereinafter referred to as SKP, are employee work plans that are prepared based on annual work plan of the agency and targets to be achieved from each implementation of the office assignment by a civil servant.
2. Work behavior. The parameters used to measure work behavior are service orientation, integrity, commitment, discipline, cooperation, and specifically for structural officials added by one dimension, namely leadership. The definition of operational as seen from these indicators is how it is

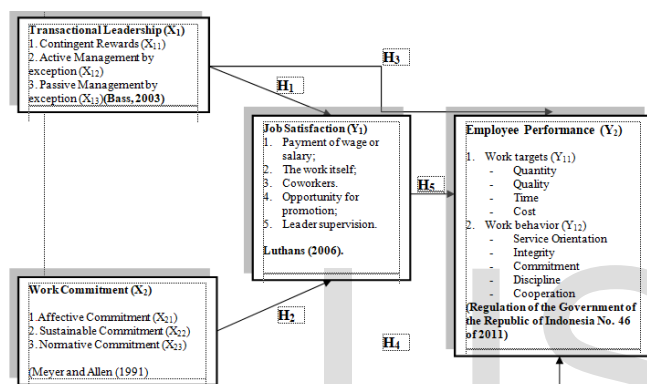
explained in an article by article explanation in the regulation of government no. 46 of 2011.

3 CONCEPTUAL FRAMEWORK AND HYPOTHESES

3.1 Employee Performance

The conceptual framework of this study is basically built on theoretical and empirical studies as the basis for formulating the problems, objectives and hypotheses of this study. Therefore, this study conceptual framework starts by a theoretical study that examines any relevant theories to this study, namely: human resource management theory and behavior theory. Results of the study are arranged in a conceptual framework as shown in Figure 3.1 below:

Figure 3.1. Conceptual Framework



From the conceptual framework as presented in Figure 3.1 above, it can be seen that there are two independent variables that influence on increased directly satisfaction and indirectly performance. Both independent variables are transactional leadership and work commitment. In addition, from Figure 3.1, it is also known that there are seven hypotheses proposed that show the relationship the variables in this study.

3.2 Research Hypotheses

According to the general pattern of the scientific method, every study of an object should be under guidance of a hypothesis that serves as a temporary handle that must still be verified in reality (empirical verification), experiment or practice (implementation).

The hypothesis is intended as an initial answer to the problem. Based on the description and conceptual framework aforementioned, the hypotheses proposed in this study are:

- H1: Transactional leadership directly has positive and significant influences on job satisfaction.
- H2: Work Commitment directly has positive and significant influences on job satisfaction.
- H3: Transactional leadership directly has positive and significant influences on performance.
- H4: Work Commitment directly has positive and significant influences on performance.
- H5: Job satisfaction directly has positive and significant influences on performance.
- H6: Transactional leadership influences performance through

job satisfaction.

- H7: Work commitment influences performance through job satisfaction.

4 METHOD

This research is conducted on the influences of transactional leadership style, work commitment on employee performance through job satisfaction at the Library and Archives Office, Wakatobi Regency. This location is selected purposively based on consideration of easy data acquisition and its relevance to the research object to be analyzed. The field research is conducted 1 month. This research was started in January 2019 until February 2019. The research general stages include data collection process through distribution and collection of questionnaires and the subsequent stage, namely processing research data.

The population used in this study are all employees of the Library and Archives Office, Wakatobi Regency namely 30 people with a distribution of 5 people in echelon III, 12 people in echelon III and 13 staff. The types and sources of data are (1) Primary Data, namely the data is obtained directly by interviewing the respondents directly or with by using a list of questions (questionnaire) that have been prepared first, then distributed to respondents (2) Secondary Data, namely the supportive data is obtained indirectly from the respondents such as library studies from books, scientific journals, previous research results, documents obtained from related parties as well as other data related to this research. While the data collection techniques are questionnaires, interviews and document studies.

The data analysis method is using Smart PLS software version 2.0, (m3) which is operated on computer media. According to Jogianto and Abdillah (2009), PLS (Partial Least Square) analysis is: an analysis of variance-based structural equation (SEM) which can simultaneously conduct measurement model testing as well as structural model testing. The structural model is used for testing the reliability and reliability. While the structural model is used to test causality (hypothesis testing with predictive models).

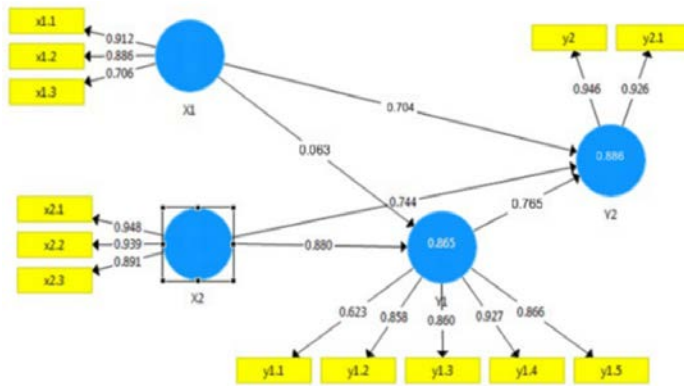
5 RESULTS

The data analysis technique is using SEM method based on Partial Least Square (PLS) using SmartPLS3, which requires 2 stages to assess the Fit Model of a research model (Ghozali, 2006). The stages are as follows:

5.1 Testing on Structural Model (Inner Model)

The testing of structural model or inner model is conducted to determine the relationship between constructs, significance values and the R-square of the research model. The structural model is evaluated using R-square for the dependent construct of the t test as well as the coefficient significance of structural path parameters. Here is the figure of the structural model:

Figure 5.1. Structural Model



Notes:

Latent Variable 1 = Leadership

Latent Variable 2 = Work Commitment

Latent Variable 3 = Job Satisfaction

Latent Variable 4 = Employee Performance

In assessing a model with PLS, it starts by looking at the R-square for each latent dependent variable. Table 5.8 is the results of R-squared estimation using SmartPLS:

Table 5.1.R-Square Values

Variables	R-Square
Leadership Style (X1)+ Employee Performance (Y1)= Job Satisfaction (Y2)	0,865
Work Commitment (X2)+ Employee Performance (Y1) = Job Satisfaction (Y2)	0,765

Source: data processing with PLS, 2019

These results indicate that 86.5% of the transactional leadership variable on job satisfaction and work commitment on job satisfaction, and 86.6% of the leadership variable on performance, commitment on performance and satisfaction with the remaining performance of 13.4% for the transactional leadership variable on performance and work commitment on performance. And 13.5% is for the transactional leadership variable on performance and work commitment on performance, while the remaining is influenced by other variables excluded in this research model.

5.1.1 Validity

Assessing Outer Model or Measurement Model

There are three criteria in using data analysis technique with SmartPLS in order to assess the outer model, namely Convergent Validity, Discriminant Validity and Composite of the level of compliance in running the system. The convergent validity of the measurement model with reflexive indicators is assessed based on the correlation between item scores / componentscore as estimated with PLS software. According to Chin, 1998 (in Ghazali, 2006) for the initial research stage of a measurement scale development with 0.5 loading value is considered to be sufficient. In this research, it will use a loading factor limit of 0.50.

The results of processing using SmartPLS with outer loading values can be seen in Table

Table 5.2. Outer Loadings (Measurement Model)

Indicators	Transactional Leadership X1
Contingent Rewards	0.912
Active Management by exception	0.886
Passive Management by exception	0.706
	Work Commitment X2
Affective Commitment	0.948
Sustainable Commitment	0.939
Normative Commitment	0.891

In the commitment variable, it can be seen that the indicators of affective commitment, sustainable commitment and normative commitment show that all indicators have a loading factor value greater than 0.5. This means that the indicators used in this study are valid or have fulfilled the convergent validity. For job satisfaction variable, it can be seen that indicators for payment of salary or wages, work itself, coworkers, opportunity for promotion and leadership supervision have a loading factor of greater than 0.5. As well as performance variable with work target and work behavior indicators, it indicate that all indicators have a loading factor value greater than 0.5. This means that the indicators used in this study are valid or have fulfilled the convergent validity.

5.1.2 Reliability

Reliability test is conducted by looking at the composite value of the level of compliance to run the system from the indicator block that measures the constructs. Composite results of the level of compliance to run the system will show a satisfactory value if it is in the 0.7 area. Following is the composite value of the level of compliance to run the system on the output:

Table 5.3. Composite Reliability

Variable	Composite of compliance level of running the system
Transactional leadership	0,876
Work commitment	0,948
Job satisfaction	0,918
Employee performance	0,934

Source: data processing with PLS, 2019

Table 5.3 above shows that the composite value of the level of compliance to run the system for all constructs is above 0.7 which indicates that all constructs in the estimated model meet the Discriminant Validity criteria. The highest value is 0.948 obtained by the work commitment construct.

5.2 Hypotheses Testing

The significance of the estimated parameters provides very useful information about the relationship between the research variables. The basis used in testing hypotheses is the value obtained in Path Coefficients.

Table 5.4 Result of Hypotheses Testing

Influence Between Variable			Original Sample (O)	Sample Mean (M)	Standard Error (STERR)	t Statistics (O/STERR)	P	Notes.
Leadership	>	Satisfaction	0.063	0.091	0.332	0.476	0.129	Insignificant
Leadership	>	Performance	0.704	0.742	0.276	1.826	0.002	Significant
Commitment	>	Satisfaction	0.880	0.863	0.112	7.882	0.000	Significant
Commitment	>	Performance	0.744	0.766	0.629	1.182	0.038	Significant
Satisfaction	>	Performance	0.765	0.761	0.344	1.019	0.002	Significant

Source: Processed Data PLS, 2019

Based on the results of the hypothesis test in table 5.11, it can be explained as follows

1. The influences of transactional leadership on job satisfaction is positive and insignificant with a T-statistic of 0.476 with a probability value of $0.129 \geq 0.05$, the Original Sample Estimate value is positive at 0.063 which shows that the relationship direction between transactional leadership and job satisfaction is positive and insignificant. Thus, the H1 hypothesis in this study stating that transactional leadership has no influences on job satisfaction cannot be accepted.
2. The influences of transactional leadership on employee performance with a T-statistic of 1,826 with a probability value of $0.002 \leq 0.05$, the Original Sample Estimate value is positive at 0.704 which shows that the influence between transactional leadership and employee performance is positive and significant. Thus, the H2 hypothesis in this study stating that transactional leadership has significant influences on employee performance is acceptable.
3. The influence of work commitments on job satisfaction is significant with a T-statistic of 7.882 with a probability value of $0.000 \leq 0.05$, the Original Sample Estimate value is positive at 0.880 which shows that the direction of the relationship between transactional leadership and job satisfaction is positive and significant. Thus, the H3 hypothesis in this study stating that work commitment has significant influences on job satisfaction is acceptable.
4. The influence of work commitment on employee performance is positive and significant with a T-statistic of 1,182 with a probability value of $0.038 \leq 0.05$, the Original Sample Estimate value is positive at 0.744 which shows that the direction of the relationship between transactional leadership and employee performance is positive and significant. Thus, the H4 hypothesis in this study stating that work commitment has significant influences on employee performance is acceptable.
5. The influence of employee job satisfaction on employee performance has significant influences, this is indicated by the T-Statistics value of 1,476 with a Probability value of $0.000 \leq 0.05$, the Original Sample Estimate value is positive that is equal to 0.765 which shows the direction of the relationship between satisfaction employee work on employee performance is positive and significant. Thus, the H5 hypothesis in this study stating that employee job satisfaction influences employee performance is acceptable.

The influence of leadership style variable on employee per-

formance variable through job satisfaction variable can be obtained using the following formula.

$$\begin{aligned} GK \rightarrow KP \rightarrow K &= (\beta_1 \times \beta_3) \\ &= (0,063 \times 0,765) \\ &= 0,048 \end{aligned}$$

If compared with the direct influence between leadership style on performance that is equal to 0.704 then it can be seen that job satisfaction in mediating leadership style on employee performance is 0.048 or smaller than 0.704, so job satisfaction does not serve a role in mediating the transactional leadership style on performance.

The influence of work commitment variable on employee performance variable through job satisfaction variables can be obtained using the following formula.

$$\begin{aligned} KK \rightarrow KP \rightarrow K &= (\beta_2 \times \beta_3) \\ &= (0,880 \times 0,765) \\ &= 0,673 \end{aligned}$$

When compared with the direct influence of work commitment on performance that is equal to 0.744, it can be seen that job satisfaction in mediating leadership style on employee performance is 0.673 or smaller than 0.744, so job satisfaction does not serve a role in mediating work commitment on performance.

5.3. Results

5.3.1. Transactional leadership style influences on work satisfaction

From the results of data analysis, it shows that the influence of transactional leadership style has positive and insignificant influences on job satisfaction. This means that the transactional leadership does not have influences on increased employee job satisfaction in Library and Archives Office, Wakatobi Regency. Employee perceive the application of leadership focusing their attention on interpersonal transactions between leaders and subordinates involving exchange relations, which the exchange is conducted based on an agreement between the leader and subordinates.

This is caused by many factors namely growing speculation, which is caused by leaders who do not pay attention, work mechanism or job satisfaction in those ways, as a result of employee dissatisfaction with their work since the leadership is not transparent about budget management, leaders do not give them trust to carry out activities in their field.

Robinson (2001) described the factors stimulating job satisfaction are mentally challenging work, appropriate rewards and challenging work conditions. Job satisfaction is a feeling of satisfaction with the work, as a feeling of pleasure or a positive emotional condition of work experience. Handoko (2001: 193-194) argued that there will be job satisfaction from the pleasant or unpleasant emotional condition which employees view their work. Job satisfaction reflects one's feelings about work. This can be seen in positive employee attitudes towards work and everything faced in the work environment.

The results of previous studies that support the significant influence of transactional leadership style on employee job satisfaction are demonstrated through the results of research conducted by Alfian Yanoto (2018), Feb Amni Hayati (2018), Qurratul Aini SKG (2018) showing significant influences between transactional leadership styles on job satisfaction, then

there are also found out different results of the research by Elferida J Sinurat (2017) and Rise P. (2010) which showed no significant influences of the transactional leadership style variable on job satisfaction

5.3.2. Influences of work commitment on job satisfaction

The results of hypothesis testing state that work commitment has positive and significant influences on job satisfaction. This means that if there is increased work commitment, then there will also cause increased job satisfaction. The results of filling out the questionnaire indicate that there is quite high level of work commitment. A trust and acceptance towards the goals and values by the Library and Archives Office, Wakatobi Regency, a determination to conduct real efforts for the interests of the organization, and also willingness to maintain membership in the organization, all of which can influence on one's job satisfaction in carrying out his profession.

The results of this study are in accordance with the research by Norris and Niebuhr (1983), Batemann and Strasser (1994), Dwi Cahyono and Imam Ghazali (2001), and Sri Trisnawati (2001). The results of testing the hypothesis reject the results of research by Gregson (1992) which state that job satisfaction is an early sign of work commitment. The results of the study are in line with Edi Setiawan and Mardalis (2015), Diana Sulianti K.L. Adiwijaya (2011) Yusak William (2015), Duan-Rung Chen, Robert Myrtle, Caroline Liu, Daniel Fahey (2011) stating that commitment influences on job satisfaction. There are also found out different results of research conducted by Dista Amalia Arifah 2015 and Benedicta Evien stating that there is no influence of work commitment variable on job satisfaction.

5.3.3. Influences of transactional leadership on employee performance

From the results of data analysis, it shows that the transactional leadership has positive and significant influences on performance. This shows that hypothesis 2 (H2) stating that "there are positive and significant influences of transactional leadership variable on the employee performance in Library and Archive Office, Wakatobi Regency is acceptable". This shows that, first, subordinates obtain direction from the leaders regarding the procedure implementation of tasks and targets to be achieved. Subordinates will receive rewards from the leader in accordance with their ability to comply with the task procedures and success in achieving predetermined targets. Second, the behavior of the leader shows directive supervision of his subordinates. The directive supervision means to monitor any processes carrying out by the subordinates in applying their duties directly. It aims to anticipate and minimize the level of errors during the work process. Third, the leader gives a warning and sanctions to his subordinates if there are any errors in the process taken by the subordinates. However, if the work process carried out is still running according to standards and procedures, the transactional leader does not provide any evaluation to subordinates.

Bass (1990) defined transactional leadership as a leadership that involves an exchange process that leads to rewards given to subordinates as well as assistances for the subordinates to identify what needs to be done to meet the expected results

such as better quality spending, sales or services that are more than employees, and reduce production cost. Assistances for the subordinates to identify must be conducted by leaders as well as to bring awareness about self-concept and self-esteem of the subordinates. The transactional approach uses the concept of achieving goals as a framework

The analysis shows that the transactional leadership style has influences on performance. The results of this study were supported by Irvan Hartanto (2014) and Eko Kusumawati (2015), Paracha, et al (2012), Peris M. Koech and GS Namusonge (2012), M. Umer Paracha, Adnan Qamar, Anam Mirza, Inam-Ul-Hassa and Hamid Waqas (2012), and Nurhaeda (2009) stating that the transactional leadership style has positive and significant influences on employee performance. Also, a research by Putra Lestari (2009) stated that dimensions of transactional leadership style consisting of contingent rewards and exceptional management significantly influence on employee performance. This finding is consistent with the original prediction that the leadership style of Library and Archive Office, Wakatobi Regency is acceptable in order to improve performance

5.3.4. Influences of work commitment on employee performance

Based on the results of the study, it shows that there are significant influences of work commitment and employee performance which shows positive relationship direction between work commitment and employee performance. Thus, this study states that work commitment significantly influences on employee performance. Rationality, the performance of an employee will continue to improve if it is supported by good commitment and subsequently provides a sense of job satisfaction. And conversely, basically every person works always begin with a commitment to achieve work results, so that someone will provide positive work results based on the made and give satisfaction to work results.

In carrying out their work, an employee naturally starts by identifying the work itself. Whether the job can be done or not so that there will be an employee commitment to complete the work. An employee always involves himself in organizational activities so that there is a commitment to the organization which will lead to a sense of emotional connection with the work itself in carrying out the work, especially to the organization. Employee in Library and Archive Office, Wakatobi Regency are expected to always be loyal to the organization so that at work, they feel no burden with the work and always feels as a part of the employee work.

Strees and Shadur, et al (Prayitno, 2003: 50) stated that work commitment is a sense of identification, involvement, Loyalty expressed by an employee of his organization. Where Identification is the acceptance of organizational goals, where acceptance is the basis of organizational commitment. Involvement that is in accordance with the roles and responsibilities of the work in the organization. Work commitment as a sense of Identification, involvement, loyalty which all are expressed by an employee towards his organization.

This research is also in line with research conducted by Diana Sulianti (2009), Eka Riswanto (2013), Ida Respatiningsih (2015), Bambang Sularso (2013) stating results that work com-

mitment has significant positive influences on performance. There are also found out different results by research conducted by JajangAditya (2014) showing no significant influences of transactional leadership on employee performance

5.3.5. Influences of job satisfaction on employee performance

The results of the study prove that job satisfaction variable significantly influences on employee performance. This means that the level of employee performance is determined by the level of job satisfaction as indicated by payment of salaries or wages, the work itself, coworkers, opportunity for promotion and leadership supervision.

The results of this study prove that job satisfaction can improve the employee performance in Library and Archives Office, Wakatobi Regency. This is supported by the findings of research conducted by Choo and Tan (1997); Iaffandano and Muchinsky (1998: 366); Loveman (1998); Bagia (2005); Brayfield and Crockett in Bagia (2005); Ostroff in Robbins (2006: 105); and Zaccaro et al. in Kreitner and Kinicki (2010: 176). The findings of this study confirm the statement by Robbins (2008) stating that: "Happy employees (satisfied) are productive employees". The reason is that satisfied workers tend to have willingness to be more involved in work so that they are more productive. A similar opinion is also stated by Dessler in Wibowo (2007), that employees with job satisfaction are usually better performers than employees without job satisfaction. They are more motivated to work with high performance.

This study is also in line with research conducted by NurulFajri (2015), ZaimMukaffi (2016) supporting that employee satisfaction has positive and significant influences on employee performance. There are also found out different results by research conducted by FebriFurqonArtadi (2015) showing no significant positive influences of employee satisfaction on employee performance.

In this study, job satisfaction influences on employee performance since employees with job satisfaction with their work will be able to do work calmly, deal with problems quickly, and have psychological maturity at work so that the quality and quantity of work produced will be in accordance with the predetermined standards which in turn all will improve the employee performance in Library and Archive Office Wakatobi Regency.

5.3.6. Influences of transactional leadership on employee performance through job satisfaction

From the results of the indirect influence of transactional leadership on employee performance through job satisfaction show that job satisfaction in mediating leadership style on employee performance is 0.048 or smaller than the direct influence of leadership style on employee performance of 0.704, so job satisfaction does not serve a role in mediating leadership style on the performance

This means that transactional leadership cannot fully improve employee performance significantly. Thus, it is necessary for more attention to job satisfaction by the employees in Library and Archive Office, Wakatobi Regency. This study illustrates that high level of job satisfaction is not necessarily influenced by transactional leadership factor, but a leader must be able to realize the behaviors of leaders who always

conduct directive supervision towards their subordinates. The directive supervision is to monitor the process taken by the subordinates in applying their duties directly. It aims to anticipate and minimize the level of any errors during the work process.

The process will have influences on improving employees performance themselves. This study also shows that the mediating role of job satisfaction value is as a full mediation role, meaning that transactional leadership can either improve employee performance indirectly, namely through job satisfaction, but directly it has no influence.

5.3.7. Influences of work commitment on employee performance through job satisfaction

From the results of the indirect influence of work commitment on employee performance through job satisfaction, it is obtained job satisfaction in mediating leadership style on employee performance value is 0.673 or smaller than 0.744, so job satisfaction does not serve a role in mediating work commitment on employee performance.

This study illustrates that high level of job satisfaction is not always influenced by the fact that work commitments are based on employee expectations in terms of strong willingness to continue working in the organization because there are agreement between organization goals and core values, one willingness to continue working for the organization, because it cannot do anything else and the willingness to remain in the organization as caused by pressure from other parties in the organization who want individuals to continue working in the organization

The process will have influences on improving employee performance. This study also shows that the mediating role of job satisfaction value is a full mediation role, meaning that work commitment can improve performance through the role of employee job satisfaction, both directly and indirectly.

6 CONCLUSION AND RECOMMENDATION

6.1. Conclusion

Based on the research analysis results and discussion of the influences of transactional leadership and work commitment through job satisfaction on employee performance in the Library And Archive Office, Wakatobi Regency, the following conclusions are obtained:

1. Transactional leadership has positive and insignificant influences on job satisfaction. The application of leadership that focuses its attention on interpersonal transactions between leaders and subordinates involving both relationships cannot improve employee satisfaction in Library and Archive Office, Wakatobi Regency.
2. Transactional leadership has positive and significant influences on employee performance. This fact shows that transactional leadership does not mean to be able improve the employee performance in Library and Archive Office, Wakatobi Regency, so it is necessary to mediate job satisfaction.
3. Commitment has positive and significant influences on employee job satisfaction. This fact shows that rewards received by employees both financial and non-financial can

increase job satisfaction, which is reflected in satisfaction with payments of salary or wage, satisfaction with the work itself, satisfaction with coworkers, satisfaction with opportunity for promotional and satisfaction with the leadership supervision for the employees in Library and Archive Office, Wakatoby Regency.

4. Commitment has positive and significant influences on employee performance. This fact shows that good rewards consisting of Bonuses / incentives, overtime pay and social assistance can improve the employee performance in Library and Archive Office, Wakatoby Regency.
5. Job satisfaction has positive and significant influences on performance. This fact shows that good satisfaction consisting of satisfaction with payment of salary or wages, satisfaction with the work itself, satisfaction with coworkers, satisfaction with opportunity for promotion and satisfaction with leadership supervision is able to improve the employee performance in Library and Archive Office, Wakatoby Regency.

6.2. Recommendation

1. As an effort to improve the satisfaction and performance of Wakatobi Regency Library and Archives Service employees, it is necessary to pay attention to transactional leadership and work commitments.
2. For the leadership of the Library and Archive Office, Wakatoby Regency who have a transactional leadership style and oriented towards improving employee performance, it is recommended to give more attention to the level of employee job satisfaction. This is because good transactional leadership does not contribute to improving performance unless it is mediated by employee job satisfaction
3. In this study, it tends and focus the study on the transactional leadership and work commitments through job satisfaction on improved performance that is more focused on employee responses or assessments rather than to all parties. Therefore, in the future it is expected that the development of empirical studies by expanding the indicators used in particular performance measurement including all parties such as employees, patients and the community.
4. In further research, it is recommended to take broader research objects and a larger number of samples and take appropriate analytical tools and add theoretical studies that form the basis of research so that there will be more-complex indicators used as measurements.
5. It can develop models by changing mediation variables, work commitments into moderating variables.

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