

Measurement Of Job Satisfaction: Transformational Leadership And Interpersonal Communication Impact On Work Discipline

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Abstract: This research is motivated by the discipline of the Youth Prima Engineering employees. The aim is to prove the relationship of transformational leadership, interpersonal communication and work discipline in creating their job satisfaction. The sample used was 200 workers from the results of distributing research questionnaires. Then the test is carried out with the instrument test. The explanatory method supports sampling saturated with path analysis techniques. The results of this study found that there was a positive influence of transformational leadership and interpersonal communication on discipline and job satisfaction. The findings of the high work increase of employees have understood good norms, realized and changed pleasant attitudes, resulting in increased job satisfaction. Their willingness to receive information clearly, trusted, and openly, so that the communication that is built can be felt. This relates to the relationship between the work itself and their work discipline. other findings, revealed there was a change in building their job satisfaction. They are aware of and understand the good norms of creating honesty to fulfill the company's goals.

Keywords: Interpersonal Communication, Job Satisfaction, Transformational Leadership, Work Discipline.

Abstrak: Penelitian ini dilatarbelakangi dengan disiplin karyawan Remaja Prima Engineering. Tujuannya untuk membuktikan hubungan kepemimpinan transformasional, komunikasi interpersonal dan disiplin kerja dalam menciptakan kepuasan kerja mereka. Sampel digunakan sebanyak 200 pekerja dari hasil penyebaran kuesioner penelitian. Kemudian dilakukan pengujian dengan uji instrumen. Metode eksplanatori mendukung pengambilan sampel jenuh dengan teknik analisis jalur. Hasil penelitian ini menemukan ada pengaruh positif kepemimpinan transformasional dan komunikasi interpersonal terhadap disiplin dan kepuasan kerja. Temuan hasil peningkatan kerja karyawan yang tinggi telah memahami norma yang baik, menyadari dan merubah sikap menyenangkan, sehingga membuahkan kepuasan kerja mereka meningkat. Kesiediaan mereka juga menerima informasi dengan jelas, dipercaya, dan terbuka, sehingga komunikasi yang terbangun dapat dirasakan. Ini terkait hubungannya dengan pekerjaannya itu sendiri dengan disiplin kerja mereka. temuan lain, mengungkapkan ada perubahan dalam membangun kepuasan kerja mereka. Mereka menyadari dan memahami norma yang baik dalam menciptakan kejujuran untuk memenuhi tujuan perusahaan.

Kata kunci: Disiplin Kerja, Komunikasi Interpersonal, Kepuasan Kerja, Kepemimpinan Transformatif.

INTRODUCTION

Now, Pemuda Prima Engineering employees are required to be more disciplined. Their awareness and willingness to obey the rules is lacking. Their behavior in acting, and the way they get the job done are not up to the mark. Even though they work far away, they are not able to fulfill the company's goals. They do not think about the rules that exist in the company. Their discipline is getting lower, even though they emphasize working for discipline. According to Pojoh et al., (2014) discipline is an attitude of respect, respect, obedient and obedient to applicable regulations, both written and unwritten and able to carry out, and not avoid sanctions if they violate their duties and authorities.

Discipline is an atmosphere, where an employee must do everything, on time, either coming to work or coming home from work, or doing a good job, obeying the rules and norms that already apply in the company (Andjarwati, 2021). As Setyaningdyah et al., (2013) and Pacitti (2011), there is an attitude of individual behavior, acting according to company rules, obeying all laws, and social norms that apply in the company. Meanwhile, Darajat et al., (2019), employees comply with all regulations in the work environment with high awareness, and without coercion. In contrast to Arief (2021), the existence of employee discipline regulations is still uncertain, the work discipline process can run well. Disciplinary rules are applied on the basis of transformational leadership within the company. As Betty et al, (2021), that The positive role of leadership in the process of employee work discipline is able to change and influence employee discipline. The reason is that this is in the form of work demands and must be obeyed by his subordinates, and his leadership is able to control employees in carrying out office tasks. This is shown by their friendly, open, and easy attitude to make friends and foster their cooperation to be disciplined.

The discipline they do is also supported by interpersonal communication. They believe that interpersonal communication can create closeness, honesty, and can build relationships with colleagues, as well as with leaders. The ease of communication can have a positive impact, so that their discipline can be created. According to Fahmi and Marpinsi (2017), good discipline means that there is high interpersonal communication. While the study of Triharjono et al., (2021), workers are able to communicate with other co-workers, because work discipline responds to doing work more effectively.

However, the application of transformational leadership and interpersonal communication in the company is not always as an increase in their discipline, but is related to their relationship with their job satisfaction. Employees hope to get it, and they hope that the two relationships will create high job satisfaction. As Anggraeni and Santosa (2013), creating job satisfaction can be through transformational leadership. Transformational leadership and job satisfaction can significantly improve their work outcomes, when transformational leadership is acquired by employees increase job satisfaction, the job satisfaction felt by employees becomes stronger so that the potential results of the work carried out have a positive effect. This is what they are waiting for

because the leadership can get input from employee ideas, establish good communication relationships with employees so that their leadership is better known by employees (Poling and Surya, 2020). According to Suartini et al. (2020), that interpersonal communication is able to provide teacher job satisfaction. This is shown the better the level of their communication, will be able to create high job satisfaction every time the teacher does with the leader. On the other hand, interpersonal communication can be perceived as being able to create a close relationship between leaders and employees, thus creating cooperation. As Somawardana et al., (2019), overall interpersonal communication has a positive relationship with employee job satisfaction. Employees feel job satisfaction when they have reliable colleagues.

The success of transformational leaders in improving employee discipline rules is not matched by their job satisfaction. They feel pressured by the work they do. They feel the work received is not in accordance with the workload. Their attitudes and behavior remain unchanged. They perform according to the task they did before. Some researchers realize, if, work discipline has not been able to give satisfaction to them, and work will be delayed, because it is related to the relationship with perceived satisfaction that is not appropriate, what they want has not been fulfilled. As Sekartini (2016); Putri and Kustini (2021), perceived job satisfaction cannot be increased through discipline. However, some researchers also doubted and objected to this. Although there are several researchers who state that work discipline has a positive effect and is able to increase employee job satisfaction (Siregar et al., 2021; Suprpti et al., 2020).

This study follows up on these problems to analyze the relationship between the variables studied with the aim of proving the truth of the relationship between transformational leadership, interpersonal communication on work discipline and job satisfaction of Prima Engineering Youth employees in Surabaya.

THEORETICAL REVIEW

Transformational leadership relationship with work discipline. Transformational leadership is a leadership approach that causes changes in individuals, and social systems in organizations. Transformational leadership is also described as a form of leadership that is able to arouse employees, so that the activities carried out are able to produce good achievements (Rachman, et al., 2020). As Mahendra and Brahmasari (2014) that leadership has a positive and significant effect on work discipline and work motivation. Work motivation and work discipline have a positive and significant effect on performance. However, leadership had no effect on his appearance. According to Sutarmaningtyas et al. (2014) found a relationship between transformational leadership and transactional leadership in terms of work discipline. Furthermore, Women's research (2017) found that although transformational leadership is important for work discipline, it has no effect on performance. Similarly, Slocum and Hellriegel (2011), Robbins and Judge (2018), that transformational leadership is a leader's behavior that encourages subordinates to use their best abilities in completing their tasks, and transforms organizational interests above personal interests. Several researchers have used aspects of transformational leadership as a measurement to make an assessment using idealized influence, inspirational, individual considerations and intellectual stimulus. While other researchers

conducted by Jaya and Adnyani (2015), high work discipline can be created in leaders who use transformational leadership styles. Discipline will increase when the transformational leadership style is applied properly (Tintami et al., 2013). The higher the transformational actions of superiors' leadership, the higher the discipline produced by employees, and the positive effect (Fazri, 2014; Rahayu, 2020).

Based on the analysis of the description, it can be proposed a research hypothesis as follows:

H1: Transformational leadership has a positive effect on employee work discipline.

Interpersonal communication relationship with work discipline. Interpersonal communication is the exchange of information between two or more people. This is also part of the organization. They also seek to understand how employees use cues, both direct and indirect, to achieve a number of personal and group goals. As Ariyani and Hadiani (2020), effective interpersonal communication is expected to create an environment full of fun, and a better understanding of relationships between people. According to Devito (2019), and Paerson et al., (2011), as a process of sending and receiving messages that are used between two or more people with mutual effect and feedback to speak, and listen to produce meaning. Meanwhile, Arni (2011) defines interpersonal communication as communication that is carried out by two people directly to exchange information and respond to each other. According to Thoha (2015), communication is a process of delivering messages or news by someone and receiving the news by other people or small groups of people with an immediate effect and feedback. In addition, the assessment is carried out through measurements carried out with openness, empathy, support, positive behavior and equality. Therefore, employee discipline relationships are also supported by interpersonal communication. They believe that interpersonal communication can create closeness, honesty, and can build relationships with colleagues, as well as with leaders. Ease of communication can have a positive impact, so that employee discipline can be created. According to Fahmi and Marpinsi (2017), good discipline means that there is high interpersonal communication. While the study of Triharjono et al., (2021), workers are able to communicate with other co-workers, because work discipline responds to doing work more effectively.

Based on the analysis of the description, it can be proposed a research hypothesis as follows:

H2: Interpersonal communication has a positive effect on employee work discipline.

Transformational leadership relationship with job satisfaction. Transformational leadership is a leadership approach that causes changes in individuals and social systems. Ideal in shape, they create valuable, positive change in employees. Transformational leadership increases employee motivation, morale and job satisfaction through various mechanisms. This includes linking employees' sense of identity and self to the organization's mission and collective identity; be a role model for employees who inspire them; challenge employees to take greater ownership of their work, and understand

strengths and weaknesses, so that leaders can align followers with tasks that optimize employee satisfaction. As Anggraeni and Santosa (2013), creating job satisfaction can be through transformational leadership. There is a positive relationship between the dimensions of transformational leadership and job satisfaction coupled with contingent rewards. However, the relationship of ideal influence and intellectual stimulation on job satisfaction is moderated by contingent rewards, which implies that, in the banking sector, the positive influence of these transformational leadership traits on employee job satisfaction can be enhanced by contingent rewards (Puni et al., 2018). Other researchers, such as Voon et al., (2011); Saleem, (2015); Aloinderiene and Majuskaite, (2016); Boamah et al., (2017); and Retno et al., (2020), the more effective the transformational leadership applied, the higher the level of employee job satisfaction. In contrast to Hasmin (2017), the applied transformational leadership has an impact on the low job satisfaction of employees. This can be seen in the behavior of employees in carrying out their activities.

Based on the analysis of the description, it can be proposed a research hypothesis as follows:

H3: Transformational leadership has a positive effect on employee job satisfaction.

Interpersonal communication relationship with job satisfaction. Interpersonal communication is an important thing that cannot be avoided. Communication that exists is limited to giving each other information and receiving information. Openness in the delivery of information can provide satisfaction for both the recipient and the sender. Interpersonal communication is perceived to be able to create a close relationship between leaders and employees, thereby creating cooperation. As Somawardana et al., (2019), overall interpersonal communication has a positive relationship with employee job satisfaction. Employees feel job satisfaction when they have reliable colleagues. Zona and Taufik (2019), that there is a weak relationship between interpersonal communication and job satisfaction, implying that interpersonal communication has little impact on job satisfaction. The low relationship can be caused by other factors. Interpersonal communication and job satisfaction have a strong relationship (Pertiwi et al., 2019). According to Somawardana et al., (2019) that interpersonal communication skills as a whole have a positive relationship with employee job satisfaction. In addition, front-line managers can use nonverbal communication skills such as facial expressions instead of interpersonal communication skills as well. The relationship of interpersonal communication with job satisfaction is always associated with high work results. Effective communication can provide a comfortable atmosphere and create warmth at work. So that the creation of effective interpersonal communication is based on the assertiveness of employees in the organization, and reduces the negative impact on the organization, because it is related to their job satisfaction.

Based on the analysis of the description, it can be proposed a research hypothesis as follows:

H4: Interpersonal communication has a positive effect on employee job satisfaction.

Relationship between work discipline and job satisfaction. Discipline is one of the important factors in the organization. Discipline shows a condition that exists in individual people, and their willingness to comply with organizational rules. Discipline as an important operative function of human resource management because the more disciplined a worker is, the higher their job satisfaction will be (Hasibuan, 2019). According to Rachman et al., (2020), that job satisfaction is a positive feeling about work, the results of an evaluation of the psychological characteristics that are pleasant and felt by employees towards work, and the responsibilities they carry out in the organization to meet needs. The higher the job satisfaction obtained, the higher the role of work discipline employees have a sense of responsibility to obey the rules set by the organization. Luthans (2013), that employees' perceptions of how well their work provides things that are considered equally important. Furthermore, Sudiyanto (2015), Afianto and Utami, (2017), Utamingtyas (2020), Septyanto and Pertiwi, (2020), if discipline is increased, the satisfaction felt will also increase. Therefore, to change employee behavior requires discipline rules related to job satisfaction.

Based on the analysis of the description, it can be proposed a research hypothesis as follows:

H5: Work discipline has a positive effect on employee job satisfaction.

Based on the analysis of the description, it can be proposed a research hypothesis as follows: H5: Work discipline has a positive effect on employee job satisfaction Based on the problems and studies by analyzing the relationship between the variables as mentioned above, then the proposed hypothesis is formulated using the structural model shown in Figure 1.

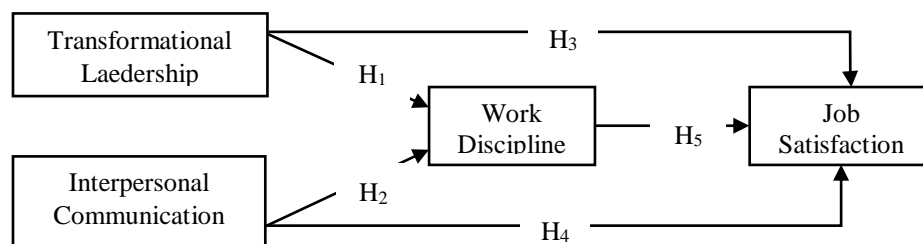


Figure 1. Structural Model Hypothesis

METHODS

The object of this research was conducted at PT. Remaja Prima Engineering in Surabaya with a sample of 200 employees, and according to the distribution of research questionnaires to respondents using the saturated sample technique. This research method uses explanatory (Rachman, 2018). This study uses 4 variables, and is supported by 18 indicators with 72 statement items as a questionnaire model. Then the score is assessed using a Likert scale with the category score of 1 being strongly disagree, 2 being disagree, 3 being neutral, 4 being agree and 5 being strongly agree. Furthermore, statistical test

analysis was carried out using instrument tests for validity and reliability, and path analysis as a structural test analysis technique between the variables studied (Rachman, 2019).

As a basis for making decisions on instrument test results according to menurut Rachman (2019) where if the Corrected Item – Total Correlation on each question item > 0.30 will be declared valid, then if the indicator has a Chronbach's alpha value > 0.90 the indicator is declared to have perfect reliability, if the Chronbach's alpha value is between 0.70 and 0.90 the indicator is declared high reliability, if the Chronbach's alpha value is between 0.50 and 0.70 the indicator is declared moderate and still tolerable, if the Chronbach's alpha value is < 0.50.

RESULTS

In statistical testing to analyze the relationship between variables can be done using path analysis, but first the instrument is tested with validity and reliability tests. Analysis of the research data instrument testing as shown in table 1.

Table 1. Research Instrument Test

Variable	Indicator	Corrected Item – Total Correlation				Chronbach's Alpha
		Item 1	Item 2	Item 3	Item 4	
Transformational Leadership	<i>Idealized influence</i>	0.612	0.735	0.709	0.554	0.824
	<i>Inspirational</i>	0.532	0.586	0.458	0.575	0.739
	<i>Konsiderensi individual</i>	0.611	0.631	0.714	0.599	0.817
	<i>Stimulus intelektual</i>	0.483	0.434	0.545	0.479	0.697
Interpersonal Communication	<i>Openness</i>	0.380	0.461	0.523	0.453	0.655
	<i>Empathy</i>	0.509	0.577	0.563	0.423	0.725
	<i>Endorsement</i>	0.486	0.545	0.573	0.401	0.713
	<i>Positive behavior</i>	0.455	0.325	0.512	0.425	0.645
Work Discipline	<i>Equality/equivalence</i>	0.532	0.622	0.346	0.503	0.701
	<i>Obey the rules of time</i>	0.584	0.633	0.634	0.625	0.804
	<i>Obey company regulations</i>	0.497	0.693	0.609	0.684	0.800
Job Satisfaction	<i>Obey the rules of conduct</i>	0.693	0.796	0.730	0.649	0.864
	<i>The work itself</i>	0.486	0.628	0.618	0.543	0.767
	<i>Wages</i>	0.685	0.645	0.632	0.635	0.822
	<i>Promotion</i>	0.611	0.764	0.698	0.742	0.858
	<i>Supervision</i>	0.515	0.539	0.595	0.440	0.731
	<i>Work colleague</i>	0.545	0.630	0.639	0.476	0.765
	<i>Working conditions</i>	0.349	0.471	0.577	0.443	0.671
Critical Value			> 0.30			> 0.60

Source: instrument data analysis

Based on table 1. it is known that the corrected total item correlation coefficient of all statement items on indicators of ideal influence, inspiration, individual considerations, intellectual stimuli has a coefficient weight greater than the specified coefficient value of 0.30. Thus, all statement items on these indicators are declared valid, and appropriate as measurements of transformational leadership variables. The correlation of the total corrected item values of all statement items, empathy, support, positive behavior, then has

a coefficient weight greater than the specified value coefficient of 0.30. Thus, all statement items on each indicator are declared valid, and appropriate as measurements of interpersonal communication variables.

Furthermore, the corrected coefficient value for the total correlation items of the three work discipline indicators is also greater than 0.30; means that all question items on the indicator are declared valid, and appropriate as measurements of work discipline variables. The same thing is also shown in all indicators of the corrected coefficient value of the total correlation on the question item on job satisfaction is greater than 0.30 so that the questions on each indicator are declared valid, and appropriate as a measurement of job satisfaction variables.

From table 1. it is also known that the analysis of Chronbach's Alpha, that the transformational leadership variable with indicators of ideal influence, inspirational, individual reasonableness is stated to have high reliability, while the intellectual stimulus indicator is stated to have moderate reliability. Then the interpersonal communication variable with indicators of empathy, support, has high reliability, while positive behavior has moderate reliability. Furthermore, the variable of work discipline with indicators of obeying time, obeying company regulations, and obeying behavior has high reliability. While the job satisfaction variables with indicators of the work itself, salary, promotion, supervision and co-workers have high reliability, and overall indicators have moderate reliability. Thus, the statistical test analysis for the instruments used were all statement items in the research questionnaire that were received, and were declared eligible to be continued as research instruments.

Then the path analysis model that is used as an analysis of the relationship between variables has a direct or direct effect as explained by the model not shown in Figure 2.

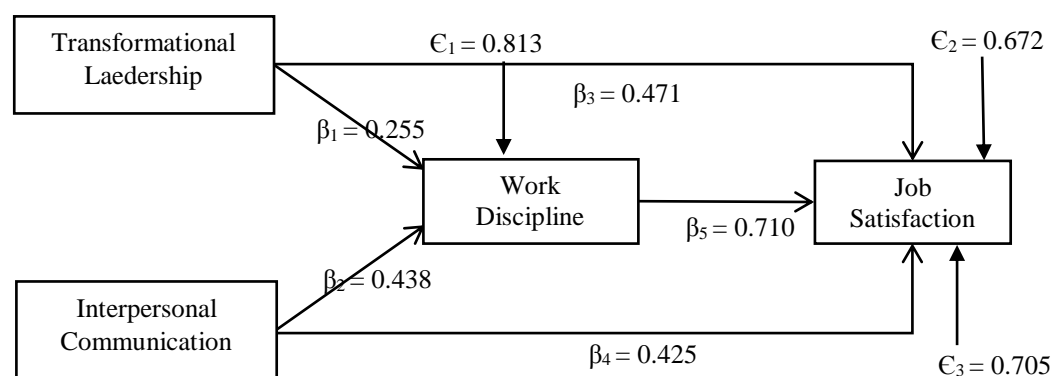


Figure 2. Structural Model of Path Analysis

Furthermore, from Figure 2, the structural model of path analysis that explains the relationship between variables, namely the influence of transformational leadership and interpersonal communication on job satisfaction through work discipline can be analyzed according to the substructural model for direct and indirect effects as in table 2.

Table 2. Effect of Structural Model Variables

Variable	Direct Effect	Indirect Effect	R	R Square	Ɛ
Leadership_Transformational → Discipline_Work	0.255	-	0.582	0.339	0.813
Communication_Interpersonal → Discipline_Work	0.438	-			
Leadership_Transformational → Job_Satisfaction	0.471	-	0.741	0.549	0.672
Communication_Interpersonal → Job_Satisfaction	0.425	-			
Work_Discipline → Work_Satisfaction	0.710	-	0.710	0.503	0.705
Leadership_Transformational → Discipline_Work → Job_Satisfaction	-	0.181			
Communication_Interpersonal → Discipline_Work → Job_Satisfaction	-	0.311			

Source: regression analysis data

From table 2. it is shown that the direct influence of transformational leadership on employee work discipline is explained by the coefficient value of 1 of 0.255. The magnitude of the effect of each addition to the assessment of employee work discipline will increase by 0.255. Then the direct influence of interpersonal communication on employee work discipline is explained by the coefficient value of 2 of 0.438. The magnitude of the effect of each addition to the assessment of employee work discipline will increase by 0.438. While the deviation of the research data whose influence occurs from the two variables, namely transformational leadership and interpersonal communication on employee work discipline is 0,813.

Furthermore, the direct influence of transformational leadership on employee job satisfaction is explained by the coefficient value of 3 of 0.471. The magnitude of the effect of each addition to the assessment of employee job satisfaction will increase by 0.471. Then the direct influence of interpersonal communication on employee job satisfaction is explained by the coefficient 4 of 0.425. The magnitude of the effect of each addition to the assessment of employee job satisfaction will increase by 0.425. While the deviation of the research data whose influence occurs from the two variables, namely transformational leadership and interpersonal communication on employee job satisfaction is 0,672.

Then the direct influence of work discipline on employee job satisfaction is explained by the coefficient value of 5 of 0.710. The magnitude of the effect of each addition to the assessment of employee job satisfaction will increase by 0.710. While the deviation of the research data that affect work discipline on employee job satisfaction are 0.705.

Furthermore, the indirect effect of the transformational leadership variable on job satisfaction through work discipline is explained by a coefficient value of 0.181. The magnitude of the influence on employee job satisfaction has a smaller assessment than the assessment of the direct influence of transformational leadership variables on job satisfaction. Furthermore, the indirect effect of interpersonal communication variables on

job satisfaction through work discipline is 0.311. The magnitude of the influence on employee job satisfaction has a smaller assessment than the assessment of direct influence compared to the assessment of the direct influence of interpersonal communication variables on job satisfaction. However, some analysis of the relationship between the influence between variables was tested using the t test, which is to analyze the effect of exogenous variables on endogenous variables as shown in table 3.

Table 3. Effect Between Variables

Variable	Standardized Coefficients Beta	t	Sig.	Description
Leadership_Transformational → Discipline_Work	0.225	4.090	0.000	Accepted
Communication_Interpersonal → Discipline_Work	0.438	7.036	0.000	Accepted
Leadership_Transformational → Job_Satisfaction	0.471	9.171	0.000	Accepted
Communication_Interpersonal → Job_Satisfaction	0.425	8.265	0.000	Accepted
Work_Discipline → Work_Satisfaction	0.710	14.169	0.000	Accepted
Critical Value				< 0,05

Source: regression analysis data

Based on table 3. it is known that transformational leadership has an effect on employee work discipline, the results are in line with the structural model formed. The effect of the relationship between these variables is shown in the significance value on the t-test of 4.090 with a significance level of 0.000 which is smaller than the implied coefficient of 0.05 and is accepted. Interpersonal communication has an effect on employee work discipline, the results are explained in the direction of the structural model formed. The effect of the relationship between these variables is shown in the significance value on the t test of 7.036 with a significance level of 0.000 which is smaller than the implied coefficient value of 0.05 and is accepted.

Transformational leadership has an effect on employee job satisfaction, and the results are in the same direction as the structural model that is formed. The positive influence of transformational leadership is shown in the significance value on the t-test of 9.171 with a significance level of 0.000 which is smaller than the implied coefficient of 0.05 and accepted. Interpersonal communication has an effect on employee job satisfaction, and the results are in the direction of the structural model formed. The positive influence of interpersonal communication is shown in the significance value on the t test of 14,169 with a significance level of 0.000 which is smaller than the implied coefficient value of 0.05 and is accepted.

The positive effect of work discipline is shown in the significance value on the t test which has a coefficient value of 8.697 with a significance level of 0.000 which is smaller than the implied coefficient of 0.05 and is accepted.

DISCUSSION

Table 2. shows that transformational leadership has a positive effect on employee work discipline. The positive influence of transformational leadership shows the employee's response to the discipline provided by the company. The higher the employee can create discipline, the higher the support for transformational leadership to change employee attitudes. This is because leaders with a transformational style have closeness and strong support in providing direction and discipline policies, and are able to change employee attitudes. the influence of leadership with a transformational style is able to influence employees to better understand the rules that exist in the company, the willingness of employees to obey the rules, and accept what is applied in the company. The higher the employee's work discipline in complying with the rules, the higher the changes that have a positive impact on company goals. The research found is identical to that of researchers Jaya and Adnyani (2015), Fazri (2014), and Tintami et al., (2013), that high work discipline can be created in leaders who use transformational leadership styles. Then, interpersonal communication has a positive effect on employee work discipline. The positive influence of interpersonal communication is able to encourage company employees to communicate openly, flexibly, and friendly with fellow co-workers. interpersonal communication carried out by employees runs smoothly and successfully fulfills the values and aspects of life in the company. Smooth interpersonal communication of employees gives confidence to the company, so as to create a high sense of work discipline. This is proven by being full of trust and openness in providing information with fellow co-workers, as well as with company leaders. So that interpersonal communication built within employees is able to create an attitude of openness among fellow employees, encourage superiors to trust them, and accept their freedom of discipline. This research is identical with the findings of Fahmi and Marpinsi (2017), that good discipline means that there is high interpersonal communication. Increased work discipline can be stimulated by interpersonal communication. The emergence of assumptions with different views does not discourage other researchers. This can add to the strengthening of researchers to find innovations in research. Each respondent who responds to the results of this study certainly has a different view of the discipline applied by the company, so that the curiosity of researchers is increasing.

Then transformational leadership has a positive effect on employee job satisfaction. This positive influence indicates a sense of job satisfaction that can be increased through a transformational leadership attitude in creating job satisfaction for company employees. This is due to the concern of transformational leaders in guiding, directing, supporting and discussing to improve the weaknesses they have, so they need strong support for their satisfaction goals. This research is identical with researchers Anggraeni and Santosa (2013), that creating job satisfaction can be through transformational leadership. Because leaders with transformational leadership types are able to motivate employees which will create employee satisfaction (Dewi, 2013). Then, interpersonal communication has a positive effect on employee job satisfaction. This positive influence is explained if employees feel that the job satisfaction they get is able to be created from strong interpersonal communication that is built on trust in the delivery of information, both among co-workers and company leaders. This is because the interpersonal communication

that is built is able to change the attitude of employees in obtaining job satisfaction according to the work they do. However, there are some employees responding, satisfaction is created from the interpersonal communication that they build. This success is due to interpersonal communication starting from the leader and fellow co-workers, especially to the work they do. The higher the level of interpersonal communication in their work environment, the higher the variety of information providers conveyed. So that employee job satisfaction increases, can be accepted, there is clarity, honesty, trustworthiness and increase enthusiasm for work. This is due to the well-established interpersonal communication that facilitates a closer relationship for the company's goals. This study strengthens the justification of researchers Sarinah and Aziz (2010), that the higher the interpersonal communication applied, the higher the job satisfaction obtained by employees. Because interpersonal communication and job satisfaction have a strong relationship (Pertiwi et al., 2019).

Furthermore, this study also found that work discipline has a strong effect on employee job satisfaction. This strong positive influence shows that employees understand the rules that exist in the company. They understand that if they are part of the company's members, they must accept the work rules given by the company. On the other hand, employees not only know and obey the company's work rules but the job satisfaction side also supports employees more accepting it. This relates to the relationship between rewards and others, as a counterbalance to the disciplinary rules that employees must comply with. The higher the employee understands the meaning and importance of discipline applied by the company, the higher the employee realizes, understands, has the will and is willing to work without coercion in helping the company. The existence of this positive influence indicates that employees' responses to disciplinary rules can help change attitudes and fulfill their responsibilities in supporting the company's success. Therefore, company leaders who apply work discipline rules to employees need to be balanced with the provision of rewards that can increase employee job satisfaction. such as feeling happy and satisfied, feeling like and having fun can certainly be accepted by employees as a balance with applicable rules and norms, so that employee work awareness is higher. This research is identical to that of researcher Sudiyanto (2015), if discipline is increased, the perceived satisfaction will also increase. Because one of the supporting factors of job satisfaction is work discipline (Afianto and Utami, 2017). This study also refutes Sekartini's (2016) justification, that perceived job satisfaction cannot be increased through high discipline. The difference in the findings often occurs, this depends on the number of respondents' responses about the discipline applied by the company. It was explained that the rules and norms that apply in discipline also differ in the responses of the respondents. The success of applying the discipline depends on interpersonal communication within the existing network in different companies.

Other findings based on table 2. found a structural model that is categorized as not included in the hypothesis proposed by this study regarding the indirect effect of the relationship between variables. These findings indicate the effect of transformational leadership on employee job satisfaction through work discipline and the influence of interpersonal communication on employee job satisfaction through work discipline. The magnitude of the influence of transformational leadership on job satisfaction through work discipline as statistically has a coefficient value of 0.181 and the results are positive in line

with the structural model. The indirect positive effect of the relationship between variables through work discipline shows that the response of employees in obtaining their job satisfaction continues to increase. This is explained by employee satisfaction in work related to inspiration and consideration of job responsibilities. Leaders with a transformational style are able to change employees themselves. Even though the company's discipline rules are applied, the willingness and awareness of employees who have responsibility is able to develop inspiration. Indirectly, the rules that are obeyed by employees are able to create changes in their own satisfaction, they can complete their tasks after developing ideas and inspiration. The success of employees in obtaining high job satisfaction, when the leader applies a transformational model in his leadership, and the company accepts employee responses.

The increase in employee job satisfaction does not have a bigger effect with the support of work discipline. The ideas that were informed to the employees did not get a response, including the development of inspiration and consideration in providing their job satisfaction. Intellectually they are only focused on the rules given by the company, and comply with all provisions and good norms. Therefore, what distinguishes the indirect effect from the direct effect can be seen from the amount of weight that employees respond to. And, transformational leadership is more directly responded to by employees in providing job satisfaction than support through work discipline. They are more satisfied working without the burden and all the rules that press it. They are easier to develop inspiration for the work itself that is occupied without any emphasis in the form of burdensome rules. So that the job satisfaction achieved can change their intellectual. Furthermore, other findings, the effect of interpersonal communication on employee job satisfaction through work discipline as statistically has a coefficient value of 0.311 and the results are positive in line with the structural model. The indirect positive influence of the relationship between variables through work discipline shows a high employee response in obtaining job satisfaction. This interpersonal communication has an important role for employees. Because it is able to change employee attitudes in obtaining job satisfaction even through various company disciplinary rules. The interpersonal communication that employees respond to is able to give their job satisfaction. They like clear, correct, honest, trustworthy, and accountable information as interpersonal communication. Therefore, the positive influence of interpersonal communication supported by work discipline is able to create job satisfaction for company employees quite well. This is not much different from the direct influence of interpersonal communication on employee job satisfaction. What distinguishes the indirect influence is the awareness and understanding of the norms carried out by employees. According to company rules, they build honesty to get better job satisfaction without any sense of responsibility after obtaining information in meeting company goals.

CONCLUSION

Analysis of the discussion, revealed several findings of the relationship between variables, as transformational leadership has a positive and significant influence on employee work discipline. The positive influence of transformational leadership gets employees' responses to discipline which are quite high. Discipline will increase when the

transformational leadership style is applied properly (Tintami et al., 2013). And, employees can create discipline, obey the rules, realize and understand good norms, and change attitudes even though it is their burden and responsibility. This is because leaders with a transformational style have closeness and strong support in providing direction and disciplinary policies, what is applied in the company. As job satisfaction, employees not only respond to discipline at work, but they need interpersonal communication. Because interpersonal communication is created from them. They change their views and attitudes. They receive information from their co-workers and superiors in a clear, trusting, and open manner. So that the interpersonal communication built in their environment is created to be disciplined.

The positive influence of transformational leadership and interpersonal communication that exists is not only able to create employee discipline in complying with company rules, but job satisfaction is also needed by them in completing their own work. This is explained, employees' satisfaction at work is related to inspiration and consideration of responsibilities in their work. Leaders with transformational types are able to change employees themselves. Directly, they are also able to create changes in their own satisfaction, they can complete their tasks after developing ideas and inspiration. The success of employees in obtaining high job satisfaction, when the leader applies a transformational model in his leadership, and the company accepts employee responses, including building interpersonal communication. This success is due to the significant relationship between leadership and co-workers, particularly with respect to the work they do. The higher the establishment of interpersonal communication in their work environment, the higher the variety of information providers conveyed. So that their job satisfaction increases, can be accepted, there is clarity, honesty, trustworthiness and increase enthusiasm for work. This is due to the well-established interpersonal communication that facilitates a closer relationship for the company's goals.

Other findings also show the relationship between variables through work discipline, both from the impact of transformational leadership and interpersonal communication, which is responded to by employees, their job satisfaction continues to increase. This is explained by employee satisfaction at work. Associated with inspiration and consideration of job responsibilities can create their job satisfaction. Leaders with a transformational style are able to change themselves, even though the company's discipline rules are applied, the willingness and awareness of employees who have responsibility are able to develop inspiration. Indirectly, the rules that are obeyed by employees are able to create changes in their own satisfaction, they can complete their tasks after developing ideas and inspiration. Success in obtaining job satisfaction is also related to its relationship with interpersonal communication. They can change their attitudes and behavior after realizing and understanding the norms that are good, true, honest, trustworthy, and can be accounted for as a source of information.

Furthermore, the results of the study have found several things that can be discussed for the company, but in order to be realized properly, there are several recommendations that can be information for related parties, namely evaluating the disciplinary rules aimed at employees, socialization and procedures that must be given. through informed communication both interpersonally and in general; The leadership factor with transformational style also influences employee attitudes and behavior towards

disciplinary rules. This is very helpful to change and create discipline, ultimately can create high job satisfaction. The application of work discipline by the company has an important role, especially for employees to obtain job satisfaction. Therefore, how to build high employee job satisfaction, and so that it can be followed by increasing employee discipline rules. This depends on transformational leadership that needs to be perceived by company leaders so that discipline and job satisfaction can go hand in hand and support each other for company goals.

ACKNOWLEDGEMENT

The author would like to thank anonymous raters for their useful comments, which enabled this article to increase the quality rating. The author also thanks the leadership and staff of the company PT. Remaja Prima Engineering in Surabaya for their technical support and all the contributors who helped in this research. The authors then wish to thank the reviewers for their valuable comments on the draft version of this paper and for their inspiration for further research studies. In addition, the authors would also like to thank the leadership of the Faculty of Economics and Business, Universitas PGRI Adi Buana Surabaya, who has provided support and encouragement to the authors for this research.

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