

# The Importance of Organizational Commitment as a Mediation in Improving the Performance of Specialist Doctors: The Effect of Transformational Leadership and Work Discipline

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## Abstract

*The role of the business world in hospitals is full of challenges in providing services to patients, especially in health services. Hospitals have a burden of demands to be able to absorb the aspirations that develop in the community and also have to make adjustments in services to improve hospital performance, because the competition that occurs in the strict health service business demands that hospitals as service providers are required to always pamper patients. by providing the best service, so that the performance of specialist doctors must be really good in supporting the quality of service, with a transformational leadership style and good work discipline but must be supported by consistent organizational commitment in the hospital, The following research uses a quantitative approach that has a population of all specialist doctors and the sample is 75 respondents called the saturated sample, while the analysis model uses the SmartPLS 3.0 analysis program. The following research results that (1) transformational leadership style has a direct effect on the performance of specialist doctors, although not significantly; (2) transformational leadership style has a direct effect on organizational commitment, although it is not significant; (3) Work discipline has a direct effect on organizational commitment; (4) Work discipline has a direct effect on the performance of specialist doctors; (5) organizational commitment has a direct effect on the performance of specialist doctors, while the results of the indirect effect test show that (6) transformational leadership style can have a direct effect on the performance of specialists even without going through organizational commitment as well (7) work discipline can have a direct effect on the performance of specialist doctors even without going through organizational commitment.*

## Keywords

organizational commitment; transformational leadership style; work discipline; performance of specialist doctors



## I. Introduction

Hospitals as one of the many service industries are faced with the challenges of globalization that can hinder development as well as become opportunities for advancement. Hospitals are required to be able to absorb the aspirations that develop in society and also have to make adjustments in services to improve hospital performance. Tight competition between hospitals demands that service providers are required to always pamper consumers by providing the best service so that the important role of medical personnel as human resources is in the guard. The future is expected to be able to determine the success of the implementation of activities planned by the organization. The performance element of medical personnel becomes a benchmark, therefore the success or

failure of a health organization will be determined by human factors in achieving the goals to be achieved (Istijanto, 2013); (Saputra et al., 2015).

Human Resources (HR) is the most important component in a company or organization to run the business it does. Organization must have a goal to be achieved by the organizational members (Niati et al., 2021). The dominant human resources in the hospital are the team of doctors, especially specialist doctors. The role of this specialist seems to be increasingly important because it is considered as one grand design in the development of organizations and companies. Every organization as well as companies have goals to be achieved based on the level of quality and reason as well as the vision of the management developed (Suwanto, 2019). Doctors are health workers (medical personnel), who are the main and at the forefront of patients to overcome health problems patient being faced. Doctors are the element of the workforce in hospitals that most determine the success or failure of achieving health service performance, so the quality of medical personnel becomes a very important thing in order for hospitals to achieve their goals (Iman & Dewi, 2017); (Suryani et al., 2018)

The first factor in order to achieve employee performance (medical personnel), including leadership style. Leadership style can be defined as a behavioral norm that is always used by leaders in order to influence other people or their subordinates to behave as desired (Djoko Soelistya, 2014) and in order to achieve the organizational goals that have been set, the organization needs a togetherness system guided by the pattern construction and direction and control instructions from its leaders. The existence of different desires and wills will struggle in one line of command and then be moved in the same direction to achieve a common goal by an organizational leader (Candra et al., 2019); (Lie, 2016).

Problems that occur in Sidoarjo Hospital that occur based on questionnaire patient existence feedback about level dissatisfaction Patient For services at the Sidoarjo Hospital compiled by the personnel and human resources section on a quarterly basis during 2019 & 2020, data obtained from 300 visitors to Sidoarjo Hospital there is more than a 15% rated dissatisfaction patient for late attendance of specialist doctors at the hospital. In detail the numbers percentage dissatisfaction it is listed in table 1.

**Table 1.** Survey Level of Dissatisfaction Patient on Service Year 2019-2020

2019						
NO	SERVICE COMPONENTS	TW 1	TW 2	TW 3	TW 4	AVERAGE
1	Hospital Cleanliness	5.83	6.24	6.12	5.94	6.03
2	Polyclinic Services	8.22	7.98	7.32	7.56	7.77
3	Doctor Presence	15.83	14.88	13.58	13.27	14.39
4	The waiting room	3.44	4.32	4.23	4.34	4.08
5	Parking area	11.45	12.48	13.21	13.57	12.68
6	nutrition	10.64	9.73	9.22	9.58	9.79
7	Drugstore	8.39	9.32	9.84	8.42	8.99
8	Laboratory	8.4	8.4	8.2	7.87	8.22
9	Security	5.48	6.3	5.87	6.34	6
10	emergency room	3.83	3.26	3.78	3.78	3.66
11	Patient Admission	7.46	6.28	7.56	7.26	7.14
12	radiology	4.82	4.64	4.34	4.45	4.56

13	Canteen	6.21	6.17	6.73	7.62	6.68
	Total	100	100	100	100	100
2020						
NO	SERVICE COMPONENTS	TW 1	TW 2	TW 3	TW 4	AVERAGE2
1	Hospital Cleanliness	5.26	5.42	5.21	5.34	5.31
2	Polyclinic Services	7.87	7.89	7.2	7.21	7.54
3	Doctor Presence	14.12	15.06	15.64	16.72	15.39
4	The waiting room	4.45	4.36	4.22	3.89	4.23
5	Parking area	12.26	12.1	11.78	12.16	12.08
6	nutrition	10.28	10.27	8.87	8.66	9.52
7	Drugstore	8.98	9.23	10.24	8.75	9.3
8	Laboratory	8.13	8.22	8.44	7.34	8.03
9	Security	6.72	6.78	5.89	6.14	6.38
10	Igd	3.6	3.88	3.87	4.22	3.89
11	Patient Admission	6.34	6.39	7.06	7.56	6.84
12	radiology	4.78	4.23	4.82	4.55	4.6
13	Canteen	7.21	6.17	6.76	7.46	6.9
	Total	100	100	100	100	100

Source: Hospital 2021

**Table 2.** Complaints felt by specialist doctors

No	Complaint Type
1.	Inadequate revenue sharing system for doctors' services
2.	lack of appreciation for the aspirations of colleagues
3.	The relationship between fellow doctors who are less harmonious
4.	No actionpenaltyto late colleagues

## II. Research Method

### 2.1 Research Design

Research about Effect of Work Life Balance and Work Supervision on Employee Performance with Work Environment as Mediation using a quantitative approach method. (Sugiyono, 2013) provides a definition of quantitative methods as research data in the form of numbers and analyzes data using statistical procedures, while the purpose of the following research is causality research which aims to examine the relationship between the variables to be studied.

### 2.2 Population and Sample

The population is the entire aspect or element to be studied from the results of quantitative or qualitative calculations or measurements of a complete and clear collection of objects (Fatihudin, 2015). The following research uses a sampling technique using a subject of 75 respondents.

### 2.3 Data Analysis

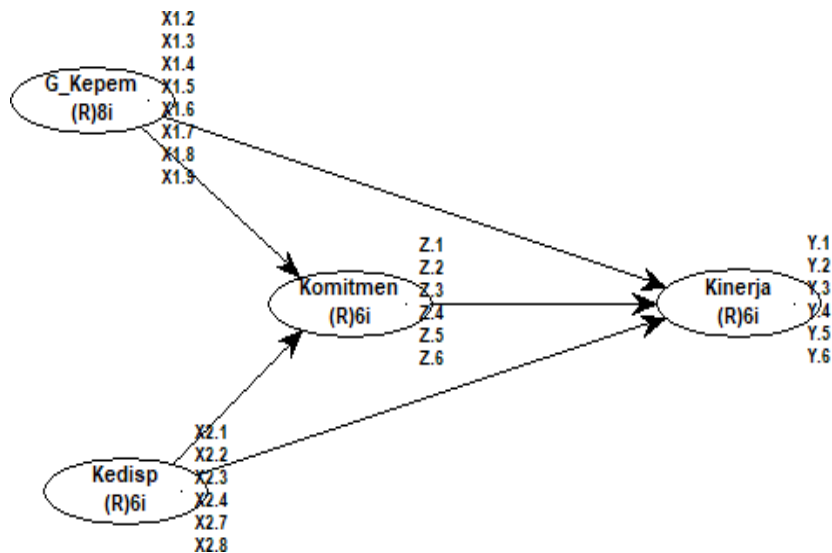
(Sholihin & Ratmono, 2021) Data analysis is to decompose everything into a smaller component in order to know the dominant component, make comparisons between one component using other components, and make comparisons of one or several components as a whole. Data analysis techniques are used to provide answers to formulation problems or test hypotheses that have been formulated. Data management in the following research utilizes Software *SmartPLS 3*.

## III. Results and Discussion

### 4.1 Results

#### a. Partial Least Square (PLS) Model Schematic

In the following research, hypothesis testing uses analytical techniques using the Smart PLS 3.0 program, and can be seen in the schematic model of the PLS 3.0 program tested in Figure 1,



*Figure 1. Schematic of Partial Least Square (PLS) Model*

#### b. Evaluation Measurement (Outer) Model

Based on the results of the PLS analysis with the PLS Algorithm for validity and reliability tests, the model determination coefficient and the path coefficient for the equation model, below is the image generated based on the output results of the PLS Algorithm Smart PLS, it can be observed in Figure 2 below:

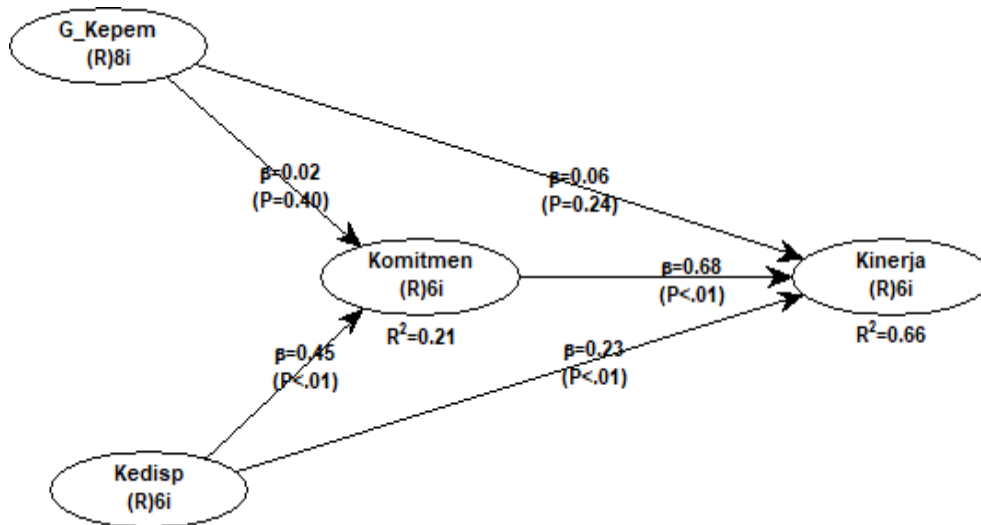


Figure 2. Evaluation of Measurement (Outer) Model

### c. Convergent Validity

*Convergent validity* Based on the measurement model using reflexive indicators, observations can be made based on the correlation between item scores or indicators with construct scores and Table 3 above, it can be observed that each indicator of the research variable has an outer loading value of more than 0.7. However, it can be observed that there are still indicators that have an outer loading value of less than 0.7. (Latan & Ghozali, 2016) an outer loading value between 0.5 - 0.6 is considered sufficient to provide fulfillment for the requirements for convergent validity.

Table 3. Outer Loading Convergent validity

Indicator	Transformational Leadership Style	Work Discipline	Organizational Commitment	Specialist Doctor Performance
X1.2	0.989			
X1.3	0.941			
X1.4	0.971			
X1.5	0.968			
X1.6	0.988			
X1.7	0.916			
X1.8	0.888			
X1.9	0.946			
X2.1		0.884		
X2.2		0.851		
X2.3		0.753		
X2.4		0.779		
X2.7		0.794		
X2.8		0.578		
Z.1			0.866	

Z.2			0.756	
Z.3			0.609	
Z.4			0.599	
Z.5			0.614	
Z.6			0.876	
Z.7			0.708	
Z.8			0.790	
Y.1				0.612
Y.2				0.741
Y.3				0.754
Y.4				0.744
Y.5				0.721
Y.6				0.625

Source: Processed Data 2021

#### d. Discriminant Validity

*Discriminant validity* indicators can be observed on the cross loading between indicators and constructs. Table 4, it can be observed that each indicator in the research variable has the largest cross loading value on the created variable, which is carried out in comparison with the cross loading value of the other variables. Based on the results obtained, it can be stated that the indicators used in this study have good discriminant validity when compiling each variable.

**Table 4.** Cross Loading Discriminant Validity

Indicator	Transformational Leadership Style	Work Discipline	Organizational Commitment	Specialist Doctor Performance
X1.2	0.989	-0.091	0.033	0.110
X1.3	0.941	0.082	0.173	0.280
X1.4	0.971	0.145	0.058	0.179
X1.5	0.968	0.196	0.062	0.143
X1.6	0.988	0.128	0.047	0.078
X1.7	0.916	0.297	0.136	0.234
X1.8	0.888	0.352	0.168	0.242
X1.9	0.946	0.252	0.189	0.079
X2.1	0.194	0.884	0.260	0.337
X2.2	0.086	0.851	0.354	0.378
X2.3	0.191	0.753	0.489	0.397
X2.4	0.200	0.779	0.373	0.463
X2.7	0.162	0.794	0.351	0.469
X2.8	-0.138	0.578	0.576	0.539
Z.1	0.096	0.283	0.866	0.401

Z.2	0.076	0.259	0.756	0.596
Z.3	0.052	0.371	0.609	0.599
Z.4	-0.330	0.132	0.599	0.718
Z.5	0.134	0.411	0.614	0.603
Z.6	0.018	0.283	0.876	0.390
Z.7	0.254	0.181	0.708	0.013
Z.8	0.418	0.376	0.790	0.223
Y.1	0.149	-0.212	0.551	0.612
Y.2	0.007	0.025	0.213	0.741
Y.3	0.349	0.325	0.195	0.754
Y.4	-0.109	0.031	-0.232	0.744
Y.5	0.080	0.475	0.511	0.721
Y.6	0.024	0.366	0.507	0.625

Source: Processed Data 2021

While presenting the data in Table 5, it can be observed that each research variable has an average variant extracted (AVE) value  $> 0.5$ . Through this problem, it can be stated that each variable has good discriminant validity.

**Table 5.** Average Variant Extracted (AVE)

Variable	Average Variance Extracted (AVE)
Transformational Leadership Style	0.609
Work Discipline	0.619
Organizational commitment	0.636
Specialist Doctor Performance	0.524

Source: Processed Data 2021

#### e. Composite Reliability

*Composite Reliability*ie some are used to test the reliability value of several indicators to a variable. A variable can be declared to fulfill composite reliability if it has a composite reliability value of more than 0.6.

Table 6, it can be seen that the composite reliability value of all research variables is  $> 0.7$ . The construct is declared reliable if the composite reliability and Cronbach alpha values are above 0.70 (Latan & Ghazali, 2016). The following results prove that each variable has met composite reliability which makes it possible to conclude that all variables have a high level of reliability.

**Table 6.** Composite Reliability

Variable	Composite Reliability
Transformational Leadership Style	0.844
Work Discipline	0.800
Organizational commitment	0.803
Specialist Doctor Performance	0.700

### f. Cronbach Alpha

The reliability test with composite reliability can be strengthened through the use of the Cronbach alpha value. Table 7, it can be obtained that the Cronbach alpha value of each research variable is  $> 0.7$ . So based on the problem itself, the results of this study prove that each research variable has met the requirements of the Cronbach alpha value, so there is a conclusion that all variables have a high level of reliability.

**Table 7.** Cronbach Alpha

Variable	Cronbach's Alpha
Transformational Leadership Style	0.786
Work Discipline	0.700
Organizational commitment	0.704
Specialist Doctor Performance	0.721

Source: Processed Data 2021

### g. Structural Model Test or Inner Model

In the following research, an explanation of the results of path coefficient testing, goodness of fit testing and hypothesis testing can be given.

#### 1. Path Coefficient Test

Path coefficient evaluation is used to show how strong the effect or influence of exogenous variables on endogenous variables is. Meanwhile, the determination coefficient (R-Square) is used to measure how much endogenous variables are influenced by other variables (Marcoulides et al., 2009).

Based on all the inner model schemes that have been shown in table 8, it can be given an explanation that the path coefficient value is being displayed along with the effect of Organizational Commitment on the Performance of Specialist Doctors, which is 0.675. Then the weak influence of the Transformational Leadership Style on the Performance of Specialist Doctors is 0.056.

**Table 8.** Path Coefficient

Construct	Path Coefficient	Information
Transformational Leadership Style -> Specialist Physician Performance	0.056	Weak
Transformational Leadership Style -> Organizational Commitment	0.020	Weak
Work Discipline -> Organizational Commitment	0.225	Currently
Work Discipline -> Specialist Doctor Performance	0.451	Currently
Organizational Commitment -> Specialist Physician Performance	0.675	Currently

#### 2. Goodness of the Model (Goodness of Fit)

Based on the presentation of the data in Table 9, it can be seen above that the RSquare value for the Organizational Commitment variable is 0.207, the income from this value gives information that the percentage of Transformational Leadership Style and Work Discipline, and can be given an influence by Organizational Commitment is 20.7%, while for The RSquare value obtained by the Specialist Doctor's Performance variable is 0.655. The value itself provides information that the Transformational Leadership Style and Work Discipline can be explained by the Specialist Doctor's Performance of 65.5%.



**Table 9. R-Square Value**

Variable	R Square
Organizational Commitment	0.207
Specialist Doctor Performance	0.655

Source: Data processed 2021

The goodness of fit assessment is seen from the Q-Square value. The value of Q-Square has an equivalent meaning with R-Square in regression analysis, where the higher the Q-Square, which makes the model can be said to be better or more fit using the data. The results of the calculation of the value of Q-Square are:

$$\begin{aligned}
 \text{Q-Square} &= 1 - [(1 - R_1) \times (1 - R_2)] \\
 &= 1 - [(1 - 0.207) \times (1 - 0.655)] \\
 &= 1 - (0.793 \times 0.345) \\
 &= 1 - 0.274 \\
 &= 0.726
 \end{aligned}$$

Based on the results of these calculations, obtained a Q-Square value of 0.726. The following problem shows the diversity of research data that can be influenced by the research model, which is 72.6%. Meanwhile, the remaining 27.4% were explained by other factors outside the research model itself. So from the problem itself, based on the results, it can be said that the research model can be stated to have a good and positive goodness of fit.

### 3. Live Effect Test

The next test is to see the significant value of the influence between variables through observing the parameter coefficient values and also the T statistical significance value using the bootstrapping method (Latan & Ghazali, 2016).

**Table 10. T-Statistics and P-Values**

No.	Hpo	Variable	Original Sample	T Statistics ( O/STDEV )	P Values
1	1	Transformational Leadership Style -> Specialist Physician Performance	0.056	1,220	0.244
2	2	Transformational Leadership Style -> Organizational Commitment	0.020	0.953	0.401
3	3	Work Discipline -> Organizational Commitment	0.225	3.364	0.002
4	4	Work Discipline -> Specialist Doctor Performance	0.451	5,294	0.000
5	5	Organizational Commitment -> Specialist Physician Performance	0.675	7.226	0.000

Source: Data processed 2021

The Hypothesis of the Effect of T-Statistics P-Values based on the data presented in table 10, it can be observed that based on the 5 hypotheses submitted in the following study, all of them can be accepted because each effect shown has a P-Values value < 0.05. Which makes it possible to say that the exogenous to endogenous variables have a significant influence. Below is a breakdown of the influence between variables:

- a) The Influence of Transformational Leadership Style on the Performance of Specialist Doctors  
Based on the table above, it can be observed that for the Transformational Leadership Style variable test (X1) on the Performance of Specialist Doctors (Y), the T statistics value of 1,220 has an -value of 0.244 > 0.05, meaning that H0 is accepted, which means that there is a direct but not significant effect. Transformational Leadership (X1) on the Performance of Specialist Doctors (Y).
- b) The Effect of Transformational Leadership Style on Organizational Commitment  
Based on the table above, it can be observed that for the test of the Transformational Leadership Style (X1) variable on Organizational Commitment (Z), the T statistics value of 0.953 has an -value of 0.401 > 0.05, which means that H0 is accepted, which means that there is a direct but not significant effect on Leadership Style. Transformational (X1) on Organizational Commitment (Z).
- c) The Effect of Work Discipline on Organizational Commitment  
Based on the table above, it can be observed that for the Work Discipline (X2) variable test on Organizational Commitment (Z), the T statistics value of 3.364 has an -value of 0.002 < 0.05, meaning that H0 is rejected, which means that there is a significant direct effect of Work Discipline (X2). to Organizational Commitment (Z).
- d) The Effect of Work Discipline on the Performance of Specialist Doctors  
Based on the table above, it can be observed that for the Work Discipline variable test (X2) on the Performance of Specialist Doctors (Y), the T statistics value of 7,226 has an -value of 0.000 < 0.05), meaning that H0 is rejected, which means that there is a significant direct effect of Work Discipline ( X2) on the Performance of Specialist Doctors (Y).
- e) The Effect of Organizational Commitment on the Performance of Specialist Doctors  
Based on the table above, it can be observed that for the test of the Organizational Commitment (Z) variable on the Performance of Specialist Doctors (Y), the T statistics value of 4,148 has an -value of 0.000 < 0.05, meaning that H0 is rejected, which means that there is a significant direct effect of Organizational Commitment (Z). ) on the Performance of Specialist Doctors (Y).

#### 4. Indirect Effect Test

Testing the indirect effect hypothesis was carried out using the resampling bootstrapping technique method. An alternative approach to testing the significance of mediation (Bollen & Stine, 1990).

The following are the results of data processing to determine exogenous variables on endogenous variables, exogenous variables on mediator variables, mediator variables affect endogenous variables:

Based on the results of the indirect effect hypothesis testing:

**Table 11. T-Statistics and P-Values**

No.	Hpo	Variable	Original Sample	T Statistics ( O/STDEV )	P Values
1	6	Transformational Leadership Style -> Organizational Commitment -> Specialist Physician Performance	0.014	0.817	0.237
2	7	Work Discipline -> Organizational Commitment -> Specialist Doctor Performance	0.304	4.320	0.000

Source: Primary data processed 2021

Based on the results of the calculation of the path coefficient, it is known that:

- a) The Total Effect of Transformational Leadership Style on the Performance of Specialist Doctors through Organizational Commitment obtained T statistics of 0.817 getting -value of  $0.237 > 0.05$ ) meaning  $H_0$ , accepted then there is an indirect but not significant effect of Transformational Leadership Style (X1) on the Performance of Specialist Doctors (Y) through Organizational Commitment (Z).
- b) The Total Effect of Work Discipline on the Performance of Specialist Doctors through Organizational Commitment obtained T statistics of 4,320 got an -value of  $0.000 < 0.05$  meaning  $H_0$  is rejected, then there is an indirect and significant effect of Work Discipline (X2) on the Performance of Specialist Doctors (Y) through Organizational Commitment (Z).

### **3.2 Discussion**

#### **a. Influence of Leadership Style Transformational on the Performance of Specialist Doctors**

Based on the table above, it can be observed that for the Transformational Leadership Style variable test (X1) on the Performance of Specialist Doctors (Y), the T statistics value of 1,220 has an -value of  $0.244 > 0.05$ , meaning that  $H_0$  is accepted, which means that there is a direct but not significant effect. Transformational Leadership (X1) on the Performance of Specialist Doctors (Y).

The performance of doctors at Sidoarjo Hospital who previously lacked discipline with the importance of a good and communicative Transformation Leadership Style, will help better because their complaints are considered by the Hospital leadership.

The results of this study support his research (Sosilo, 2014) that leadership style has a significant effect on the performance of medical personnel and agrees with (Usman et al., 2020) which states that transformational leadership style has a significant effect on the performance of medical personnel.

#### **b. Influence of Leadership Style Transformational Towards Organizational Commitment**

Based on the table above, it can be observed that for the test of the Transformational Leadership Style (X1) variable on Organizational Commitment (Z), the T statistics value of 0.953 has an -value of  $0.401 > 0.05$ , which means that  $H_0$  is accepted, which means that there is a direct but not significant effect on Leadership Style. Transformational (X1) on Organizational Commitment (Z).

Transformational Leadership Style has a positive effect, so the leadership of Sidoarjo Hospital gets respect, from specialist doctors, and the leadership has high integrity in advancing the organization so that specialist doctors trust in the leadership is also quite good.

The results of this study support (Setyawan & Rahmawati, 2021) Transformational Leadership has a significant effect on having a significant influence on Organizational Commitment.

#### **c. The Effect of Work Discipline on Organizational Commitment**

Based on the table above, it can be observed that for the Work Discipline (X2) variable test on Organizational Commitment (Z), the T statistics value of 3.364 has an -value of  $0.002 < 0.05$ , meaning that  $H_0$  is rejected, which means that there is a significant direct effect of Work Discipline (X2) to Organizational Commitment (Z).

Sidoarjo Hospital management must apply wise and consistent rules, because work discipline is very dependent on hospital rules and policies, so specialist doctors will be more disciplined in their services at the hospital.

The results of this study support the research conducted (Suwanto, 2019) concluding that Work Discipline and Work Motivation simultaneously (together) affect employee performance.

#### **d. The Effect of Work Discipline on the Performance of Specialist Doctors**

Based on the table above, it can be observed that for the Work Discipline variable test (X2) on the Performance of Specialist Doctors (Y), the T statistics value of 7,226 has an -value of  $0.000 < 0.05$ , meaning that H0 is rejected, which means that there is a significant direct effect of Work Discipline (X2) on the Performance of Specialist Doctors (Y).

Discipline serves as an important predictor of organizational commitment to spend time and energy in the organization. Discipline encouragement is needed in order to build a relationship with the Organization. The high and low commitment of Doctors is inseparable from the Doctor's belief in the positive treatment of the Organization. The application of discipline becomes difficult because of what will be considered urgent for certain people it is not necessarily considered urgent for others

The results of this study do not support his research (Tusholihah et al., 2019) which states that discipline has no significant effect on organizational performance, but it is different from his research (Manurung & Riani, 2017) which states that work discipline has a positive and significant effect on organizational commitment.

#### **e. The Effect of Organizational Commitment on the Performance of Specialist Doctors**

Based on the table above, it can be observed that for the test of the Organizational Commitment (Z) variable on the Performance of Specialist Doctors (Y), the T statistics value of 4,148 has an -value of  $0.000 < 0.05$ , meaning that H0 is rejected, which means that there is a significant direct effect of Organizational Commitment (Z) on the Performance of Specialist Doctors (Y).

The organizational commitment that has been carried out by the Sidoarjo Hospital has made the Doctor's commitment to awareness to remain in a good organization and happy to work at the Hospital, with the attention and communicativeness of the manager with specialist doctors.

The results of this study support his research (Burhannudin et al., 2019) research shows that organizational commitment has a partial effect on the performance of medical employees and also like his research (Putri et al., 2015) which states that organizational commitment has a significant effect on the performance of medical personnel.

#### **f. The Effect of Transformational Leadership Style on the Performance of Specialist Doctors through Organizational Commitment**

The Total Effect of Transformational Leadership Style on the Performance of Specialist Doctors through Organizational Commitment obtained T statistics of 0.817 getting -value of  $0.237 > 0.05$  meaning H0, accepted then there is an indirect but not significant effect of Transformational Leadership Style (X1) on the Performance of Specialist Doctors (Y) through Organizational Commitment (Z).

And when compared with direct influence, the value of the original sample of direct influence is 0.056 above the indirect effect of 0.014, indicating that Transformational

Leadership Style can improve the performance of specialist doctors directly even without mediation of organizational commitment.

The following research results support the research of Oupen et.al (2020) which states that organizational commitment will not be able to mediate the effect of transformational leadership style on the performance of medical employees and their research (Sartika, 2014) differs that organizational commitment does not mediate the relationship between job satisfaction and turnover intention to desire transformational leadership style so it is not accepted.

#### **g. The Effect of Work Discipline on the Performance of Specialist Doctors through Organizational Commitment**

The Total Effect of Work Discipline on the Performance of Specialist Doctors through Organizational Commitment obtained T statistics of 4,320 got an -value of  $0.000 < 0.05$  meaning  $H_0$  is rejected, then there is an indirect and significant effect of Work Discipline (X2) on the Performance of Specialist Doctors (Y) through Organizational Commitment (Z).

And when compared to the direct effect, the value of the original sample of the indirect effect is 0.451 still above the direct influence of 0.304, this shows that work discipline can improve the performance of specialist doctors directly, although not through organizational commitment.

The results of this study support his research (Shanty & Mayangsari, 2019) giving the results that organizational commitment is not able to mediate the relationship between discipline and performance.

### **IV. Conclusion**

From the results of testing and discussion, it is concluded that the Transformational Leadership Style in Sidoarjo Hospital needs attention and is wiser in communicating with medical professionals. Specifically specialist doctors, while Organizational Commitment is needed in improving the work discipline of medical personnel by providing stricter and more consistent rules, so that discipline the work of medical personnel can be more and more controlled.

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