Effect of leadership and work discipline to employee performance through the job satisfaction as intervening variable in National Civil Service Agency Regional Office X Denpasar

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ABSTRACT

The purpose of this study was to determine the performance of employees at the National Civil Service Agency Regional Office X Denpasar which is influenced by leadership and work discipline through job satisfaction. The population in this study was employees in executive positions within the National Civil Service Agency Regional Office X Denpasar. The number of samples used in this study was 56 as determined by purposive sampling. The results from this research shows that leadership has a positive and significant effect on job satisfaction, work discipline has a positive and significant effect on job satisfaction, leadership has no significant effect on performance, work discipline has a positive and significant effect on performance, job satisfaction has a positive and significant effect on employee performance, the indirect effect of leadership on performance through job satisfaction has a positive but not significant effect, the indirect effect of work discipline on performance through employee job satisfaction at National Civil Service Agency Regional Office X Denpasar has a positive and significant effect.

Keywords: Leadership, Work Discipline, Job Satisfaction, and Performance.

1. INTRODUCTION

Human resources are very important for organizations because they have talent and creativity so they can think and act as the organization wants to achieve the goals that have been set. The process of achieving organizational goals and objectives is supported by the performance level of existing human resources. To improve the performance of human resources, organizations must know the factors that affect performance so that organizations can print quality human resources to achieve organizational goals.

Quality human resources must have good leadership and discipline so that they are expected to make a positive contribution to the organization. Leadership is a person's ability to control or influence other people or different communities towards the achievement of certain goals (Fahmi et al., 2018). In an organization, leaders who have good leadership can positively influence the organization they lead. Another study, it was also proved that there is a very strong relationship between leadership and employee performance (Yuniarti & Suprianto, 2020). However, in a study conducted by Tongo-Tongo (2014) leadership was proven to have no significant relationship with performance.

To improve the performance of human resources, leadership alone is not enough but requires a high level of discipline from employees. Work discipline is an attitude of respect for the company's rules and regulations, which exist within the employee, which causes him to voluntarily adapt to the company's rules and regulations (Edi, 2009). Work discipline affects performance, other research has been carried out and

obtained the results that work discipline has a positive and significant effect on employee performance (Udayanto et al., 2015), as well as research conducted by Sutrisno et al. (2016) also getting results increasingly the higher the work discipline carried out by employees, the higher the effect on employee performance.

Employee job satisfaction in an organization is influenced by the employee's work environment both between employees and the relationship between employees and their superiors. The definition of job satisfaction according to Robbins and Judge states that job satisfaction is a positive feeling about work as a result of evaluating the characteristics of the job (Nurwijayanti et al., 2019). In this study, it was concluded that job satisfaction has a positive and significant effect on employee performance so that organizations must pay attention to things that make employees feel satisfied in carrying out their work.

The National Civil Service Agency Regional Office X Denpasar is one of the agencies of the State Civil Service Agency in the region, and carries out some of the duties and functions of the State Civil Service Agency in the field of fostering and administering the management of the State Civil Apparatus in the Provinces of Bali, West Nusa Tenggara, and East Nusa Tenggara.

From the results of initial interviews obtained from employees of the National Civil Service Agency Regional Office X Denpasar, the existing leadership in the organization is currently quite good, and leadership has performed its role well, as seen from the leadership who often communicates with subordinates, provides direction to subordinates, and gives advice or suggestions. subordinates, motivate and move employees to a job, besides that the leadership also accepts creative ideas and ideas from subordinates, but the performance of employees in providing services to both internal and external parties is still not as expected. This can be seen from the results of the community satisfaction index distributed to stakeholders who are the object of service at the National Civil Service Agency Regional Office X Denpasar, and there are still complaints with services at the National Civil Service Agency Regional Office X Denpasar, such as the delay in determining the approval notes for the promotion of civil servants in several regions. This is supported by data on the completion of promotion reports, where there are still many remaining completions of promotion proposals. Thus, it will result in the delay of Regional Civil Servants and Central Civil Servants in the working area of the National Civil Service Agency Regional Office X Denpasar in receiving the decision letter for the promotion of the employee concerned.

2. LITERATURE REVIEW

a. Leadership

Leadership is the ability to influence a group towards achieving goals, (Robbins, 1996). Leadership is a relationship in which one person, namely the leader, influences other parties to work together voluntarily to perform related tasks to achieve what the leader wants (Anoraga & Widiyanti, 2003). Leadership is also said to be an activity that influence the behavior of others, or the art of influencing human behavior both individually and in groups, Thoha, 2010).

Thus, it can be concluded that leadership is an effort to influence many people through appropriate communication to achieve goals, how to influence people with instructions or orders, actions that cause others to act or respond and cause positive change, an important dynamic force that motivates and coordinates organizations to achieve goals, and the ability to create confidence and support among subordinates so achieve organizational goals.

b. Work Discipline

In carrying out one's work, one must have good discipline. Good discipline reflects a person's sense of responsibility towards his tasks assigned to him (Hasibuan, 2002). This encourages work passion, morale, and the realization of the goals of the company, employees, and society. Therefore, every manager always tries to ensure that his subordinates have good discipline. A manager is said to be effective in his leadership if his subordinates are disciplined. Regulations are needed to provide guidance and counseling for employees to create good order in the company. With good discipline, morale, work morale, efficiency, and work effectiveness of employees will increase. This will support the achievement of the company's goals, employees, and society. The company has difficult to achieve its goals if employees do not comply with the company's regulations. Company discipline is said to be good if most employees obey the existing regulations.

c. Job satisfaction

Job satisfaction is an emotional attitude that is pleasant and loves his job. This attitude is reflected in work morale, discipline, and work performance (Priyono & Marnis, 2008). Job satisfaction can also be expressed as an employee's emotional state where there is a meeting point between the value of remuneration for work by the company and the level of remuneration desired by the employee.

Job satisfaction is not always a strong motivational factor for achievement, because employees who are satisfied at work do not necessarily increase their work performance. However, organizational managers need serious attention to the problem of job satisfaction. Employee job satisfaction is often considered a strong determinant of employee turnover. However, employees' perception of unfair treatment is a stronger predictor than job satisfaction. If employees feel they are being treated unfairly by the organization, pressure will arise as a result. The perception of injustice causes an unpleasant emotional atmosphere that can reduce employees to work optimally which ultimately has an impact on efforts to leave the organization.

d. Performance
Today's organizational performance has become a public spotlight, because of the emergence of a climate of democratization and openness. Conceptually, performance can be seen from two aspects, "namely" employee performance is the result of individual work in the organization and organizational performance. Organizational performance is the priority work achieved by an organization. Employee performance and organizational performance are closely related. The achievement of organizational goals that are used or carried out by employees who play an active role as actors in achieving organizational goals.

In addition, performance is also said to be the result of work in quality and quantity achieved by an employee in carrying out his duties by the responsibilities given to him (Mangkunegara, 2013).

3. METHODOLOGY

Quantitative research was used in this research. Quantitative research can be interpreted as a research method based on the philosophy of positivism, used to examine certain populations or samples, data collection using research instruments, and data analysis is quantitative/statistical, to test predetermined hypotheses (Sugiyono, 2013). This study was conducted to measure the leadership, work discipline, job satisfaction, and performance of existing employees at National Civil Service Agency Regional Office X Denpasar. In this study, 56 questionnaires were distributed to employees of National Civil Service Agency Regional Office X Denpasar, questionnaires received were 50 questionnaires and 6 questionnaires did not return.

4. RESULT

a. Validity and Reliability Test
The validity test was used to determine the respondent's interpretation of each question or statement contained in the research instrument. A validity test was conducted on respondents using the product-moment correlation analysis. If the product-moment correlation value of each instrument is positive and the magnitude is 0.3 and above, then the indicator can be said to be valid.

A reliability test was conducted to test the respondents' interpretation of the questions or statements contained in the research instrument which was indicated by the consistency of the answers given. The limit value used to assess an acceptable level of reliability was 0.60. The results of the validity and reliability tests can be measured using the IBM SPSS Statistics 25 as follows:

Table 1 Recapitulation of Validity and Reliability Tests

Variable	Cronbach's Alpha	Indicator	Correlation coefficient	Note:
Leadership (X1)	0.817 (Reliable)	Fair	0.492**	Valid
		Support the achievement of goals1	0.712**	Valid
		Support the achievement of goal 2	0.867**	Valid
		Catalyst	0.796**	Valid
		Creating a sense of security	0.601**	Valid
		Source of inspiration	0.716**	Valid
		Organization representative	0.614**	Valid
Work Discipline (X2)	0.840 (Reliable)	Time Discipline1	0.852**	Valid
		Discipline of time2	0.634**	Valid
		Discipline regulations1	0.813**	Valid
		Discipline rules2	0.733**	Valid
		Discipline of responsibility1	0.598**	Valid
		Responsible Discipline	0.716**	Valid
		Work discipline	0.710**	Valid
Job satisfaction (M)	0.835 (Reliable)	The work itself1	0.515**	Valid
		The work itself	0.634**	Valid
		Salary1	0.559**	Valid
		Salary2	0.772**	Valid
		Promotion1	0.833**	Valid
		Promotion2	0.683**	Valid
		Supervision	0.758**	Valid
		coworker1	0.612**	Valid
		coworkers2	0.657**	Valid
Performance (Y)	0.767 (Reliable)	Output quantity	0.683**	Valid
		Output quality1	0.783**	Valid
		Output quality 2	0, 619**	Valid
		Output quality 3	0.552**	Valid
		Presence1	0.635**	Valid
		Presence2	0, 415**	Valid
		cooperative1	0, 642**	Valid
		Cooperative2	0, 671**	Valid

Source: data processed by IBM SPSS Statistics 25

Based on the recapitulation of the calculation results of the product-moment correlation value of each question/statement item in table 1, the results obtained are above 0.3. This means that all the questions/statements in the questionnaire can be said to be valid. Based on the recapitulation of the results of the calculation of the Cronbach's alpha value of each variable in table 1, the results obtained are above 0.60. This means that all variables in the questionnaire can be said to be reliable.

b. Assessing the Outer Model or Measurement Model
There are three criteria in the use of data analysis techniques with Smart PLS to assess the outer model, namely Convergent Validity, Discriminant Validity, and Composite Reliability. Convergent Validity of the measurement model with indicator reflection is assessed based on the correlation between item score/component score estimated using Smart PLS Software. Individual reflexive measures are said to be high if they correlate more than 0.70 with the construct being measured. However, according to Ghozali (2008) for research in the early stages of developing a measurement scale for a loading value of 0.5 to 0.6 is considered sufficient. In this study, a loading factor limit of 0.60 will was used.

Table 2 Outer Loadings (Measurement Model)

Variables/Indicators	Beginning model	Modification
Leadership		
Fair	0.564	0.605
Support1	0.667	0.662
Support2	0.851	0.850
Catalyst	0.696	0.668
Safe	0.507	
Inspiration	0.724	0.710
representative	0.753	0.760
Work Discipline		
time1	0.833	0.811
time2	0.561	
Rule1	0.810	0.797
Rule2	0.742	0.751
Responsibility1	0.617	0.636
Responsibilities2	0.766	0.806
Work	0.741	0.761
Job satisfaction		
Job1	0.524	
Job2	0.576	
Salary1	0.487	
Salary2	0.736	0.690
Promotion1	0.861	0.908
Promotion2	0.700	0.710
Supervision	0.791	0.795
coworker1	0.667	0.752
coworkers2	0.697	0.795
Performance		
Quantity	0.730	0.779
Quality1	0.805	0.827
Quality2	0.584	
Quality3	0.463	
Presence1	0.662	0.628
Presence2	0.322	
cooperative1	0.694	0.735
Cooperative2	0.701	0.752

Source: data processed by SmartPLS 3.3.3

The results of data processing using Smart PLS are shown in Table 2. The value of the outer model or the correlation between the construct and the variable initially did not meet convergent validity because there were still many indicators with a loading factor value below 0.60. Modification of the model was modified by issuing indicators that have a loading factor value below 0.60. The modified model as shown in Table 2 shows that all loading factors have values above 0.60, so the constructs for all variables have not been eliminated from the model.

c. Discriminant Validity
Discriminant validity is used to ensure that each concept of each latent variable is different from other variables. The model has good discriminant validity if each loading value of each indicator of a latent variable has the largest loading value with other loading values on other variables. The results of the discriminant validity test are obtained as follows:

Table 3 Discriminant Validity (Cross Loading) Values

	Work Discipline	Leadership	Job satisfaction	Performance
Fair	0.302	0.605	0.451	0.201
Salary2	0.460	0.319	0.690	0.326
Inspiration	0.245	0.710	0.402	0.136
Catalyst	0.205	0.668	0.240	-0.003
Presence1	0.577	0.272	0.380	0.628
Work	0.761	0.188	0.469	0.637
cooperative1	0.484	0.055	0.519	0.735
Cooperative2	0.476	0.169	0.463	0.752
Quality1	0.636	0.227	0.474	0.827
Quantity	0.629	0.218	0.372	0.779
Support1	0.127	0.662	0.211	0.091
Support2	0.101	0.850	0.368	0.058
Rule1	0.797	0.397	0.443	0.487
Rule2	0.751	0.257	0.489	0.560
Promotion1	0.470	0.552	0.908	0.495
Promotion2	0.308	0.609	0.710	0.343
comrade1	0.350	0.316	0.752	0.574
comrades	0.316	0.222	0.775	0.426
Supervision	0.487	0.450	0.795	0.545
Responsibility1	0.636	0.332	0.258	0.574
Responsibilities2	0.806	0.151	0.398	0.616
representative	0.348	0.760	0.443	0.397
time1	0.811	0.263	0.278	0.557

Source: data processed by SmartPLS 3.3.3

From Table 3 it can be seen that the loading factor value for each indicator of each variable has a loading factor value that is greater than the loading factor value when associated with other variables. This means that each variable has good discriminant validity.

d. Evaluating Reliability and Average Variance Extracted (AVE)
The validity and reliability criteria can also be seen from the reliability value of a construct and the Average Variance Extracted (AVE) value of each construct. A construct is said to have high reliability if its value is 0.70 and the Average Variance Extracted (AVE) is above 0.50.

In Table 4, the Composite Reliability and Average Variance Extracted (AVE) values will be presented for all variables.

Table 4 Composite Reliability and Average Variance Extracted (AVE)

|	Composite Reliability	Average Variance Extricated (AVE)
Work discipline	0.892	0.582
Leadership	0.860	0.509
Job satisfaction	0.899	0.601
Performance	0.862	0.558

Source: data processed by SmartPLS 3.3.3

Based on Table 4, it can be concluded that all constructs meet the reliable criteria. This is indicated by the composite reliability value above 0.70 and the Average Variance Extracted (AVE) above 0.50 as recommended criteria.

e. Structural Model Testing (Inner Model)
Evaluation of the structural model or inner model aims to predict the relationship between latent variables. The structural model is evaluated by looking at the percentage of variance explained by looking at the R-Square value for endogenous latent constructs and Average Variance Extracted (AVE) for predictiveness using resampling procedures such as jackknifing and bootstrapping to obtain stability from the estimate.

Figure 1. Structural Model
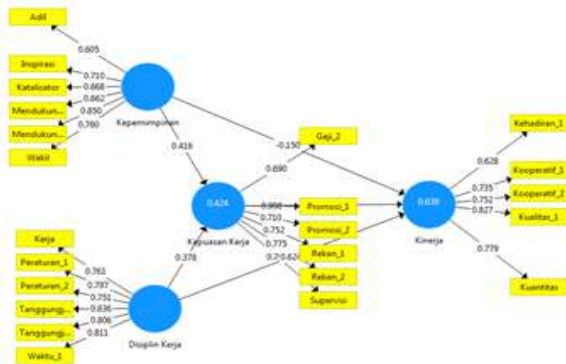
Source: data processed by SmartPLS 3.3.3

Assessing the model with Smart PLS begins by looking at the R-square for each dependent latent variable. Table 5 is the result of the R-square estimation using Smart PLS.

Table 5. Value of R-Square

Variable	R-Square
Job satisfaction	0.424
Performance	0.639

Source: data processed by SmartPLS 3.3.3

Based on Table 5, it can be concluded that the model of the influence of leadership and work discipline on employee job satisfaction is 0.424, which can be interpreted that the variability of the job satisfaction construct that can be explained by the variability of the leadership construct and work discipline is 42.4%, while the rest is 57.6 % is explained by variables outside of this study.

Likewise with the model of the influence of leadership, work discipline, and job satisfaction on the performance of National Civil Service Agency Regional Office X Denpasar employees of 0.639, which can be interpreted that the variability of employee performance constructs can be explained by the variability of the constructs of training, work environment and motivation of 63.9% while the rest of 36.1% is explained by other variables outside of this study.

f. Hypothesis test
The significance of the estimated parameters provides very useful information about the relationship between the research variables. The basis used in testing the hypothesis is the value contained in the output result for Path Coefficients. Table 6 provides the estimated output for structural model testing.

Table 6 Output Result for Path Coefficients

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T-Statistics (|O/STERR|)	P-Values
Work discipline → Job satisfaction	0.378	0.392	0.134	2,830	0.005
Work discipline → Performance	0.624	0.633	0.108	5,804	0.000
Leadership → Job satisfaction	0.416	0.418	0.126	3,311	0.001
Leadership → Performance	-0.150	-0.148	0.184	0.814	0.416
Job satisfaction → Performance	0.348	0.339	0.108	3,239	0.001

Source: data processed by SmartPLS 3.3.3

In PLS statistical testing of each hypothesized relationship is carried out using simulation. In this case, the bootstrapping method was used for the sample. Testing with bootstrapping is also intended to minimize the problem of abnormal research data. The test results with bootstrapping from the PLS analysis are as follows:

1) Hypothesis Testing 1 (Leadership has a significant effect on job satisfaction at National Civil Service Agency Regional Office X Denpasar)
The results of testing the first hypothesis indicate that the influence of the leadership variable on job satisfaction shows a path coefficient value of 0.378 with an at-count value of 2.830 and a P-Values value of 0.001. The t-count value is greater than the t-table (1.960) and the P-Values value is smaller than the 0.05 alpha level. These results mean that leadership has a positive and significant effect on job satisfaction at National Civil Service Agency Regional Office X Denpasar which means that it is by the first hypothesis where leadership has a significant effect on job satisfaction at National Civil Service Agency Regional Office X Denpasar. This means Hypothesis 1 is accepted.

2) Hypothesis Testing 2 (Work discipline has a significant effect on job satisfaction at National Civil Service Agency Regional Office X Denpasar)

The results of testing the second hypothesis indicate that the influence of the work discipline variable on job satisfaction shows a path coefficient value of 0.378 with an at-count value of 2.830 and a P-Values value of 0.005. The t-count value is greater than the t-table (1.960) and the P-Values value is smaller than the 0.05 alpha level. This result means that work discipline has a positive and significant effect on job satisfaction at National Civil Service Agency Regional Office X Denpasar which means that it is by the second hypothesis where work discipline has a significant effect on job satisfaction at National Civil Service Agency Regional Office X Denpasar. This means Hypothesis 2 is accepted.

3) Hypothesis Testing 3 (Leadership has a significant effect on employee performance at National Civil Service Agency Regional Office X Denpasar)
The results of testing the third hypothesis indicate that the influence of the leadership variable on performance shows a path coefficient value of -0.150 with an at-count value of 0.814 and a P-Values value of 0.416. The t-count value is smaller than the t-table (1.960) and the P-Values value is greater than the 0.05 alpha level. This result means that leadership has no positive and insignificant effect on performance at National Civil Service Agency Regional Office X Denpasar which means it is not by the third hypothesis where leadership has a significant effect on employee performance at National Civil Service Agency Regional Office X Denpasar. This means Hypothesis 3 is rejected.

4) Hypothesis Testing 4 (Work discipline has a significant effect on employee performance at National Civil Service Agency Regional Office X Denpasar)
The results of testing the fourth hypothesis indicate that the influence of the work discipline variable on performance shows a path coefficient value of 0.624 with an at-count value of 5.804 and a P-Values value of 0.000. The t-count value is greater than the t-table (1.960) and the P-Values value is smaller than the 0.05 alpha level. These results mean that work discipline has a positive and significant effect on performance at National Civil Service Agency Regional Office X Denpasar which means by the fourth hypothesis where work discipline has a significant effect on employee performance at National Civil Service Agency Regional Office X Denpasar. This means Hypothesis 4 is accepted.

1) Hypothesis Testing 5 (Job satisfaction has a significant effect on employee performance at National Civil Service Agency Regional Office X Denpasar)
The results of testing the fifth hypothesis indicate that the effect of job satisfaction on performance shows a path coefficient value of 0.348 with an at-count value of 3.239 and a P-Values value of 0.001. The t-count value is greater than the t-table (1.960) and the P-Values value is smaller than the 0.05 alpha level. These results mean that job satisfaction has a positive and significant effect on

employee performance at National Civil Service Agency Regional Office X Denpasar which means by the fifth hypothesis where job satisfaction has a significant effect on employee performance at National Civil Service Agency Regional Office X Denpasar. This means Hypothesis 5 is accepted.

6) Hypothesis Testing 6 (Leadership has a significant effect on employee performance through job satisfaction at National Civil Service Agency Regional Office X Denpasar)
The results of testing the sixth hypothesis for the indirect effect of leadership variables on performance through job satisfaction can be seen in the following table of Output Results for Specific Indirect Effects:

Table 7 Output Result for Specific Indirect Effects

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T-Statistics (|O/STERR|)	P-Values
Work discipline → Job satisfaction → Performance	0.132	0.135	0.069	1,914	0.056
Leadership → Job satisfaction → Performance	0.145	0.138	0.055	2,657	0.008

Source: data processed by SmartPLS 3.3.3

Based on Table 7, the indirect effect of the leadership variable on performance through job satisfaction shows the path coefficient value of 0.145 with an at-count value of 2.657 and a P-Values value of 0.0564. The t-count value is greater than the t-table (1.960) and the P-Values value is greater than the 0.05 alpha level. This result means that the indirect influence of leadership on performance through job satisfaction at National Civil Service Agency Regional Office X Denpasar has a positive but not significant effect which means it is not by the sixth hypothesis where leadership has a significant effect on employee performance through job satisfaction at National Civil Service Agency Regional Office X Denpasar. This means Hypothesis 6 is rejected.

7) Hypothesis Testing 7 (Work discipline has a significant effect on employee performance through job satisfaction at National Civil Service Agency Regional Office X Denpasar)
The results of testing the seventh hypothesis as shown in Table 7, the indirect effect of work discipline variables on performance through job satisfaction shows a path coefficient value of 0.132 with an at-count value of 2.657 and a P-value of 0.008. The t-count value is greater than the t-table (1.960) and the P-Values value is smaller than the 0.05 alpha level. This result means that the indirect effect of work discipline on performance through employee job satisfaction at National Civil Service Agency Regional Office X Denpasar has a positive and significant effect which means that it is by the seventh hypothesis where work discipline has a

significant effect on employee performance through job satisfaction at National Civil Service Agency Regional Office X Denpasar. This means Hypothesis 7 is accepted.

5. DISCUSSION AND IMPLICATIONS

a. Leadership has a significant effect on job satisfaction at National Civil Service Agency Regional Office X Denpasar. The results of hypothesis testing indicate that leadership has a positive and significant effect on job satisfaction at National Civil Service Agency Regional Office X Denpasar. The results of this study are in line with research conducted by Nurwijayanti et al. (2019), that leadership has a significant influence on employee performance.

Based on the results of the analysis of the average assessment/response of respondents to the leadership variable, it is included in the high category (3.40 - 4.19) and very high (4.20 – 5.00). The highest rating on the leading indicator is creating a sense of security with an average of 4.36. While the lowest assessment occurred on indicators supporting the achievement of goals with an average of 3.78. Based on these results it can be stated that the ability to create a sense of security by the leadership can have a positive and significant influence on the employees of National Civil Service Agency Regional Office X Denpasar, then it is necessary to increase the provision of education and training for new types of work or the existence of new regulations related to work so that performance will increase.

b. Work discipline has a significant effect on job satisfaction at National Civil Service Agency Regional Office X Denpasar. The results of hypothesis testing indicate that work discipline has a positive and significant effect on job satisfaction at National Civil Service Agency Regional Office X Denpasar. The results of this study are in line with research conducted by Supriyadi (2017), work discipline has a positive and significant effect on employee performance.

Based on the results of the analysis of the average assessment/response of respondents to the work discipline variable, it is included in the high category (3.40 - 4.19) and very high (4.20 – 5.00). The highest assessment on the work discipline indicator is the discipline of responsibility 2 with an average of 4.3. While the lowest assessment occurred on the time discipline indicator 2 with an average of 3.98. Based on these results, it can be stated that a large responsibility to complete the workload of employees can provide a high influence on employees so that employees can make a maximum contribution to productivity at work. Then the above causes many employees who come home from work past office hours to be able to immediately complete their work responsibilities.

c. Leadership has a significant effect on employee performance at National Civil Service Agency Regional Office X Denpasar.

The results of hypothesis testing indicate that leadership has no positive and insignificant effect on performance at National Civil Service Agency Regional Office X Denpasar. The results of this study are not in line with the research by Fahmi et al. (2018), that's the better the leadership, the higher the level of employee performance. But the results of this study are by research conducted by Tongo-Tongo (2014), that Leadership does not influence the performance of members of Detachment A Pioneer Brimob Unit Polda North Sulawesi.

By the results of testing the third hypothesis, it shows that the influence of the leadership variable on performance shows a path coefficient value of -0.150 with an at-count value of 0.814 and a P-Values value of 0.416. The t-count value is smaller than the t-table (1.960) and the P-Values value is greater than the 0.05 alpha level. it can be seen that employees at National Civil Service Agency Regional Office X Denpasar have a performance that is not influenced by the presence of leadership, this is because employees already understand their work and how to find solutions to problems in completing work. On the other hand, the calculation of performance allowances obtained by employees is also based on the performance of each employee.

d. Work discipline has a significant effect on employee performance at National Civil Service Agency Regional Office X Denpasar. The results of hypothesis testing show that work discipline has a positive and significant effect on performance at National Civil Service Agency Regional Office X Denpasar. The results of this study are in line with research by Paramarta et al. (2018), that work discipline has a significant effect on employee performance Joint Operations PT. Wijaya Karya (Persero) Tbk. – PT. Mirlindo Padu Kencana Pesanggaran and research Tongo-Tongo (2014).

Based on the results Hypothesis testing shows that the effect of the work discipline variable on performance shows the path coefficient value of 0.624 with an at-count value of 5.804 and a P-Values value of 0.000. The t-count value is greater than the t-table (1.960) and the P-Values value is smaller than the 0.05 alpha level. So, it can be seen that employee performance can increase if it is balanced with good work discipline. The work discipline in question is related to time discipline, compliance with applicable rules, responsibility for work, and compliance with orders/directions of the leadership.

e. Job satisfaction has a significant effect on employee performance at National Civil Service Agency Regional Office X Denpasar. The results of hypothesis testing show that job satisfaction has a positive and significant effect on employee performance at National Civil Service Agency Regional Office X Denpasar. The results of this study are in line with research conducted by Nurwijayanti et al. (2019), that Job satisfaction has a positive and significant effect on performance at PT. Wedu Merauke Regency.

Based on the results the fifth hypothesis testing shows that the effect of job satisfaction on performance shows a path

coefficient value of 0.348 with an at-count value of 3.239 and a P-Values value of 0.001. The t-count value is greater than the t-table (1.960) and the P-Values value is smaller than the 0.05 alpha level. Based on these results, it can be stated that job satisfaction felt by employees of National Civil Service Agency Regional Office X Denpasar affects increasing the performance achieved.

f. Leadership has a significant effect on employee performance through job satisfaction at National Civil Service Agency Regional Office X Denpasar. The results of hypothesis testing indicate that the indirect effect of leadership on performance is through job satisfaction at National Civil Service Agency Regional Office X Denpasar positive but not significant effect. The results of this study are in line with the table of research conducted by Nurwijayanti et al. (2019), that job satisfaction becomes an intervening variable the influence between leadership on employee performance.

Based on the results of the hypothesis testing the indirect influence of the leadership variable on performance through job satisfaction shows the path coefficient value of 0.145 with an at-count value of 2.657 and a P-Values value of 0.0564. The t-count value is greater than the t-table (1.960) and the P-Values value is greater than the 0.05 alpha level. Based on the results of these studies indicate that job satisfaction can be a mediating or intervening variable in leadership on the performance of National Civil Service Agency Regional Office X Denpasar employees.

g. Work discipline has a significant effect on employee performance through job satisfaction at National Civil Service Agency Regional Office X Denpasar. The results of hypothesis testing indicate that the indirect effect of work discipline on performance is through employee job satisfaction at National Civil Service Agency Regional Office X Denpasar positive and significant effect. The results of this study are in line with research conducted by Filliantoni et al. (2019), that job satisfaction can be a perfect mediator variable work discipline in its influence on the performance of employees of Indomobil Nissan-Datsun Solobaru.

Based on the results of testing the seventh hypothesis as shown in Table 7, the indirect effect of work discipline variables on performance through job satisfaction shows the path coefficient value of 0.132 with an at-count value of 2.657 and a P-value of 0.008. The t-count value is greater than the t-table (1.960) and the P-Values value is smaller than the 0.05 alpha level. These results mean that job satisfaction can be a mediating variable of work discipline on the performance of National Civil Service Agency Regional Office X Denpasar.

6. CONCLUSION

From the analysis that has been discussed previously, the following conclusions can be drawn.

1. Results Hypothesis testing shows that leadership has a positive and significant effect on job satisfaction at National Civil Service Agency Regional Office X Denpasar. This means that fair leadership fully supports the achievement of goals, can create a sense of security, is a good example as a representative of the organization capable of providing a positive and significant influence on the employees of National Civil Service Agency Regional Office X Denpasar.

2. Results Hypothesis testing shows that work discipline has a positive and significant effect on job satisfaction at National Civil Service Agency Regional Office X Denpasar. Based on these results it can be stated that good work discipline from all employees provides a positive level of job satisfaction. This work discipline is closely related to obedience to time, regulations, and work responsibilities.

3. Results Hypothesis testing shows that leadership has no positive and insignificant effect on performance at National Civil Service Agency Regional Office X Denpasar. So, it can be concluded that employees at National Civil Service Agency Regional Office X Denpasar have a performance that is not influenced by the presence of leadership, this is because employees already understand their work and how to find solutions to problems in completing work. On the other hand, the calculation of performance allowances obtained by employees is also based on the performance of each employee.

4. Results Hypothesis testing shows that work discipline has a positive and significant effect on performance at National Civil Service Agency Regional Office X Denpasar. So, it can be seen that employee performance can increase if it is balanced with good work discipline. The work discipline in question is related to time discipline, compliance with applicable rules, responsibility for work, and compliance with orders/directions of the leadership.

5. Results Hypothesis testing shows that job satisfaction has a positive and significant effect on employee performance at National Civil Service Agency Regional Office X Denpasar. Based on these results, it can be stated that the job satisfaction felt by the employees of National Civil Service Agency Regional Office X Denpasar from the influence of leadership and work discipline has an effect on increasing the performance achieved.

6. Results Hypothesis testing shows that the indirect effect of leadership on performance through job satisfaction at National Civil Service Agency Regional Office X Denpasar has a positive but not significant effect. This shows that job satisfaction can be a mediating or intervening variable in leadership on the performance of National Civil Service Agency Regional Office X Denpasar employees

7. Results Hypothesis testing shows that the indirect effect of work discipline on performance through employee job satisfaction at National Civil Service Agency Regional Office X Denpasar has a positive and significant effect. These results mean that job satisfaction can be a mediating variable of work discipline on the performance of National Civil Service Agency Regional Office X Denpasar.

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