

The Effect Of Work Discipline And Leadership On Employee Performance Through Job Satisfaction As An Intervening Variable At The Regional Secretariat Of Labuhanbatu District

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Abstract

This study aims to determine whether work discipline and leadership affect performance through job satisfaction as an intervening variable for the Regional Secretariat of Labuhanbatu Regency employees. The study was conducted on permanent employees (PNS) at the Regional Secretariat of Labuhanbatu Regency. The population in this study was 126 people. Because the population is small, the sampling technique in this study was a saturated sample with a sample size of 126 people. The data collection technique used was primary data in the form of questionnaires and secondary data obtained through documentation studies. The data analysis technique used quantitative data processed with the SPSS version 25 program, namely the t-test, Sobel test and path analysis. The results obtained in this study indicate 1) there is a positive and significant influence between Work Discipline on Job Satisfaction, 2) there is a positive and significant influence between Leadership on Job Satisfaction, 3) there is a positive and significant influence between Work Discipline on Performance, 4) there is a positive and significant influence between Leadership on Performance, 5) there is a positive and significant influence between Job Satisfaction on Performance, 6) There is a positive and significant influence between Work Discipline on Performance through Job Satisfaction as an intervening variable, 7) There is a positive and significant influence between Leadership on Performance through Job Satisfaction as an intervening variable.

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

Introduction

The Regional Secretariat of Labuhanbatu Regency carries out functions related to part of the Inspector's duties, including preparing materials for coordination of supervision and providing administrative and functional services to all elements within the Labuhanbatu Regency Inspectorate.

Achieving its goals will require the support of human resources personnel who are responsible, dedicated, and have high integrity and professionalism, as well as the support of human resource management, which will manage all human resources in the agency.

In the initial survey conducted by the researcher, the performance of the employees of the Regional Secretariat of Labuhanbatu Regency was not optimal. This certainly impacts the performance of the Regional Secretariat of Labuhanbatu Regency. Of course, improved performance is highly expected to increase the regional income of Labuhanbatu Regency.

Literature review

The performance of its employees greatly influences an organization's success. If the employees' performance is good, the organization's performance will improve.

According to Torang (2014), performance is the quantity or quality of the work results of individuals or groups within an organization in carrying out primary tasks and functions guided by norms, standard operating procedures, criteria, and measurements established or applied within the organization.

According to Mangkunegara (2017), performance is the work results in terms of quality and quantity achieved by an employee in carrying out his duties according to his responsibilities.

According to Moehariono (2012), performance describes the level of achievement in implementing a program of activities or policies to realize an organization's targets, goals, vision, and mission as outlined in its strategic planning.

Based on the definitions of performance provided by several experts above, performance is the result or achievement of a series of work activities carried out over a certain period, which can be measured in terms of quality and quantity, to achieve the organization's work targets.

According to Wijaya (2015), work discipline is an attitude of respecting, appreciating, obeying, and complying with applicable regulations, both written and unwritten, being able to carry them out, and not avoiding accepting sanctions if he violates the duties and authority given to him.

According to Afandi (2016), work discipline is a set of rules or regulations made by the management of an organization, approved by the board of commissioners or capital owners, agreed upon by the labor union, and known by the Department of Manpower. The organization's members are subject to the existing rules with a sense of pleasure, which is created and formed through a series of behaviors that demonstrate the values of obedience, compliance, regularity, and order.

According to Ajabar (2020), work discipline is a tool managers use to change behavior and increase a person's awareness and willingness to obey all company regulations and applicable social norms.

Based on the experts' opinions above, work discipline is a set of rules or regulations set by an organization to increase the willingness and obedience of employees so that in carrying out their duties, they do not conflict with applicable norms.

According to Tead, Terry, and Hoyt in Kartono (2003), leadership is an activity or art that involves influencing other people to work together based on the abilities possessed by that person. The goal is to guide other people in efforts to achieve various goals the group wants.

According to Yukl (2005), leadership is the process of influencing others to understand and agree with what needs to be done and how the task is to be done effectively, as well as facilitating individual and collective efforts to achieve common goals.

Based on the expert's understanding above, leadership is the activity or process of influencing others by motivating them to work together, help each other, and carry out tasks according to order to achieve optimal goals.

According to Afandi (2018), Job satisfaction is a positive attitude of the workforce, including feelings and behavior towards their work through the assessment of one of the jobs as a sense of appreciation for achieving one of the essential values of the job. According to Nuraini (2013), Job satisfaction is what is enjoyed in a job that receives praise, work results, placement, treatment, equipment, and a good work environment. Employees who prefer to enjoy job satisfaction in their work will prioritize work over compensation, even though compensation is essential.

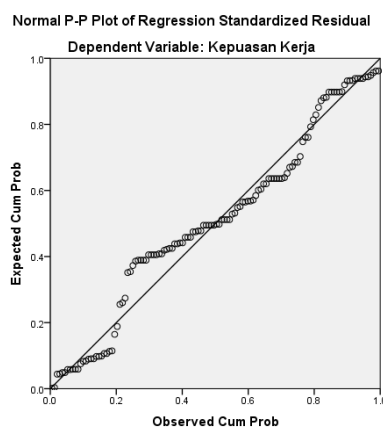
From the explanations above, it can be concluded that job satisfaction is a person's attitude and behavior toward his work, which is related to the work's physical and psychological conditions and the rewards received while working. An employee feels satisfied or not with his work, as seen by the suitability of what is done and the results he receives as wages.

Methods

This study uses an associative approach to find out whether there is a relationship or influence between the two variables (independent variables and dependent variables). In this study, the independent variable x1 is work discipline, x2 is leadership, z is job satisfaction, and the dependent variable y is performance.

Results

Normality Test



Results of Sub Model I Normality Test

Based on the typical plot graph above, it can be concluded that the data is spread around the diagonal line and follows the direction of the diagonal line. This shows that the residual data is usually distributed.

Multicollinearity Test

Table1. Multicollinearity Test Table Sub Model I

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	22,656	.817		27,731	.000		
	Work Discipline	.089	.034	.224	2,593	.011	1,000	1,000
	Leadership	.061	.030	.176	2,039	.044	1,000	1,000

a. Dependent Variable: Job Satisfaction

Source: Processed Primary Data, 2024

Table2. Multicollinearity Test Table Sub Model II

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	9,941	.528		18,837	.000		
	Work Discipline	.028	.008	.258	3.309	.001	.948	1,055
	Leadership	.037	.007	.389	5,049	.000	.967	1,034
	Job satisfaction	.083	.022	.303	3,829	.000	.917	1,090

a. Dependent Variable: Performance

Source: Processed Primary Data, 2024

Hypothesis Testing

Table22. Result of Sub Model II t-Test

Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	9,941	.528		18,837	.000
Work Discipline	.028	.008	.258	3.309	.001
Leadership	.037	.007	.389	5,049	.000
Job satisfaction	.083	.022	.303	3,829	.000

a. Dependent Variable: Performance

Source: Processed Primary Data, 2024

Direct Influence Path Analysis

To calculate the direct influence or DE, the following formula is used:

1. The influence of work discipline variables on job satisfaction $X1 \square Z = 0.089$
2. The influence of leadership variables on job satisfaction $X2 \square Z = 0.061$
3. The influence of work discipline variables on employee performance $X1 \square Y = 0.028$
4. The influence of leadership variables on employee performance $X2 \square Y = 0.037$
5. The influence of job satisfaction variables on employee performance $Z \square Y = 0.083$

Indirect Effect Path Analysis (IDE)

To calculate the indirect influence or IDE, the following formula is used:

6. The influence of work discipline variables on employee performance through job satisfaction
 $X1 \square Z \square Y = 0.224 \times 0.303 = 0.067$
7. The influence of leadership variables on employee performance through job satisfaction
 $X2 \square Z \square Y = 0.176 \times 0.303 = 0.053$

Total Effect Path Analysis

Based on the explanation above, a path diagram can be drawn.

8. The influence of work discipline variables on employee performance through job satisfaction

$$X1 \square Z \square Y = 0.258 + 0.067 = 0.325$$

The influence of leadership variables on employee performance through job satisfaction

$$X2 \square Z \square Y = 0.389 + 0.053 = 0.442$$

Based on the explanation above, the path diagram can be described as follows:

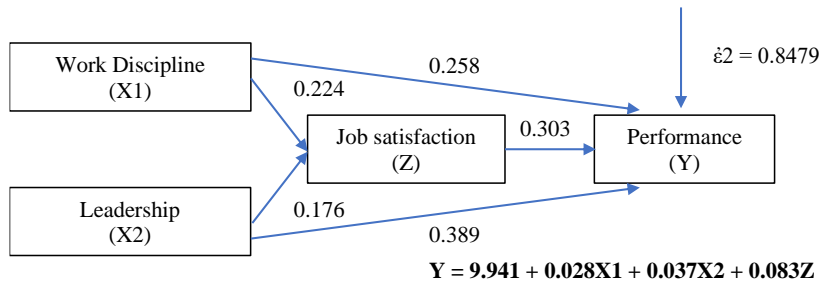


Figure 4.8 Path Diagram

DISCUSSION

Work discipline has a positive and significant effect on job satisfaction.

The Work Discipline variable positively and significantly affects Job Satisfaction at the Regional Secretariat of Labuhanbatu Regency. Its regression coefficient value is 0.089, and it has a unidirectional effect, which means that if Work Discipline increases by 100%, it will increase the Job Satisfaction of employees of the Regional Secretariat of Labuhanbatu Regency by 8.9%.

Leadership has a positive and significant influence on job satisfaction.

The leadership variable positively and significantly affects Job Satisfaction at the Regional Secretariat of Labuhanbatu Regency. Its regression coefficient value is 0.061, and its impact is unidirectional. This means that if Leadership increases by 100%, it will increase the Job Satisfaction of employees of the Regional Secretariat of Labuhanbatu Regency by 6.1%.

Work discipline has a negative and significant effect on employee performance

The Work Discipline variable positively and significantly affects Performance at the Regional Secretariat of Labuhanbatu Regency. Its regression coefficient value is 0.028, and it has a

unidirectional effect, which means that if Work Discipline increases by 100%, it will increase the performance of employees of the Regional Secretariat of Labuhanbatu Regency by 2.8%.

Leadership has a positive and significant influence on employee performance

The Leadership variable positively and significantly affects Performance at the Regional Secretariat of Labuhanbatu Regency. Its regression coefficient value is 0.037, and it has a unidirectional effect, which means that if Leadership increases by 100%, it will increase the performance of employees of the Regional Secretariat of Labuhanbatu Regency by 3.7%.

Work discipline positively and significantly affects employee performance through job satisfaction.

Based on the results of the soil test calculation, it is known that the test statistic value is $2.150 > 1.96$ with a significance of $0.031 < 0.05$, so it can be concluded that the Job Satisfaction variable can mediate the relationship between the influence of Work Discipline on Performance. Thus, it can be said that the influence of work discipline will be more significant in increasing performance if it is achieved through job satisfaction.

Leadership has a positive and significant influence on employee performance through job satisfaction.

Based on the results of the soil test calculation, it is known that the test statistic values $1.989 > 1.96$ with a significance of $0.047 < 0.05$; it can be concluded that the Job Satisfaction variable can mediate the relationship between the influence of Leadership on Performance. Thus, it can be said that the impact of Leadership will be more significant in increasing Performance if done through Job Satisfaction.

Conclusion

Based on the results of research and discussion conducted by researchers regarding the influence of Work Discipline and Leadership on Employee Performance at the Regional Secretariat of Labuhanbatu Regency through Job Satisfaction as an intervening variable, the following conclusions can be drawn:

1. Work discipline influences job satisfaction at the Regional Secretariat of Labuhanbatu Regency.
2. Leadership influences Job Satisfaction at the Regional Secretariat of Labuhanbatu Regency.

3. Work Discipline Influences Performance at the Regional Secretariat of Labuhanbatu Regency.
4. Leadership influences performance at the Regional Secretariat of Labuhanbatu Regency.
5. Job Satisfaction Influences Performance at the Regional Secretariat of Labuhanbatu Regency.
6. Work Discipline influences Performance at the Regional Secretariat of Labuhanbatu Regency through Job Satisfaction as an intervening variable.
7. Leadership influences performance at the Regional Secretariat of Labuhanbatu Regency through Job Satisfaction as an intervening variable.

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