The effect of competence. Leadership, and Work Environment on Job Satisfaction and Its Impact on the Performance of KODIM 0101 / BS Member

*Hasandi Lubis. Abdul Rahman Lubis and Said Musnadi
Department of Management, Universitas Syiah Kuala. **Indonesia**

Abstract

This study was conducted aiming to find out and test the effect of competence. Leadership. and work environment on job satisfaction and its impact on the performance of members of the 0101 / BS military district command (Kodim 0101 / BS). The population of this research is the 6410 employees/members of the Kodim 0101 / BS, and the sampling technique in this study used the simple random sampling technique of Kodim 0101 / BS members, and the Slovin formula so that it produces 246 respondents. The research model was analyzed using Structural Equation Modeling (SEM) using the Amos application. Data was collected by questionnaires that used a Likert scale. The test result for the direct effect reveals the competence has an influence with a positive and significant direction on the performance of members, Leadership in members also has a positive and significant influence on member performance, work environment has an influence with a positive and significant direction on the performance of members, competence has an influence with a positive and significant direction on member job satisfaction, leadership has a positive and significant influence on member job satisfaction, work environment has an influence with a positive and significant direction on member job satisfaction, and member job satisfaction has an influence with a positive and significant direction on member performance. For the result of testing the indirect effect on the research model revealed that there is an indirect effect of competence on member performance through member job satisfaction, there is an indirect influence of leadership on member performance through member job satisfaction, and there is an indirect effect of the work environment on member performance through member job satisfaction. The findings in this study can contribute to the renewal of theory and practically also produce solutions for research objects. The novelty of this research lies in the combination of previous causality research models, and with a new object. The work environtment in military can also be the unique issue in this study. The limitation of the study lies in the number of variables studied and the object scope.

Keyword: Competence. Leadership. Work Environment. Job Satisfaction. Employee Performance.

1. Introduction

Military District Command (Kodim) is a command related to the fostering and operational territory of the Indonesian National Army (TNI) under the Regiment Command (Korem). The Kodim commanded several Military Rayon Commands (Koramil). Kodim has the

main task of organizing and carrying out the development of abilities. Strengths and titles of strength. Organizing Territorial Development is related to preparing the land defense area and maintaining the security of its territory in order to support the KODAM / KOREM Principal Tasks. As an organization or institution, Kodim 0101 / BS in an effort to realize its vision and mission is determined by the quality of human resources and the work environment. Humans both individually and in groups are factors that have an important role in realizing the goals of an organization, both in their position as leaders and as members of the organization. The role of the leader in managing the organization is to create work discipline of members supported by a quality work environment and is expected to affect the growth of work motivation for members. which in turn will determine the level of performance of members in an effort to achieve the specified goals.

Based on the facts in the field, it was found that there were still some problems with the performance of the Kodim members. This is reflected in the absence of careful planning from members in carrying out their main tasks and functions. Members have not been able to realize the work plan that has been previously set well. There are still members in carrying out the Main Tasks and their functions are not in accordance with the leader's orders. carrying out the task without regard to quality so that the achievement of targets as expected is to occur. and there are still violations both disciplinary violations and violations that are categorized as criminal.

One thing that can result in low performance of members can include competence. leadership. work environment. and also job satisfaction. The still low achievement of member performance can be caused by the presence of job satisfaction factors that are still felt at a low level by the Members. Job satisfaction factor is still one of the topics most often discussed among corporate psychologists and management. The low level of job satisfaction is caused by the level of compensation given by the organization to each member. promotions that are still not in accordance with the demands of the members. teamwork that is still not solid enough to achieve organizational goals or the presence of supervisors performed by inconsistent superiors or related phenomena with the work itself carried out by members.

Then regarding other factors that can influence the increase in job satisfaction and member performance is related to competence. The phenomenon related to the competence of Kodim 0101 / BS members is still relatively low when viewed from the level of education in general. where on average. or 73% of members have a high school education. The performance of members in the Kodim 0101 / BS is influenced by the level of competence of members. Competence is strongly associated with the ability of members to carry out orders and complete their tasks. especially in the mastery of IT.

As mentioned earlier. and based on theory. one of the factors supporting the achievement of member performance is influenced by leadership. Suitable / effective leadership is needed to provide stimulation to the organization as an example figure to members and motivate members to work better. The problem is that not all Unit Commander at the top or bottom unit has a suitable / effective leadership style to encourage the implementation of the members' performance as desired by the organization. In the Kodim 0101 / BS environment. the leadership style used is the bureaucrat's leadership style. The hallmark of the type of bureaucrat leader is giving a fairly minimum attention to tasks and work relationships so as not to be able to increase the work motivation of members. Based on preliminary surveys conducted at Kodim 0101 / BS. there are several survey answers about the leadership desired by members is participatory leadership. while bureaucrat. authoritarian and delegative leadership are leadership that is not liked by members at Kodim 0101 / BS.

In addition to competence and leadership factors in how to create job satisfaction of members and member performance. work environment factors also play a role in creating the performance expected by the organization. The work environment has a direct influence on improving the performance of members who perform or are involved in the service process to the community. Work environment issues also have an effect on improving the performance of Kodim 0101 / BS. this is because having a relatively good and comfortable work environment will have a positive impact on improving the performance of Kodim 0101 / BS members. But in reality the existing work environment has not been able to achieve organizational goals for the better. this can be seen from the non-physical environment in the form of relationships between coworkers and the physical work environment which includes room cleanliness. work facilities and lighting as well as office noise levels because it is close to highway. so that the impact on the comfort of office space.

Based on the discussion above. in this paper the researcher focuses more on the research model that involves variables of leadership. work discipline. work environment and performance.

2. Literature Study

Employee Peformance

Employee performance is the result of an employee's work over a certain period of time compared to various possibilities. for example a standard. target / target or criteria that have been predetermined and agreed upon. (Robbins & Judge. 2014). As according to (Timpe. 2012) performance is the level of achievement of a person or employee in an organization or company that can increase organizational productivity. Meanwhile according to (Frank Ostroff. 1999) performance is as a success that can be achieved by individuals in doing their work. where the size of an individual's success cannot be equated with other individuals.

The statement explains that employee performance is a result of work produced by each member or employee within a certain time span. Employee performance refers more to individual achievement as measured by a standard or criteria determined by the company or organization. Based on these explanations. it can also be stated that performance or work performance is a result of work both in quality and quantity that can be produced by an employee within a certain timeframe in accordance with the responsibilities that have been given.

Performance indicators according to (Robbins & Judge. 2014) consists of: 1) the ability to draw up a work plan; 2) the ability to realize work plans; 3) the ability to carry out orders / instructions from superiors; 4) ability to provide services to the community; 5) the ability in quality work. including accuracy. neatness. speed. accuracy. and skills in performing tasks; and 6) the ability of employees to achieve work targets or desired work results.

Job Satisfaction

Job satisfaction can be felt by employees because there are things that underlie it. In principle. a person will certainly feel comfortable and the level of loyalty at his job will be high if at work the person gets job satisfaction in accordance with what is desired. According to (Masrukhin & Waridin. 2006) An individual's job satisfaction depends on individual characteristics and job situations. Job satisfaction is a pleasant or unpleasant emotional state with which employees view their work (Luthans. 2012). while according to (Zainal. 2015) Job satisfaction is expressed as an assessment of the work of how far the job as a whole satisfies its

needs. Job satisfaction becomes an interesting and quite important issue and discussion. because it has been proven to have significant uses for the interests of individuals. industry and society (Soetrisno. 2016). (Afriani & Kasmiruddin. 2017) mentioned job satisfaction defines the emotional state that is pleasant or unpleasant to the job. job satisfaction reflects a person's feelings towards the worker's needs. Job satisfaction becomes an interesting and quite important issue and discussion. because it has been proven to have significant uses for the interests of individuals. industry and society.

The indicators of job satisfaction according to (Koh & Boo. 2001). includes (1) Compensation. that is. both in financial and non-financial terms received by members. (2) promotion. namely the promotion of positions received by members (3) Team Cooperation. namely the collaboration carried out by all members. (4) Supervisor . namely the existence of work supervision carried out by the direct supervisor of each member.

Employee Competency

Individual Competence with a simple definition is a combination of knowledge. skills and attitudes. Every individual who has a position or a certain position. must have the competencies that have been required. in order to achieve results in accordance with the expectations. (Wibowo. 2015) revealed that surely an organization was made to achieve a certain and if it could be achieved it could be called a success. To achieve success. a strong foundation is needed in the form of: leadership competence. employee competence and work discipline that can strengthen and also maximize a competency. Competencies can be very useful to help and support the organization to create a culture of good performance. work performance in every work process. suitability for employee job placement. employee performance management. organizational planning and so on.

According to (Hartati. 2005) competency is defined as an employee's ability to carry out tasks in accordance with science. skills and technology as well as experience that is appropriate and in line with his area of work so that the employee can develop a work motivation and improve performance. (Wibowo. 2015) competence is a condition of a person's ability to carry out or do a job or task based on knowledge and skills and is supported by work attitudes required at his job. Competence can also be expressed as an individual or someone's ability to produce job performance at a satisfactory level including the ability to apply skills and knowledge. referring to the characteristics of knowledge and skills possessed or needed in the performance of a task. Competence also explains what a person does in a workplace at various levels and also specifies standards for each level. defines a characteristic. knowledge and skills needed by someone in carrying out a task so as to achieve work quality standards.

Competency indicators according to (Wibowo. 2015) are (1) The level of knowledge possessed by employees in accordance with their main tasks and functions. (2) The ability of the work shown by the employee in achieving the target. (3) The ability of communication possessed in establishing work relationships with colleagues. (4) The skills of members in completing work. (5) Mastery of IT employees against various information technology problems.

Leadership

A leadership in an organization is very important. especially when directing and controlling a resource in the organization for the needs of achieving organizational goals. (Robbins & Judge. 2014) revealed that the definition of leadership is how one person's

relationship that is a leader can influence other parties to work together in an effort to do related tasks. to achieve the things the leader wants. While (Dessler & Angelica. 2016) explained that leadership is a person's ability to convince others so that it can be directed maximally to carry out certain tasks.

Leading must be done by observing and understanding the behavior of the subordinates or the people who are led so that they can find the causes that motivate their behavior. A leader is a person who has an authority or power to govern others. For this reason a leader is expected to be able to collaborate with subordinates or subordinates. or in other languages. a leader must have a great understanding and concern for the needs and needs of his employees and can oversee the duties and responsibilities of their respective subordinates.

Leadership indicators according to (Dessler & Angelica. 2016) include: 1) developing members means the leader is able to develop members. especially in increasing knowledge; 2) Involvement of all parties namely the leader is able to provide the involvement of all members in completing work; 3) Responsibility; that is. the leader is able to give responsibility to each member and 4) Guidance and direction that is the leader is able to provide guidance and direction to each member.
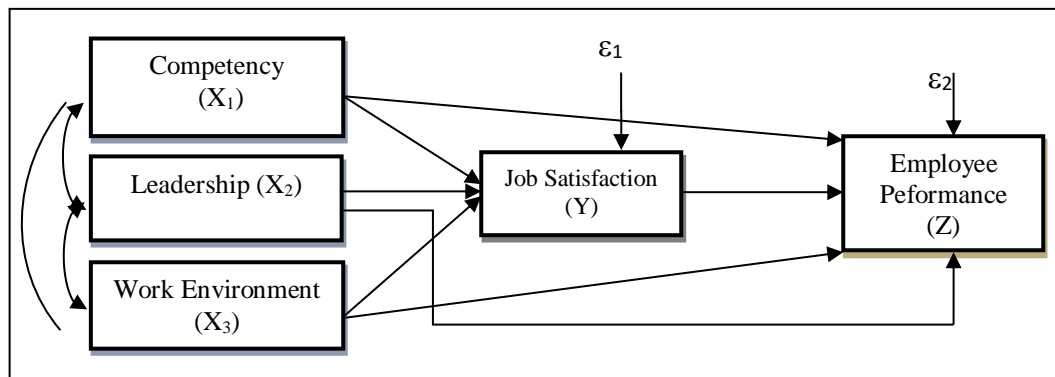
Work Environment

The work environment is one of the important variables in creating an employee's performance. The work environment has a direct influence on employees in completing a job which of course in the final process will improve an organization's performance. The work environment is everything contained in the worker's environment that can affect him in carrying out the tasks that have been charged (Sariyathi. 2012). An environment that is conducive will have a positive impact on the sustainability and continuity of a job. while an environment that is not conducive on the contrary will certainly have a negative impact on the sustainability and continuity of the work (Tyssen. 1996) in (Pawirosumarto. Sarjana. & Gunawan. 2017).

According (Nitisemito. 2010) indicators that can be used in measuring the condition of an organization's work environment. namely cleanliness. lighting. air exchange. safety. and noise. A supportive work environment is a very important factor in encouraging employee morale. Judging from its type. the work environment is divided into two types namely environment which is not conducive otherwise would certainly have a negative impact on the sustainability and continuity of the work (Sedarmayanti. 2016): (1) Physical Work Environment. that is. all physical conditions that are in the vicinity of the workplace can affect employees directly or indirectly. (2) Non-Physical Work Environment is a state that all the conditions that occur relating to work relationships. both relationships with fellow co-workers. or relations between superiors and subordinates.

According (Robbins & Judge. 2014) the indicators of the work environment consist of seven 7 (seven) indicators. namely: 1) cleanliness; 2) coloring; 3) noise; 4) air temperature; 5) comfort; and 6) relationships between members of the organization. The indicator will measure whether the work environment where the employees work meets the standards like a good work environment in providing job satisfaction and supporting member performance.

Research Paradigm

Based on the discussion of the problem and research literature. the researcher formulates the research paradigm and hypothesis as follows.

Figure 1. Research Model

H1 : Competence has a positive effect on the performance of Kodim 0101 / BS members.
H2 : Leadership has a positive effect on the performance of Kodim 0101 / BS members.
H3 : Work environment has a positive effect on the performance of Kodim 0101 / BS members.
H4 : Competence has a positive effect on job satisfaction of Kodim 0101 / BS members.
H5 : Leadership has a positive effect on job satisfaction of Kodim 0101 / BS members.
H6 : The work environment has a positive effect on job satisfaction of Kodim 0101 / BS members.
H7 : Member job satisfaction has a positive effect on the performance of Kodim 0101 / BS members.
H8 : There is an indirect effect of competence on the performance of Kodim 0101 / BS members through member job satisfaction.
H9 : There is an indirect effect of Leadership on the performance of Kodim 0101 / BS members through member job satisfaction.
H10: There is an indirect effect of the work environment on the performance of Kodim 0101 / BS members through member job satisfaction.

3. Research Method

This research was conducted at Kodim 0101 / BS. The variables of the research are competency, Leadership, work environment, job satisfaction and performance, and the objects are Kodim 0101 / BS members. The population of this study was 642 people. and the sampling was taken using simple random sampling technique for Kodim 0101 / BS members, and the Slovin formula so that it produced a number of 246 respondents. Data were collected by questionnaires. The research model was analyzed using Structural Equation Modeling (SEM) conducted through Amos software. The SEM equation model is described as a set of statistical techniques capable of simultaneously testing a series of relatively complex relationships (Hair. Hult. Ringle. & Sarstedt. 2016). SEM is able to enter latent variables into the analysis. Before testing the hypothesis. confirmatory factor analysis (CFA). CFA in SEM needs to be done to ensure that the indicators are fit (Silva & Alwi. 2008). To test mediation variables. this study uses the Sobel test.

In this study. researchers construct constructs for each variable studied based on previous theories. and the binding conditions for measuring the performance of the organization under study. namely:

a. Performance of members with measurement indicators 1) ability of members to develop work plans; 2) the ability of members to realize a work plan; 3) the ability of members to carry out orders / instructions from superiors; 4) the ability of members to provide services to the community; 5) the ability of members related to the achievement of quality work. including accuracy. neatness. speed. accuracy. and skills in carrying out tasks; and 6) the ability of members to achieve work targets or expected work results.

b. Competence with measurement indicators (1) Competence. (2) Promotion. (3) Team Cooperation. (4) Supervisor. (5) The work itself.

c. Competence with measurement indicators (1) The level of knowledge employees have in accordance with their tasks and functions. (2) The ability of work demonstrated by employees in achieving targets. (3) The ability of communication possessed in establishing work relationships with colleagues. (4) The skills of members in completing work . (5) IT employee mastery of various information technology problems.

d. Leadership with measurement indicators 1) developing members; 2) Involvement of all parties; 3) Responsibility; and 4) Guidance and direction.

e. Work environment with measurement indicators 1) cleanliness; 2) coloring; 3) noise; 4) air temperature; 5) comfort; and 6) relationships between members of the organization

4. Result

Direct Effect

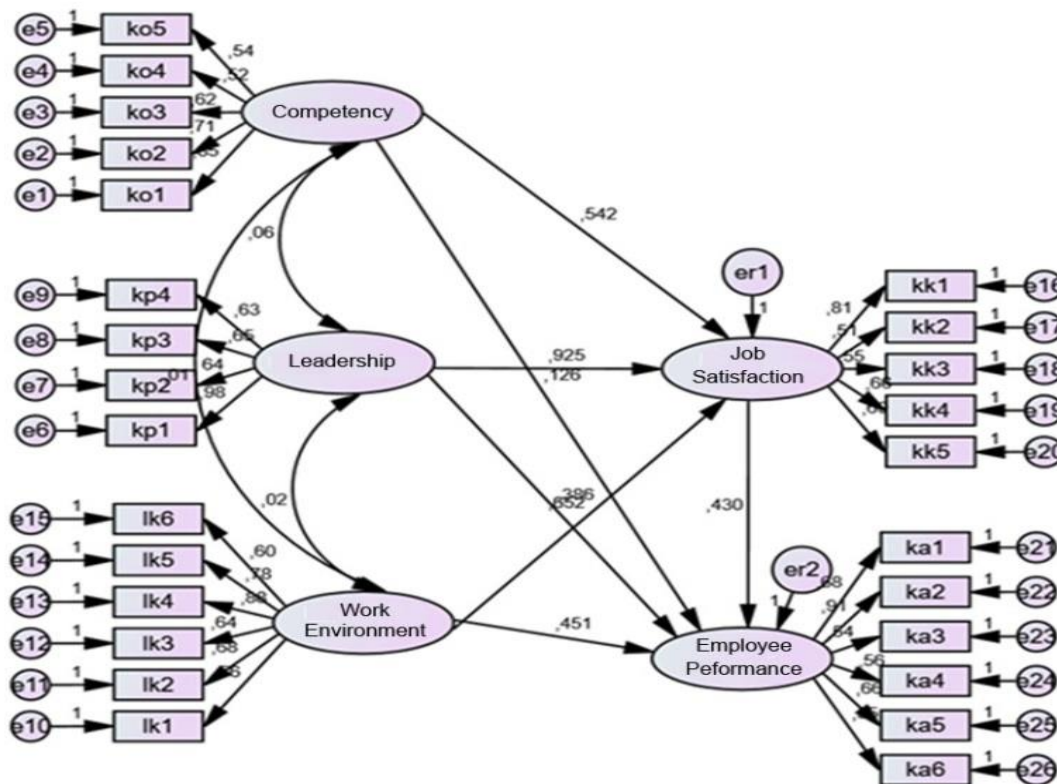Structural model analysis that explains the effect test between variables is presented in the following path diagram:

Figure 2. SEM Test Result

The result of testing the hypothesis which is simultaneously tested through the full model after passing through the SEM assumptions are more clearly found in the following table:

Table 1. Hypothesis Testing Result

			Estimate
Job Satisfaction	<---	Competency	0.542
Job Satisfaction	<---	Leadership	0.925
Job Satisfaction	<---	Work Envoronment	0.652
Employee Peformance	<---	Job Satisfaction	0.430
Employee Peformance	<---	Competency	0.126
Employee Peformance	<---	Leadership	0.386
Employee Peformance	<---	Work Envoronment	0.451

Source: Primary Data. 2020 (processed)

From the results of the direct effect test in the above table it can be explained that:

1. H1: The Effect of Competence on the Performance of Members of Kodim 0101 / BS

   The test result on the measurement parameters of the effect of competence on the work of members shows a CR value of 2,571 and with a probability of 0.000. The two values explain that the test results are sufficient to meet the H1 requirements, namely a CR value of 2,571 that has been carried out higher than 1.97 and a probability value with a number lower than 0.05. Then it can be concluded that competence will affect the performance improvement of Kodim 0101 / BS members.

   The competency of the members will also cause influence in a positive and tangible direction in order to improve the performance of the members because of the suitability of the members' abilities and the workload they have. The results of this study have a consistency with the results of previous research tests conducted by (Sarmawa. Suryani. & Riana. 2015) which proved that the competencies possessed by employees are able to have an influence on improving employee performance.

2. H2: The Effect of Leadership on the Performance of Members of Kodim 0101 / BS

   The test result on the influence of leadership on member performance shows a CR value of 2.443 and a probability value of 0,000. The value of the test results is sufficient for a requirement in accepting H2, namely obtaining a CR value of 2.443 where this number is higher than 1.97 and the probability value is lower than 0.05. From the results it can be concluded that leadership in accordance with the capabilities possessed by members will affect the performance of Kodim 0101 / BS members.

   Leadership will have an impact on achieving the performance of members as expected. This result has a consistency with the existence of previous studies conducted by (Obiwuru. Okwu. Akpa. & Nwankwere. 2011), which revealed that leadership has a significant effect on increasing job satisfaction and has an impact on improving employee performance in an organization.

3. H3: The Effect of Work Environment on the Performance of Members of Kodim 0101 / BS

   The test result on the hypothesis of the influence of the work environment on member performance shows a CR value of 3,176 and followed by a probability value of 0,000. The resulting value is sufficient in terms of receiving H3, namely the CR value of 3.176 where this number is higher than 1.97 and the probability value with a number lower than 0.05.

Then it can be explained that the work environment can affect the performance of Kodim 0101 / BS members.

These results have a consistency with the results of research trials that have been conducted previously by (Putra. Utami. & Hakam. 2013) who found that a good working atmosphere can be generated especially in organizations that are well structured. conversely, a poor working atmosphere can be seen in organizations that are not well structured. From these terms it can be revealed that the creation of a working atmosphere can be influenced by the existing organizational structure within the organization. With a comfortable and safe work environment will make employees feel comfortable doing work that has become their duties and responsibilities, so as to achieve the expected performance. Based on the results of the study it can be explained that the work environment felt by members is able to have an impact on member job satisfaction, especially in improving member performance in achieving organizational goals Kodim 0101 / BS.

4. H4: The Effect of Competence on Job Satisfaction of Kodim 0101 / BS Members
   The test result for the hypothesis of the influence of competence on job satisfaction shows a CR value of 6,949 and followed by a probability value of 0,000. Two of the test results are sufficient to meet the requirements to receive H4, namely the CR value of 6,949 where this number is higher than 1.97 and the probability value with a number lower than 0.05. Then from the findings of these figures it can be concluded competence affects job satisfaction of Kodim 0101 / BS members.

   This explains the causality effect that with the higher level of competency possessed by members will be able to exert influence in a positive direction to increase member job satisfaction. This result also has a consistency with the results of previous research trials conducted by (Rahardjo. 2014) which revealed that competence can have an effect on increasing job satisfaction felt by elementary school teachers in Surakarta, Central Java.

5. H5: The Effect of Leadership on Job Satisfaction of Kodim 0101 / BS members
   The test result on the research hypothesis for the influence of leadership on job satisfaction shows a CR value of 5.818 and with a probability value of 0.000. The resulting value is sufficient to meet the requirements of receiving H5, namely with a CR value of 5.818 where this number is higher than 1.97 and the probability value with a number lower than 0.05. Then from the results it can be concluded that the leadership possessed by employees will affect the job satisfaction of Kodim 0101 / BS members.

   This shows that leadership can have an influence in increasing job satisfaction. because members who have felt satisfied with the leadership carried out by the leadership. These results are also consistent and consistent with the results of previous research tests conducted by (Murgiyati. 2010). which also shows that leadership has a significant effect on improving employee performance in an organization. Then the influence of leadership on performance is also supported by opinions (Zainal. Hadad. & Ramly. 2019). that leadership can motivate others to achieve organizational goals.

6. H6: The Effect of Work Environment on Job Satisfaction of Members of Kodim 0101 / BS
   The test results for the hypothesis of the influence of the work environment on member job satisfaction shows a CR value of 6,722 and a probability value of 0,000. The number already generated is sufficient to meet the requirements for receiving H6, namely the CR value of 6.722 where this number is higher than 1.97 and the probability value with a number lower than 0.05. These results can conclude that the work environment can affect job satisfaction of Kodim 0101 / BS members.

These results are also consistent and consistent with the existence of previous studies that have been carried out by (Parlinda & Wahyuddin. 2004) which proved that the work environment in an organization or company environment has a major influence in increasing one's job satisfaction.

7. H7: The Effect of Job Satisfaction on the Performance of Members of Kodim 0101 / BS
The test result for the hypothesis of the effect of job satisfaction on member performance shows a CR value of 3,007 and a value for probability of 0,000. The value of the test results is inadequate the conditions for accepting H7 is a CR value of 3.007 where this number is higher than 1.97 and the probability value with a number lower than 0.05. Then from the results it can be explained that job satisfaction will significantly influence the performance of Kodim 0101 / BS members.

This result can give an implication that with the higher level of satisfaction felt by employees. it will have a good influence in improving the performance of Kodim 0101 / BS members. These results are also consistent and consistent with the results of previous studies conducted by (Khan. Hafeez.M.H.. Rizvi. Hasnain. & Mariam. 2012) which stated that the variable job satisfaction can provide an influence on improving the performance of an employee. While empirical evidence that job satisfaction can have implications is on the allegations related to the low performance of employees who are currently not only due to the inclusion of employees in a technical guidance or education and training. but this was also triggered by their low level of job satisfaction. If something like this happens it will be difficult for members. achieve the goals set. because an organization not only needs an employee who is smart and also smart but also how that employee has an attitude of commitment to his organization. because if without it all will be difficult for an organization to be able to achieve its goals.

Indirect Influence

After proving the hypothesis of direct influence. The following are the results of the analysis of indirect effects. To prove that there is an influence or not the indirect effect of these two hypotheses. then this study uses an approach (Baron & Kenny. 1986), and test it with the Sobel calculator.
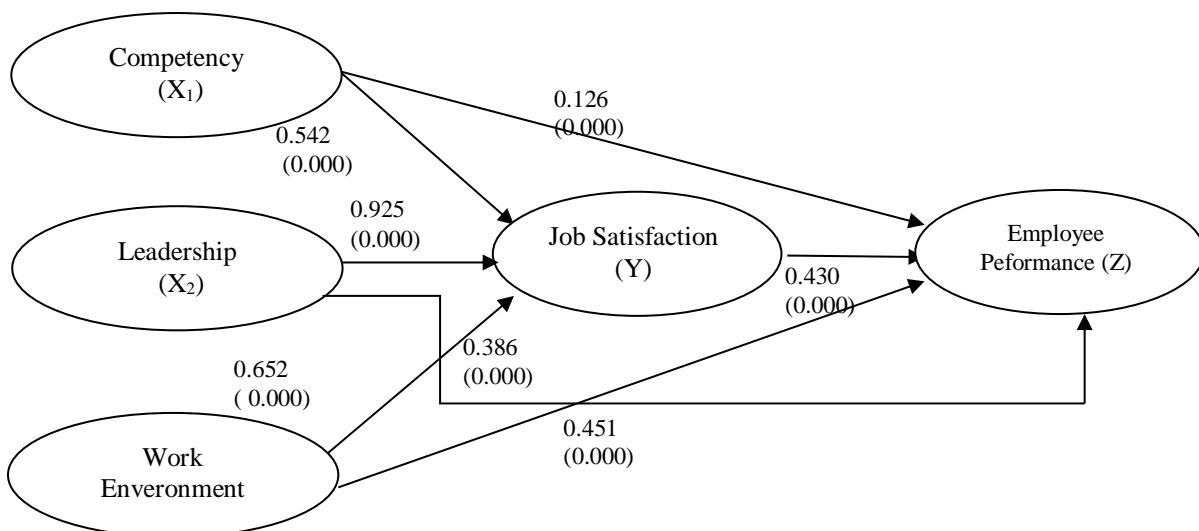
Figure 3. The Effect Coefficient

In Figure 3 shows the coefficient that was successfully obtained from the SEM test. which explains the amount of influence directly between variables. while the indirect effect through job satisfaction. the results can be seen in the following table 1.

Table 1. Direct and Indirect Effects

No	Description	Direct	Indirect	Total Effect	Informance
1.	Effect of competence on member performance	$(0.126)^2$ = 0.016	0.542 x 0.430 = 0.233	0.249	Direct < Indirect
2.	The influence of leadership on member performance	$(0.386)^2$ = 0.149	0.925 x 0.430 = 0.398	0.547	Direct < Indirect
3.	Effect of work environment on member performance	$(0.451)^2$ = 0.203	0.652 x 0.430 = 0.280	0.484	Direct < Indirect

Source: Primary Data. 2020 (processed).

8. H8: The Effect of Competence on Member Performance Through Job Satisfaction of Kodim 0101 / BS Members

   To see the effect of whether or not job satisfaction mediates the effect of competence on member performance can be explained as follows:
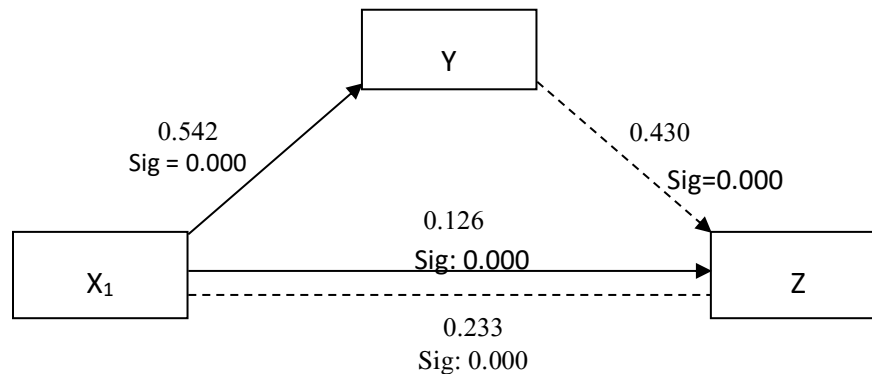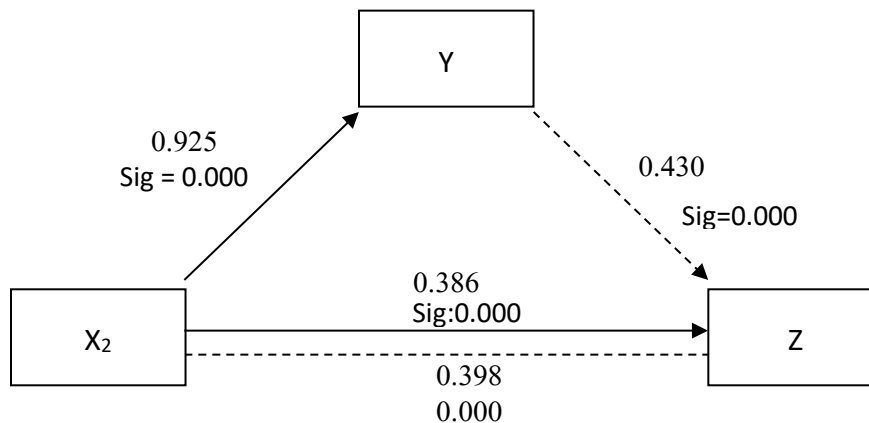

Figure: 4. Job Satisfaction Mediates the Effect of Competence Influence on Member Performance

Based on Figure 4 shows that the effect of competence on member performance is positive (0.542. ρ = 0.000). and the effect of job satisfaction on member performance has a significant effect (0.430. ρ = 0.000). and the effect of competence on job satisfaction is significant. (0.126. ρ = 0.000). For the indirect effect, it has a significance value of 0.000, which means that job satisfaction has an effect as a mediating variable in this hypothetical model. Besides this test shows that the role of job satisfaction in this causality model is as a partial mediator. which is evident from the results of direct influence and indirect influence are equally significant.

The results of this hypothesis test also found an indirect effect correlation coefficient of 0.233. From this value, it can be explained that one unit of competency enhancement indirectly has an influence on improving member performance through the variable job satisfaction by 0.233 units. The test results of this study also explain the implications that the higher level of employee competence will have an impact on improving member performance through the satisfaction felt by employees of Kodim 0101 / BS.

9. H9: The Effect of Leadership on Member Performance Through Job Satisfaction of Kodim 0101 / BS Members

   To see the effect of whether or not job satisfaction mediates the influence of leadership variables on member performance can be seen as follows:
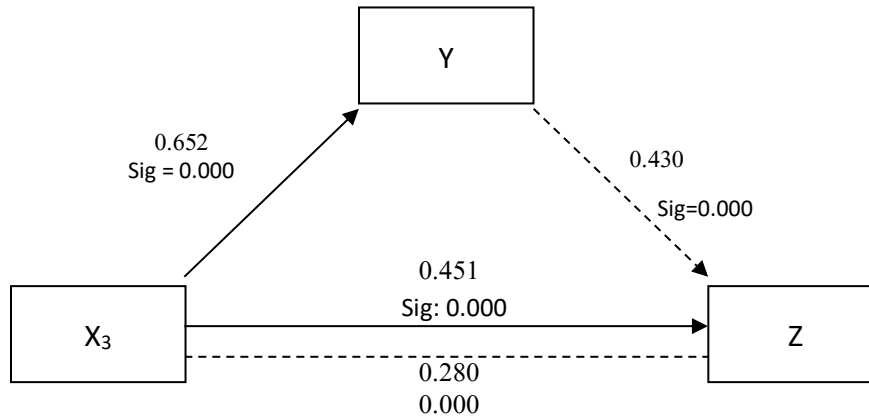

Figure: 5. Job Satisfaction Mediates of the Effect of Leadership on Member Performance

Based on the test results above shows that the influence of leadership on member performance has a positive direction. (0.459. $\rho = 0.000$). and the effect of job satisfaction on member performance has a significant effect (0.715. $\rho = 0.000$) and the influence of leadership on job satisfaction is significant (0.940. $\rho = 0.000$). For the indirect effect, it has a significance value of 0,000, which means that job satisfaction has an effect as a mediating variable in this hypothetical model. Besides this test shows that the role of job satisfaction in this causality model is as a partial mediator. which is evident from the results of direct influence and indirect influence are equally significant.

Test results for this hypothesis also found the value of the correlation coefficient of indirect effect of 0.398. From this value, it can be concluded that one unit of leadership improvement indirectly has an influence on increasing member performance through job satisfaction variables of 0.398 units. The results of the hypothesis causality test show the implication that the better leadership carried out by a leader can have an impact on improving member performance through the satisfaction felt by employees of Kodim 0101 / BS.

10. H10: The Effect of Work Environment Effect on Member Performance Through Work Satisfaction of Kodim Member 0101 / BS

    For the result of testing the effect of mediating work environment variables on member performance can be explained as follows:

Figure: 6. Test the Mediating Effect of Job Satisfaction on the Model of the Effect of the Work Environment on Member Performance

Based on the test results above shows the results that the influence of leadership on member performance has a positive direction (0.652. P = 0.000). and the effect of job satisfaction on member performance has a significant effect (0.430. ρ = 0.000) and the influence of leadership on job satisfaction is significant (0.451. ρ = 0.000). For the indirect effects, it has a significance value of 0.000, which means that job satisfaction has an effect as a mediating variable in this hypothetical model. Besides this test shows that the role of job satisfaction in this causality model is as a partial mediator. which is evident from the results of direct influence and indirect influence are equally significant.

The test result for this hypothesis also found the value of the correlation coefficient of indirect effect of 0.280. From these figures it can be explained that the work environment indirectly increases one unit work environment has an influence on improving member performance through the variable job satisfaction by 0.280 units. The results of this study imply that the better working environment will have an impact on improving and achieving member performance through the satisfaction felt by members at Kodim 0101 / BS.

Managerial Implications

Based on all the results of the analysis concludes that all exogenous variables significantly effect the endogenous variables and no insignificant effects are found. So the role of job satisfaction variables in this research model is as a partial mediator for all indirect effect causality models.

5. Conclusion

The test result for the direct effect reveals the competence has an influence with a positive and significant direction on the performance of members, Leadership in members also has a positive and significant influence on member performance, work environment has an influence with a positive and significant direction on the performance of members, competence has an influence with a positive and significant direction on member job satisfaction, leadership has a positive and significant influence on member job satisfaction, work environment has an influence with a positive and significant direction on member job satisfaction, and member job satisfaction has an influence with a positive and significant direction on member performance.

For the result of testing the indirect effect on the research model revealed that there is an indirect effect of competence on member performance through member job satisfaction, there is an indirect influence of leadership on member performance through member job satisfaction, and there is an indirect effect of the work environment on member performance through member job satisfaction. The findings in this study can contribute to the renewal of theory and practically also produce solutions for research objects. The novelty of this research lies in the combination of previous causality research models, and with a new object. The limitation of the study lies in the number of variables studied and the object scope.

References

1) Afriani. F.. & Kasmiruddin. (2017). Pengaruh Keterlibatan Kerja dan Loyalitas Karyawan terhadap Kinerja Karyawan (pada Karyawan Bank Uob Cabang Pekanbaru). *JOM FISIP*. *4*(1). 34–54.

2) Baron. R. M.. & Kenny. D. A. (1986). The moderator–mediator variable distinction in social psychological research: Conceptual. strategic. and statistical considerations. *Journal of Personality and Social Psychology*. *51*(6). 1173.

3) Dessler. G.. & Angelica. D. (2016). *Manajemen Sumber Daya Manusia = Human Resource Management* (14 Ed). Jakarta: Salemba Empat.

4) Frank Ostroff. (1999). *The Horizontal Organization : What the Organization of the Future Actually Looks Like and How it Delivers Value to Customers*. New York: Oxford University Press.

5) Hair. J. F.. Hult. G. T. M.. Ringle. C.. & Sarstedt. M. (2016). *A Primer on Partial Least Squares Structural Equation Modeling (PLS-SEM)* (2nd ed.). Thousand Oaks: Sage Publications. Inc.

6) Hartati. I. (2005). Pengaruh Kesesuaian Kompetensi dan Motivasi Kerja terhadap Kinerja Pegawai pada Sekretariat Daerah Kabupatcn Malang. *Jurnal Eksekutif*. *2*(1). 63–80.

7) Khan. V.. Hafeez.M.H.. Rizvi. S. M. H.. Hasnain. A.. & Mariam. A. (2012). Relationship of leadership styles. employees commitment and organization performance. *European Journal of Economics. Finance and Administrative Sciences*. (49). 133–143.

8) Koh. H. C.. & Boo. E. H. Y. (2001). The Link Between Organizational Ethics And Employee Job Satisfaction; A Study Of Managers In Singapore. *Journal of Business Ethics*. *29*(4). 309–324. https://doi.org/10.1023/A:1010741519818

9) Luthans. F. (2012). Organization Behavior An Evidence-Based Approach. In *Organizational Behavior: An edivence-Based Approach*. Boston: McGraw-Hill.

10) Masrukhin. & Waridin. (2006). Pengaruh Motivasi Kerja. Kepuasan Kerja. Budaya Organisasi Dan Kepemimpinan Terhadap Kinerja Pegawai. *Jurnal Ekonomi Dan Bisnis*. *7*(2). 197–209.

11) Murgiyati. S. (2010). Pengaruh Kepemimpinan dan Kecerdasan Emosional Terhadap Kinerja Pegawai (Studi pada Badan Penelitian dan Pengembangan Departemen Dalam Negeri). *Jurnal Manajemen Dan Bisnis*. *13*(1). 31–39.

12) Nitisemito. A. S. (2010). *Manajemen personalia : manajemen sumber daya manusia* (Edisi Keti). Jakarta: Ghalia Indonesia.

13) Obiwuru. T. C.. Okwu. A. T.. Akpa. V.. & Nwankwere. I. A. (2011). Effects of leadership style on organizational performance: A survey of selected small scale enterprises in IKOSIKETU Council development area of Lagos state. Nigeria. *Australian Journal of Business and Management Research*. *1*(7). 100–111.

14) Parlinda. V.. & Wahyuddin. M. (2004). Pengaruh Kepemimpinan. Motivasi. Pelatihan. Dan Lingkungan Kerja Terhadap Kinerja Karyawan Pada Perusahaan Daerah Air Minum Kota Surakarta. *Jurnal Pascasarjana Universitas Muhammadiyah Surakarta*. Retrieved from http://eprints.dinus.ac.id/5077/1/11392.pdf

15) Pawirosumarto. S.. Sarjana. P. K.. & Gunawan. R. (2017). The effect of work environment. leadership style. and organizational culture towards job satisfaction and its implication towards employee performance in Parador Hotels and Resorts. Indonesia. *International Journal of Law and Management*. *59*(6). 1337–1358. https://doi.org/10.1108/IJLMA-10-2016-0085

16) Putra. F. R.. Utami. H. N.. & Hakam. M. S. (2013). Pengaruh Lingkungan Kerja Terhadap Kinerja (Studi Pada Karyawan PT. Naraya Telematika Malang). *Jurnal Administrasi Bisnis*. *6*(1).

17) Rahardjo. S. (2014). The Effect Of Competence. Leadership And Work Environment Towards Motivation And Its Impact On The Performance Of Teacher Of Elementary School In Surakarta City. Central Java. *International Journal of Advanced Research in Management and Social Sciences*. *3*(6). 59–74.

18) Robbins. S. P.. & Judge. T. A. (2014). *Buku Perilaku Organisasi Buku 2* (Edisi ke-1; alih bahasa D. Angelica. Ed.). Salemba Empat.

19) Sariyathi. N. K. (2012). *No Title*. Univeristas Udayana. Denpasar. Bali.

20) Sarmawa. I.. Suryani. N.. & Riana. I. G. (2015). Commitment and competency as an organizational citizenship behaviour Predictor and its effect on the performance. *International Journal of Economics. Commerce and Management United Kingdom*. *III*(1). 1–13.

21) Sedarmayanti. (2016). *Manajemen sumber daya manusia reformasi birokrasi dan manajemen pegawai negeri sipil* (5th ed.). Bandung: Repika Aditama.

22) Silva. R. V. Da. & Alwi. S. F. S. (2008). Online brand attributes and online corporate brand images. *European Journal of Marketing*. *42*(9). 1039–1058. https://doi.org/https://doi.org/10.1108/03090560810891136

23) Soetrisno. E. (2016). *Manajemen Sumber Daya Manusia* (Cetakan Ke). Jakarta: Prenada Media Gorup.

24) Timpe. A. D. (2012). *Seri Manajemen Sumber Daya Manusia* (A. D. Ti. Ed.). Jakarta: PT Elex Media Komputindo.

25) Tyssen. T. G. (1996). *Buku petunjuk bagi manajer pemula penuntun mendasar bagi pemula*. Jakarta: Arcam.

26) Wibowo. (2015). *Perilaku Dalam Organisasi* (2nd ed.). Medan: Raja Grafindo Persada.

27) Zainal. V. R. (2015). Manajemen Sumber Daya Manusia Untuk Perusahaan : Dari Teori ke Praktik. In *Jakarta: PT. Raja Grafindo Persadi* (Edisi Keti). Depok: PT. Rajagrafindo Persada.

28) Zainal. V. R.. Hadad. M. D.. & Ramly. M. (2019). *Kepemimpinan dan Perilaku Organisasi* (4 Ed). Depok: Raja Grafindo Persada.