

Effect of Leadership Style, Work Discipline, and Competency on Job Satisfaction and Performance of Dapodik Operator Employees in Bengkalis District

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ABSTRACT

This study aims to analyze the effect of leadership style, work discipline and competence on job satisfaction and performance of Dapodik operator employees in the Bengkalis district. This research is quantitative research by distributing questionnaires to respondents. The population in this study were all Dapodik operators in the Bengkalis district. The sampling uses the census method. The sample in this study amounted to 161 respondents. The data analysis technique uses Structural Equation Modelling (SEM) using the SmartPLS application. The results of this study indicate that leadership style does not have a significant effect on job satisfaction, work discipline has a positive and significant effect on job satisfaction, competence has a positive and significant effect on job satisfaction, leadership style has a positive and significant effect on employee performance, work discipline has a positive and significant effect on employee performance, competence has no significant effect on employee performance, and job satisfaction has a positive and significant effect on employee performance.

Keywords: Leadership Style, Work Discipline, Competence, Job Satisfaction, Employee Performance

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INTRODUCTION

In Law Number 20 of 2003 Article 1 concerning the Education System, it is explained that educational staff are members of the community who are devoted to themselves and are appointed to support the implementation of education. Apart from that Law Number 20 of 2003 Article 39 Paragraph 1 concerning the National Education System, also states that educational staff are tasked with carrying out administration, management, development, supervision and technical services to support the educational process in educational units.

Currently the government requires all schools in the education unit to present valid and up to date data. The educational output of a school certainly requires the performance of an operator known as the Dapodik operator to present valid and up to date data. School operators are very important people in an educational data collection system which is now integrated in an application, namely Basic Education Data (Dapodik). A school operator, of course, must know what their main functions and duties are in the process of managing Basic Education Data, so that responsibilities and mandates can be carried out properly.

The tasks that must be carried out by school Dapodik operators cover almost all aspects of school data and all forms of computer-based reporting both independently for Educators and Education Personnel. This is the reason that school Dapodik operators really need their performance to achieve an educational goal. Therefore, the performance of Dapodik operators in each school must always be evaluated and improved.

In order to improve the performance of Dapodik operators, the Bengkalis district Education Office through the Regional Technical Implementation Unit of the Bengkalis sub-district always evaluates the performance of Dapodik operators who work in the Bengkalis sub-district.

From the performance assessment of Dapodik operators it is known that there has been a decline in the performance of Dapodik operators in the Bengkalis sub-district from 2018 to 2021. Then, on average the performance value of Dapodik operators in the Bengkalis sub-district is still at 82.79 and is included in the good category, not yet reaching the very good category as expected from the ministry of national education.

One of the factors causing the decline in the performance of Dapodik operators in the Bengkalis sub-district is caused by job satisfaction (Heimerl et al., 2020; Istiana et al., 2022; Sirait et al., 2022). From the results of a pre-survey of 20 Dapodik operators in the Bengkalis sub-district, it is known that the satisfaction of Dapodik operators is classified as high, but there are still 26.67% of Dapodik operators who are dissatisfied with their work. This means that not all Dapodik operator employees in the Bengkalis sub-district are satisfied with their job as Dapodik operators. Dapodik operators' complaints are regarding the low promotion opportunities given to Dapodik operators. This can affect employee performance. Sherry et al. (2021) and Marbun & Jufrizen (2022) prove that there is a positive and significant effect of job satisfaction (Kersiati et al., 2023) on employee performance. However, different results were presented by Ratnasari et al. (2021) and Haerofiatna et al. (2021) which suggests that job satisfaction has no significant effect on employee performance.

Employee performance and job satisfaction are influenced by leadership style (Bakhroini et al., 2022; Ngatno et al., 2022; Su et al., 2020). Priyono et al. (2018), Susanty and Baskoro (2012) and Guterres & Supartha (2016) explain that leadership style has a positive and significant influence on employee performance. Different results were put forward by Yusuf (2016) and Hadromi (2017) which proved that leadership style has no significant influence on employee performance. Leadership style also affects job satisfaction. Good leadership style will have an impact on high job satisfaction. Yusuf (2016), Aziizah (2018) and Putrayana et al. (2018) proved that there is a positive and significant influence of leadership style on job satisfaction. Different results were stated by Arifin et al. (2018) and Kuswoyo et al. (2018) which proves that leadership style has no significant effect on job satisfaction.

Employee performance and satisfaction are also influenced by work discipline. Employees who have high work discipline will produce good performance (Purwoko, 2018). Alhusaini, Kristiawan, and Eddy (2020) explain that work discipline has a positive and significant influence on employee performance. Hasibuan and Munasib (2020) stated different results which explained that work discipline has no significant effect on employee performance. In addition to affecting employee performance, work discipline also affects job satisfaction. Djari and Sitepu (2017), Saptarini (2018) and Purnamasari (2018) also prove that there is a positive and significant influence between work discipline on job satisfaction. Different results were put forward by Hakim, Anhar, and Sampurna (2020) which proved that there was no significant effect between work discipline on job satisfaction.

Employee performance and job satisfaction are also influenced by competence. Competence is the knowledge and skills needed to perform various work-related tasks, so employees who have good competence will produce high performance (Warongan et al., 2014). Purwanto et al. (2017) and Wagiyono et al. (2020) states that employee performance is significantly influenced by employee competence. Different results were put forward by Supriyanto (2015) and Dhermawan et al. (2012) which states that competence has no significant effect on employee performance. In addition to affecting employee performance, competence also affects job satisfaction. D. Darmawan et al. (2021) and Ratnasari et al. (2021) explains that job satisfaction is positively and significantly influenced by competence. Different results were stated by Rudlia (2016) and Nugraha et al. (2022) which proves that there is no significant effect of competence on job satisfaction.

From the phenomena and research gaps described above, this study aims to analyze the influence of leadership style, work discipline and competence on job satisfaction and performance of Dapodik operator employees in the Bengkalis sub-district.

LITERATURE REVIEW

Teacher Performance

Performance (Andi et al., 2022; Pernando et al., 2022; Tohan et al., 2022) is the result of work that can be achieved by a person or group of people in an organization, according to their respective authorities and responsibilities in an effort to achieve the goals of the organization concerned legally, not violating the law and in accordance with applicable morals or ethics (Prawirosentono, 2008). So, performance is a condition that must be known and confirmed by certain parties to determine the level of achievement of an agency's results related to the vision carried out by an organization or company and to know the positive and negative impacts of an operational policy. Performance is an indicator in determining how efforts to achieve high levels of productivity in an organization or government agency.

Tampi (2014) defines employee performance as a result achieved and the achievements achieved in the workplace. And employee performance is the achievement of real achievements both in the form of quality and quantity by employees who have been determined by the company. Thus, employee performance is the result and output produced by an employee in accordance with his role in the organization during a certain period. Good employee performance is a very important factor in an agency's efforts to increase its productivity. The performance of an employee is an individual thing, because each employee has a different level of ability in carrying out their duties.

Based on Government Regulation of the Republic of Indonesia No. 30 of 2019 concerning the Performance Assessment of Civil Servants, the indicators used to measure employee performance are as follows: (1) Service Orientation, service orientation is related to employee performance behavior in providing services to each stakeholder or community who need service. (2) Commitment (Putra & Renaldo, 2020; Renaldo et al., 2022), commitment is an employee who has a very high ability and willingness to align attitudes and actions with organizational (Rafizal et al., 2022) goals and prioritize official interests rather than personal or group interests. (3) Work initiative, someone's initiative is related to intellect, creativity in the form of ideas to plan something related to organizational goals. (3) Collaboration, collaboration is an employee with a very high willingness and ability to cooperate with co-workers, superiors, subordinates and other work units to complete their tasks and responsibilities.

Job Satisfaction

Hasibuan (2019) explains that job satisfaction is a pleasant emotional attitude and loves his job. Basically, job satisfaction is an individual thing. Each individual will have a different level of satisfaction according to the value system that applies to him. Usually, people will feel satisfied with the work that has been or is being carried out, if something that is done is deemed to have met expectations, in accordance with the purpose of work. If someone wants something, it means that the person concerned has a hope and thus is motivated to take action towards achieving that hope. If these expectations are met, then satisfaction will be felt. Job satisfaction (Habibi et al., 2022; Imarni et al., 2022) shows the compatibility between one's expectations that arise and the rewards provided by the job, so that job satisfaction is also closely related to the theory of justice, psychological agreement and motivation (Latifah, 2015).

The indicators used to measure job satisfaction according to Hakim & Muhdi (2019) are as follows: (1) Opportunity to develop, opportunities to develop are opportunities to learn, opportunities to accept greater responsibility and progress for employees. (2) Trust, based on trust in the relationship between members of the organization will result in high job satisfaction and high performance. (3) The salary/wages earned, the amount of wages/money received by employees is an assessment of satisfaction, where this can be seen as something that is considered appropriate and appropriate. (3) Supervision, supervision is a coaching activity that is planned to assist employees in carrying out work effectively. (4) Job security, job security is a guarantee provided by agencies related to health insurance, pension security and social security.

Leadership Style

According to Davis & Newstrom (2004) leadership style is a pattern of action of the leader as a whole as perceived by the employees who are led. Leadership style (Sriadmitum et al., 2022; Wahyudi et al., 2023) represents the philosophy, skills, and attitude of the leader. These leadership styles vary on the basis of motivation, power or orientation towards tasks and people. Kartono (2008) defines leadership style as the nature, habits, emotions, character and personality that distinguishes a leader in interacting with others. Thoha (2010) suggests that leadership style is a behavioral norm used by someone when that person tries to influence the behavior (Nyoto et al., 2021; Panjaitan et al., 2022; Renaldo et al., 2020) of other people or subordinates.

The indicators used to measure leadership style according to Kartono (2008) are as follows: (1) Ability to make decisions, decision making is a systematic approach to the nature of the alternatives faced and to take action which according to calculations is the most appropriate action. (2) The ability to motivate, the ability to motivate is the driving force that results in a member of the organization being willing and willing to mobilize his abilities (in the form of expertise or skills) of energy and time to carry out various activities that are his responsibility and fulfill his obligations, in the framework of achieving goals and various predetermined organizational goals. (3) Communication ability. Communication ability is the skill or ability to convey messages, ideas or thoughts to other people with the aim that the other person understands what is meant properly, directly orally or indirectly. (4) The ability to control subordinates, a leader must have the desire to make others follow his wishes by using personal power or position power effectively for the long-term benefit

of the company. This includes telling others what to do in a tone that varies from assertive to demanding or even threatening. The goal is that tasks can be completed properly. (5) Responsibility, a leader must have responsibility to his subordinates. Responsibility can be interpreted as an obligation that must bear, bear responsibility, bear everything or give responsibility and bear the consequences. (6) The ability to control emotions, is very important for the success of our lives. The better our ability to control emotions, the easier it will be for us to achieve happiness.

Work Discipline

Work discipline is a person's awareness and willingness to obey all organizational rules and applicable social norms (M. S. Hasibuan, 2019). Latainer defines work discipline as a force that develops within the employee's body and causes employees to adjust voluntarily to decisions, regulations, and high values of work and behavior (Sutrisno, 2011). One of the efforts to overcome the causes of disciplinary action aimed at organizational growth is motivating employees to be able to discipline (Elfita et al., 2022) themselves in carrying out work both individually and in groups. The existence of work discipline is very useful in educating employees to comply with the rules and policies that apply to the organization so that it will produce optimal performance (Yarmanelis et al., 2022).

According to Mangkunegara and Octorend (2015) the indicators used to measure work discipline are as follows: (1) Frequency of attendance, one of the benchmarks to determine the level of employee discipline. The higher the frequency of attendance or the lower the rate of absence, the employee has high work discipline. So the frequency of attendance determines whether employee behavior is in accordance with the company's work standards and the frequency of attendance is also an organizational benchmark. (2) Comply with work standards, in carrying out work, employees are expected to comply with all work standards that have been set in accordance with work rules and guidelines. (3) Compliance with work regulations, compliance with work regulations is intended for safety and smooth work. (4) Work ethics, required by every employee in carrying out their work in order to create a harmonious atmosphere, mutual respect among fellow employees.

Competence

Competence literally comes from the word competence which means skill, ability, and authority. Competence is something that underlies the characteristics of a person related to the results obtained in a job (Sutrisno, 2011). Competence in public organizations and companies is needed to answer the demands of the organization, where there are very rapid changes, the development of very complex and dynamic problems and the uncertainty of the future in the order of people's lives. Competence is an ability that is based on skills and knowledge supported by work attitudes and their application in carrying out tasks and work in the workplace referring to the specified work requirements (Sutrisno, 2011).

The competency indicators used in this study are the indicators put forward by Ruky (2006), as follows: (1) Personal character (traits), personal character is a physical characteristic and a reaction or response that is carried out consistently to a situation or information. (2) Self-concept, self-concept is a set of attitudes, value systems or self-image that a person has. (3) Knowledge, knowledge is information that a person has on a certain specific area. (4) Skills, skills are the ability to do a series of certain physical or mental tasks. (5) Motivation for work (motives), motive is something that is consistently thought or desired by someone, which will then direct, guide, and choose a certain behavior towards a number of actions or goals.

Relations Between Variables and Hypotheses

Relationship of Leadership Style to Job Satisfaction

Leadership style (Andrianto et al., 2023; Putri et al., 2023) is the way leaders do in managing human resources to achieve organizational goals. Leadership style has an important role in increasing job satisfaction. Good leadership style will have an impact on high job satisfaction.

The results of research from Yusuf (2016) suggest that leadership style has a positive and significant influence on job satisfaction. Aziizah (2018) also explains that job satisfaction is positively and significantly influenced by leadership style. Putrayana et al. (2018) also proves that there is a positive and significant influence of leadership style on job satisfaction. Different results were stated by Arifin et al. (2018), and Kuswoyo et al. (2018) which proves that leadership style has no significant effect on job satisfaction.

Hypothesis 1 (H1): Leadership style has a positive effect on job satisfaction

Relationship of Work Discipline to Job Satisfaction

Work discipline is an employee's ability to comply with all the rules that apply in work. Work discipline will affect job satisfaction. Employees who have high work discipline will have an impact on the employee's job satisfaction.

Djari and Sitepu (2017) explain that job satisfaction is positively and significantly influenced by work discipline. Saptarini (2018) also explains that work discipline has a positive and significant influence on job satisfaction. Purnamasari (2018) also proves that there is a positive and significant influence between work discipline on job satisfaction.

Hypothesis 2 (H2): Work discipline has a positive effect on job satisfaction

Competence Relationship to Job Satisfaction

Competence is the ability needed by employees to do work that is based on knowledge, skills and work attitudes. Competence affects job satisfaction. Employees who have good competence will be able to increase job satisfaction.

D. Darmawan et al. (2021) explained that competence has a positive and significant influence on job satisfaction. Ratnasari et al. (2021) also explained that job satisfaction is positively and significantly influenced by competence. Different results were put forward by Rudlia (2016) which proved that competence has no significant effect on job satisfaction. Nugraha et al. (2022) also proves that there is no significant effect of competence on job satisfaction.

Hypothesis 3 (H3): Competence has a positive effect on job satisfaction

Relationship of Leadership Style to Employee Performance

The performance of Dapodik operators as employees is influenced by leadership style. Employee performance is the achievement of employees in carrying out their duties and responsibilities. The role of the leader with the leadership style applied has an impact on teacher performance. A good leadership (Atika et al., 2022; Prasetya et al., 2023) style will be able to improve employee performance.

Priyono et al. (2018) explained that leadership style has a positive and significant effect on employee performance. A good leadership style will be able to improve employee performance (Susanty & Baskoro, 2012). Guterres & Supartha (2016) also explained that leadership style has a positive and significant influence on employee performance. Different results were put forward by Yusuf (2016) and Hadromi (2017) which proved that leadership style has no significant influence on employee performance.

Hypothesis 4 (H4): Leadership style has a positive effect on employee performance

Relationship of Work Discipline to Employee Performance

The performance of Dapodik operator employees is influenced by work discipline. Employees who have high work discipline will produce good performance (Purwoko, 2018). Because with good discipline, employees comply with all work procedures and applicable rules so that it will have an impact on the employee's performance.

Alhusaini, Kristiawan, and Eddy (2020) explain that work discipline has a positive and significant influence on employee performance. Different results were put forward by Hasibuan and Munasib (2020) which explained that work discipline has no significant effect on employee performance

Hypothesis 5 (H5): Leadership style has a positive effect on employee performance

Relationship of Competence to Employee Performance

Competence is the knowledge and skills needed to perform various work-related tasks, so employees who have good competence will produce high performance (Warongan et al., 2014).

Purwanto et al. (2017) explained that competency has a positive and significant influence on employee performance. Wagiyono et al. (2020) also stated that employee performance is significantly influenced by employee competence. Different results were put forward by Supriyanto (2015) who explained that competence has no significant effect on employee performance, changes in competence will not have an impact on

performance. Dhermawan et al. (2012) also stated that competence has no significant effect on employee performance.

Hypothesis 6 (H6): Competence has a positive effect on employee performance

Relationship of Job Satisfaction to Employee Performance

Job satisfaction is a condition where employee expectations can be fulfilled from their work. These expectations can be either financial or non-financial. Employees with high levels of satisfaction will improve their performance. That is, the higher the job satisfaction, the higher the employee's performance.

High job satisfaction will have an impact on improving employee performance (Riyadi, 2015). Sherry et al. (2021) also explains that employee performance is positively and significantly influenced by job satisfaction. Marbun & Jufrizen (2022) also proves that there is a positive and significant effect of job satisfaction on employee performance. However, different results were presented by Ratnasari et al. (2021) which suggests that job satisfaction has no significant effect on employee performance. Haerofiatna et al. (2021) also explains that there is no significant effect between job satisfaction on employee performance.

Hypothesis 7 (H7): Job satisfaction has a positive effect on employee performance

METHODOLOGY

This research is quantitative research. This research was conducted in Bengkalis district. The time of research is from June to August 2022.

Population and Sample

The population in this study were all Dapodik operators in the Bengkalis sub-district, totaling 161 people. In this study the selection of samples using the census method, so the entire population will be sampled in this study. The number of samples in this study were 161 respondents.

Data Analysis Techniques

Descriptive Analysis

The descriptive analysis in this study contains a discussion of the respondent's profile and the respondent's responses. (1) Analysis of the respondent's profile, analysis of the characteristics of the respondent consisting of gender, age, education, years of service and income of the respondent. (2) Analysis of Respondents' Responses, the analysis of respondents' responses contains a discussion of the respondents' responses associated with the characteristics of the respondents. The results of this study can be described in a conclusion and make class intervals as the basis for describing the perceptions of the indicators being measured

Questionnaire Feasibility Test

The feasibility test of the questionnaire consists of: (1) Validity test. Validity test is a test conducted to measure the accuracy of research instruments or questionnaires. The questionnaire is said to be valid if the statements or statements from the questionnaire can reveal something that will be measured by the questionnaire. The accuracy value of the questionnaire can be measured using the correlation coefficient. The questionnaire is said to be good and valid if the correlation coefficient is > 0.3 (Ghozali, 2011). (2) Reliability Test. Reliability test is a questionnaire test conducted with the aim of measuring the consistency of respondents' answers. The reliability test was carried out with the Cronbach alpha statistical test. The questionnaire is said to be reliable if the Cronbach alpha value ≥ 0.70 (Ghozali, 2011).

Analysis of Structural Equations and Hypotheses

Analysis of structural equations and hypotheses consists of: (1) Model development based on theory, the model that has been designed must be based on causality and this relationship must be supported by existing theory. This stage has been discussed in the framework of thinking and hypotheses. (2) Prepare path diagrams and structural equations. (3) Evaluation of the model in SEM PLS. Evaluation of the model in PLS consists of two stages, namely evaluating the outer model or measurement model and evaluating the inner model or structural model (structural measurement). (4) Hypothesis Testing. For partial tests, the P-value is used. The P value is a value that indicates the probability of incorrectly rejecting H_0 from the research data. P-values are a significance value obtained in testing a hypothesis that represents the probability of an event or hypothesis occurring. P-

values are used as an alternative for determining whether the null hypothesis is accepted or rejected. The smaller the p-value, this indicates that the opportunity to reject the null hypothesis is greater. Criteria for testing the hypothesis: (a) P-values $< \alpha = 0.05$ then the hypothesis is accepted. This means that partially the independent variable has a significant influence on the dependent variable. (b) P-values $> \alpha = 0.05$, the hypothesis is rejected. This means that partially the independent variable does not have a significant effect on the dependent variable.

RESULTS AND DISCUSSION

Respondent Profile

Respondent profiles in this study are shown in table 1.

Table 1. Profile of Respondents

Profile	Category	Amount	Percentage
Gender	Man	89	55.28%
	Woman	72	44.72%
Age	<30 years	39	24.22%
	30-40 years	122	75.78%
	> 40 years	0	0.00%
Education	Senior High School	42	26.09%
	Diploma	84	52.17%
	Bachelor	35	21.74%
Years of service	<5 years	39	24.22%
	5-10 years	92	57.14%
	11-20 years	30	18.63%
	> 20 years	0	0.00%
Income	≤ 2.5 Million	109	67.70%
	> 2.5-5 Million	52	32.30%
	> 5 Million	0	0.00%
Total		161	100.00%

Source: Processed Data, 2022

Respondents' Responses

Respondents' responses to employee performance variables were included in the very high category, with an average response score of 4,217. The highest respondent's response is in the statement, in my opinion, providing excellent service to stakeholders and the community is very important (Y212). This means that Dapodik operators in the Bengkalis sub-district have understood the importance of service to stakeholders and the community. While the lowest respondent's response is in the statement, I show willingness to do the job without being ordered by a superior (Y231). This means that there are still some Dapodik operators in the Bengkalis sub-district who do not have good initiative, so they must be ordered by their superiors to start work. Respondents' responses to the job satisfaction variable were included in the high category, with an average response score of 3,973. The highest respondent's response was in the statement, The agency provides learning opportunities for me through internal and external training (Y111). This means that Dapodik operators in the Bengkalis sub-district are always given the opportunity to learn through internal trainers and externally conducted training. While the lowest respondent's response was in the statement, the supervisor gave clear directions about my duties and responsibilities (Y141). This means that some Dapodik operators think that their superiors have not given clear directions about the duties and responsibilities of Dapodik operators.

Respondents' responses to the leadership style variable were included in the very good category, with an average response score of 4,203. The highest respondents' responses were in the statement, the leadership never looked for scapegoats for failures or mistakes in institutions (X152). That is, the leader has a good responsibility towards the institution and does not want to blame subordinates when there is a failure at work. While the lowest respondent's response is in the statement, the leader is able to convey organizational goals well (X131). This means that there are still some Dapodik operators in the Bengkalis sub-district who think that the leadership has not communicated properly about the goals of the organization. Respondents' responses to work discipline variables were included in the very good category, with an average response score of 4,221. The

highest respondent's response is in the statement, I always follow the rules that apply in my work (X231). This means that Dapodik operators in the Bengkalis sub-district have been very good at complying with the rules that apply to agencies. While the lowest respondent's response is in the statement, I always attend work according to working hours that apply in my agency (X211). This means that there are still some Dapodik operators in the Bengkalis sub-district who enter offices that do not comply with predetermined working hours. Respondents' responses to competency variables were included in the good category, with an average response score of 4,143. The highest respondent's response is in the statement, I always think positively of co-workers (X322). This means that Dapodik operators in the Bengkalis sub-district always think positively of their colleagues and believe that everyone has their own strengths and weaknesses. While the lowest respondent's response is in the statement, I am always enthusiastic about completing my work (X211). This means that there are still some Dapodik operators in the Bengkalis sub-district who lack enthusiasm in completing the work they are responsible for as Dapodik operators.

Validity and Reliability Test Results

From the results of the validity test, it can be seen that all statement items have a Corrected Item-Total Correlation value above 0.30. This shows that all statement items used to measure all variables in this study are valid.

From the results of the validity test it is known that the Cronbach Alpha value for all variables is above the value of 0.70. Thus, it can be concluded that all variables have good reliability in accordance with the required minimum value limit.

PLS SEM Model Test Results

The results of the PLS SEM model test are shown in table 2 below:

Table 2. PLS SEM Model Test Results

Variable	Indicator	Loading Factor > 0.60	Multicollinearity (VIF) < 10	CR > 0.60	AVE > 0.50	R2	Q2
Employee Performance (Y2)	Y21	0.862	2.304	0.925	0.756	0.794	0.584
	Y22	0.884	2.651				
	Y23	0.859	2.528				
	Y24	0.872	2.570				
Job Satisfaction (Y1)	Y11	0.802	1.909	0.878	0.593	0.686	0.371
	Y12	0.868	2.380				
	Y13	0.680	2.202				
	Y14	0.667	2.101				
Leadership Style (X1)	Y15	0.813	1.877	0.926	0.678		
	X11	0.857	2.661				
	X12	0.828	2.455				
	X13	0.822	2.342				
	X14	0.849	2.617				
Work Discipline (X2)	X15	0.851	2.573	0.953	0.836		
	X16	0.724	1.660				
	X21	0.934	4.321				
	X22	0.924	3.962				
Competency (X3)	X23	0.904	3.274	0.943	0.769		
	X24	0.895	3.045				
	X31	0.849	2.845				
	X32	0.882	3.409				
	X33	0.883	4.039				
	X34	0.898	4.955				
	X35	0.873	3.297				

Source: Processed Data, 2022

From table 2 it can be seen that each indicator in this study has a loading factor value greater than 0.60. so that all indicators in this study are valid. The AVE value for each research variable is greater than 0.50.

meaning that all variables in this study are valid. The Composite Reliability value for each variable in this study is greater than 0.60. meaning that all variables in this study are reliable. Then there is no multicollinearity problem in the indicators of this study, it is proven that the VIF value is less than 10.

From table 2 it can be seen that there is a relationship between exogenous variables and endogenous variables. It can be explained that the R Square value is 0.794 or 79.4% of employee performance variables explained by the variables of leadership style, work discipline and competence. While the remaining 20.6% is explained by other factors not examined by this study. While the test results on the job satisfaction variable obtained an R Square value of 0.686 or 68.6%, the job satisfaction variable can be explained by leadership style, work discipline, competence and job satisfaction. While the remaining 31.4% is explained by other factors not examined in this study. The Q square value in this study is above 0.00, meaning that this research model has a good observation value or the model has a predictive relevance value.

Hypothesis Test Results

The results of hypothesis testing in this study are shown in table 3 and figure 2 below:

Table 3. Hypothesis Test Results

Hypothesis	Variable Relations	Original Sample (O)	T Statistics (O/STDEV)	P Values	Hypothesis Results
H1	Leadership Style_X1 -> Job Satisfaction_Y1	0.145	1.509	0.132	Not significant
H2	Work Discipline_X2 -> Job Satisfaction_Y1	0.420	3.969	0.000	Significant Positive
H3	Competency_X3 -> Job Satisfaction_Y1	0.303	2.455	0.014	Significant Positive
H4	Leadership Style_X1 -> Employee Performance_Y2	0.256	2.632	0.009	Significant Positive
H5	Work Discipline_X2 -> Employee Performance_Y2	0.680	5.736	0.000	Significant Positive
H6	Competency_X3 -> Employee Performance_Y2	-0.161	1.330	0.184	Not significant
H7	Job Satisfaction_Y1 -> Employee Performance_Y2	0.153	2.443	0.015	Significant Positive

Source: Processed Data, 2022

Discussion

The Effect of Leadership Style on Job Satisfaction

Leadership style has no significant effect on job satisfaction of Dapodik operator employees in the Bengkalis sub-district. That is, whether the leadership style is good or not has a significant impact on the job satisfaction of Dapodik operators in the Bengkalis sub-district. This is supported by a descriptive analysis of respondents' responses to the statement that the leadership has not been able to convey organizational goals properly. This shows that the leader in charge of Dapodik operators in the Bengkalis sub-district has not been able to communicate effectively with Dapodik operators so that it does not have an impact on the job satisfaction of Dapodik operators in the Bengkalis sub-district.

Apart from that, the leadership style does not have a significant impact on job satisfaction because the service life profile of the majority of the respondents is over 5 years, so that the respondents already have their own perception of their work, so that the leadership style does not have an impact on the job satisfaction of Dapodik operators in the Bengkalis sub-district. Then also, with a working period of more than 5 years, most Dapodik operators are used to experiencing different leadership styles due to changes in leaders in their respective agencies, so that leadership style does not have a significant effect on job satisfaction of Dapodik operators in sub-districts Bengkalis.

The results of this study are in line with the results of research conducted by Arifin et al. (2018) and Kuswoyo et al. (2018) which explains that leadership style has no significant effect on job satisfaction. However, the results of this study are not in line with the results of research conducted by Yusuf (2016), Aziizah

(2018) and Putrayana et al. (2018) which explains that leadership style has a positive and significant influence on job satisfaction.

The Effect of Work Discipline on Job Satisfaction

Work discipline has a positive and significant effect on the job satisfaction of Dapodik operator employees in the Bengkalis sub-district. The better the discipline, it will have an impact on increasing the job satisfaction of Dapodik operators in the Bengkalis sub-district. This is supported by a descriptive analysis of the respondents' responses to the statement, I always follow the rules that apply that have been set in my work. Therefore, the leadership, in this case the school principal, must make fair and clear rules so that the job satisfaction of Dapodik operators in the Bengkalis sub-district will increase.

The work discipline of Dapodik operators in the Bengkalis sub-district is a rule that Dapodik operators who are in the work environment should obey in order to support the completion of work and also form Dapodik operators who have good attitudes and behavior in the eyes of the wider community. By increasing work discipline, it will be able to increase job satisfaction. Work discipline that still needs to be improved by Dapodik operators in Bengkalis sub-district based on descriptive analysis of respondents' responses, namely, timely attendance and the imposition of sanctions by superiors when employees violate disciplinary rules.

The results of this study are in line with the results of research conducted by Djari and Sitepu (2017), Saptarini (2018) and Purnamasari (2018) which prove that work discipline has a positive and significant influence on work employment. However, the results of this study are not in line with the results of research conducted by Hakim, Anhar, and Sampurna (2020) which proves that work discipline does not have a significant effect on job satisfaction.

The Effect of Competence on Job Satisfaction

Competence has a positive and significant effect on the job satisfaction of Dapodik operator employees in the Bengkalis sub-district. Good competence will have an impact on increasing the job satisfaction of Dapodik operators in the Bengkalis sub-district. This is supported by a descriptive analysis of the respondents' responses to the statement, I always think positively of co-workers. With the positive thoughts possessed by Dapodik operators in the Bengkalis sub-district, the Dapodik operator employees are not disturbed by an unstable environment or an unfavorable environment, so that positive thoughts will be able to increase the job satisfaction of Dapodik operators in the Bengkalis sub-district.

The competence of Dapodik operators is the work ability of each Dapodik operator which includes aspects of knowledge, skills and work attitudes that are in accordance with the expected standardization. In order to increase the job satisfaction of Dapodik operators in the Bengkalis sub-district, it is necessary to increase competence. Based on the descriptive analysis of the respondents' responses, the competence that still needs to be improved is Dapodik operator motivation in the spirit of completing the job. Therefore, the role of the leadership to provide job satisfaction to Dapodik operators is very necessary, so that Dapodik operators have high morale.

The results of this study support the results of research conducted by D. Damawan et al. (2021) and Ratnasari et al. (2021) which proves that competence has a positive and significant influence on job satisfaction. However, the results of this study do not support the results of research conducted by Rudlia (2016), Nugraha et al. (2022) which proves that competence has no significant effect on job satisfaction.

The Effect of Leadership Style on Employee Performance

Leadership style has a positive and significant influence on the performance of Dapodik operator employees in the Bengkalis sub-district. The better the leadership style will have an impact on increasing the performance of Dapodik operators in the Bengkalis sub-district. This is supported by a descriptive analysis of respondents' responses to the statement that the leadership has never looked for scapegoats for failures or mistakes in institutions. Thus, a leadership style that does not blame each other makes the Dapodik operator's performance even higher. This is because Dapodik operators feel valued by the leadership in every job they do.

Leadership style is one of the key positions where a leader must be able to influence, direct and demonstrate his ability so that all organizational goals can be achieved in accordance with what has been set. A good leadership style is needed to improve the performance of Dapodik operators in the Bengkalis sub-district. Based on the descriptive analysis of respondents' responses, the leadership style that still needs to be improved

is that leaders must be able to convey organizational goals well. This is very much needed so that all employees have the same perception of organizational goals.

The research results are in line with the results of research conducted by Susanty & Baskoro (2012), Guterres & Supartha (2016) and Priyono et al. (2018) which explains that leadership style has a positive and significant influence on employee performance. However, the results of this study are not in line with the results of research conducted by Yusuf (2016), Hadromi (2017) which prove that there is no significant influence between leadership style on employee performance.

Effect of Work Discipline on Employee Performance

Work discipline has a positive and significant influence on the performance of Dapodik operator employees in the Bengkalis sub-district. The better the work discipline, the better the performance of Dapodik operators in the Bengkalis sub-district. This is supported by a descriptive analysis of the respondents' responses to the statement, I always follow the rules that apply that have been set in my work. Therefore, the leadership, in this case the school principal, must make fair and clear rules so that the performance of Dapodik operators in the Bengkalis sub-district will increase.

The work discipline of Dapodik operators in the Bengkalis sub-district is a rule that Dapodik operators who are in the work environment should obey in order to support the completion of work and also form Dapodik operators who have good attitudes and behavior in the eyes of the wider community. By increasing work discipline, it will be able to improve the performance of Dapodik operators in the Bengkalis sub-district. Work discipline that still needs to be improved by Dapodik operators in Bengkalis sub-district based on descriptive analysis of respondents' responses, namely, timely attendance and the imposition of sanctions by superiors when employees violate disciplinary rules.

The results of this study support the results of research conducted by Purwoko (2018) and Alhusaini, Kristiawan, and Eddy (2020) which explain that work discipline has a positive and significant influence on employee performance. However, the results of this study are not in line with the results of research conducted by Hasibuan and Munasib (2020) which proves that work discipline has no significant effect on employee performance.

The Effect of Competence on Employee Performance

Competence has no significant effect on the performance of Dapodik operator employees in the Bengkalis sub-district. That is, whether competence is good or not has a significant impact on the performance of Dapodik operators in the Bengkalis sub-district. This is supported by the descriptive analysis of the respondents' responses which were low on the statement, I am always enthusiastic about completing my work. This means that the enthusiasm of Dapodik operators in the Bengkalis sub-district to complete the work is still low. Even though the competence of Dapodik operators in the Bengkalis sub-district is already high, the enthusiasm to complete the work is still low, causing competence to have no significant effect on the performance of Dapodik operators in the Bengkalis sub-district.

In addition, competence does not have a significant effect on employee performance as Dapodik operators in the Bengkalis sub-district due to the profile of the respondents, most of whom have worked for more than 5 years. The long working period has made the competence of Dapodik operators in the Bengkalis sub-district good. However, these competencies do not have a significant impact on the performance of Dapodik operators. This means that there is still a greater influence of other variables when compared to the influence of competence. Another influence that is bigger is the influence of leadership style, work discipline and job satisfaction.

The results of this study support the results of research conducted by Dhermawan et al. (2012) and Supriyanto (2015) which prove that competence has no significant effect on employee performance. However, the results of this study do not support the results of research conducted by Purwanto et al. (2017), Wagiyono et al. (2020) which proves that there is a positive and significant influence between competencies on employee performance.

The Effect of Job Satisfaction on Employee Performance

Job satisfaction has a positive and significant influence on the performance of Dapodik operator employees in the Bengkalis sub-district. That is, the higher the job satisfaction, the higher the performance of Dapodik operators in the Bengkalis sub-district. This is supported by a descriptive analysis of respondents' responses to

the statement, The agency provided learning opportunities for me through internal and external training. Therefore, the leadership, in this case the school principal, must always provide opportunities for Dapodik operators to learn through internal and external training so that the performance of Dapodik operators in the Bengkalis sub-district is getting better.

In order to improve the performance of Dapodik operator employees in the Bengkalis sub-district, it is necessary to increase job satisfaction. Based on the descriptive analysis of respondents' responses, the job satisfaction of Dapodik operators in the Bengkalis sub-district still needs to be improved, namely, clear supervision or direction regarding the duties and responsibilities of a Dapodik operator as well as sufficient salary to meet daily needs.

The results of this study are in line with the results of research conducted by Riyadi (2015), Sherly et al. (2021) and Marbun & Jufrizen (2022) which explain that job satisfaction has a positive and significant influence on employee performance. However, the results of this study are not in line with the results of research conducted by Ratnasari et al. (2021), Haerofiatna et al. (2021) which proves that there is no significant effect of job satisfaction on employee performance.

CONCLUSION

Conclusion

From the results and discussion that have been described, the following conclusions can be drawn: (1) Leadership style does not have a significant influence on job satisfaction of Dapodik operators in Bengkalis sub-district. Whether or not the leadership style does not have a significant impact on the job satisfaction of Dapodik operators in the Bengkalis sub-district. (2) Work discipline has a positive and significant influence on the job satisfaction of Dapodik operator employees in the Bengkalis sub-district. The better the discipline, it will have an impact on increasing the job satisfaction of Dapodik operators in the Bengkalis sub-district. (3) Competence has a positive and significant effect on job satisfaction of Dapodik operator employees in the Bengkalis sub-district. Good competence will have an impact on increasing the job satisfaction of Dapodik operators in the Bengkalis sub-district. (4) Leadership style has a positive and significant influence on the performance of Dapodik operator employees in the Bengkalis sub-district. The better the leadership style will have an impact on increasing the performance of Dapodik operators in the Bengkalis sub-district. (5) Work discipline has a positive and significant influence on the performance of Dapodik operator employees in the Bengkalis sub-district. The better the work discipline, the better the performance of Dapodik operators in the Bengkalis sub-district. (6) Competence does not have a significant effect on the performance of Dapodik operator employees in the Bengkalis sub-district. Whether or not competence has a significant impact on the performance of Dapodik operators in the Bengkalis sub-district. (7) Job satisfaction has a positive and significant influence on the performance of Dapodik operator employees in the Bengkalis sub-district. The higher the job satisfaction, the higher the performance of Dapodik operators in the Bengkalis sub-district.

Recommendation

The recommendations that can be given from the results of this study are as follows: (1) School management is advised to make fair and clear rules so that the job satisfaction and performance of Dapodik operators in the Bengkalis sub-district will increase. (2) School management is advised to increase competency in terms of motivation of Dapodik operators in enthusiasm to complete work. so that Dapodik operators have high morale rather high job satisfaction. (3) School management is advised to adopt a leadership style that does not blame each other so that the performance of Dapodik operators is higher. (4) Leaders, in this case school principals, are advised to always provide opportunities for Dapodik operators to learn through internal and external training so that the performance of Dapodik operators in the Bengkalis sub-district is getting better. (5) Further researchers are advised to conduct more specific research on Dapodik operators such as at one level of education or only on ASN or honorary.

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