

# DETERMINANTS OF JOB SATISFACTION AND THEIR IMPLICATIONS ON EMPLOYEE PERFORMANCE IN KARO REGIONAL GOVERNMENT NORTH SUMATERA PROVINCE

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## Abstract

The type of investigation in this research is causality. The unit of analysis in this study is the individual, namely the employees in the Karo District Government, North Sumatra Province. Employee performance reflected by the quality of work will be able to be improved if the Karo Regency Government is able to increase job satisfaction, especially in the element of being satisfied with the work itself, where the job satisfaction of Karo Regency Government employees will be able to be increased if the Karo Regency Government is able to improve work discipline, especially on the element of responsibility. Employees who are supported by improving leadership attitudes, especially in the element of leader behavior and also supported by improving organizational culture, especially in the element of internal integration. Based on the results of the research above, the findings of this study are that the performance of the Karo Regency Government employees can be improved, especially in terms of work quality ( Y5) if the Karo Regency Government is able to increase employee job satisfaction, especially the element of feeling satisfied with the work itself (Y2), where job satisfaction will be able to be increased if the Karo Regency Government is able to improve work discipline, especially the element of employee responsibility (X9) and supported by an increase in leadership attitudes, especially in leadership behavior (X2) and also supported by an increase in organizational culture, especially the element of internal integration (X8) .

**Keywords:** Job Satisfaction, Employee Performance, Karo Regional Government

## INTRODUCTION

The Indonesian nation's human resources are abundant and are the basic capital of national development in all fields, therefore the Indonesian government since the new order has pioneered increasing the productivity of human resources, namely by improving the performance of human resources themselves. The declaration of this program is based on the idea that productivity determines the formation of the national growth rate index as well as being the most sensitive indicator of the economization process and as the main benchmark for a nation's economic progress. The importance of the quality of human resources because of its role as a driving force that can affect the ability and success of achieving organizational goals effectively and efficiently. Human resource development is an unavoidable thing that must be continued, because no matter how sophisticated the organization's facilities and infrastructure are without being supported by quality human resources, the organization cannot progress and develop. Some experts usually respond to this phenomenon by referring to Maslow's theory of needs, which concludes that a person will do or not do something depending on the need. By mobilizing all its potential. However, if an activity does not significantly affect his life, it tends not to be carried out. If the theory is applied to civil servants, more or less will be able to answer

why the performance of civil servants is not good, which in turn has an impact on the performance of the government as a whole.

## **LITERATURE REVIEW**

### **LEADERSHIP ATTITUDE**

Leadership attitude is one of the most important factors in an organization because most of the success and failure of an organization is determined by the attitude of leadership in the organization. A leader is someone who has influence over others, or has the power to influence others. This person can encourage or move others to act according to the goals expected by the group or organization. Leadership attitude is one of the topics that is always interesting to study and research because it is the most in demand. Edwin A. Locke in Mangkunegara (2009:2) said that studies of leadership attitudes that were carried out systematically by social science experts had only started in this century. In the business world, leadership attitudes have a very strong influence on the running of the organization and its survival. In the era of globalization and free markets, only companies that are able to make continuous improvements in the formation of competitive advantages are able to develop. The attitude of leadership as one of the determinants of the direction and goals of the organization must be able to respond to current developments. Leaders who can't anticipate a changing world or at least don't respond are more likely to put their organization in silence and eventually collapse.

According to the results of research conducted by Moh. Jack Henry Syauta et al (2012) organizational culture has no significant effect on employee performance, job satisfaction is able to mediate organizational culture on employee performance. While the results of Ali Shahab's research (2014) the research findings show that: 1) Leadership has a positive and significant effect on job satisfaction, (2) Work attitudes have a positive and significant influence on job satisfaction, (3) Job satisfaction has a significant and positive influence on job satisfaction. Employee performance, (4) Leadership has a positive and insignificant effect on employee performance, (5) work attitude has a positive and significant effect on employee performance. Meanwhile, according to Mallak et al . (2003) in Hemmelgarn et al . (2006) that behavioral norms and expectations that exist within an organization (organizational culture) explain differences across organizations and the extent to which service providers test high levels of commitment and satisfaction with their work. Then Hasibuan (2008:202) also states that job satisfaction indicators can only be measured by discipline, work morale, and small turnover , then employee job satisfaction is relatively good, on the contrary if discipline, work morale, and employee turnover are large, job satisfaction fewer employees in the company.

## **METHODOLOGY**

### **Method Used**

The study objectives of this research are descriptive and verification. Descriptive research is research that aims to obtain a description of the characteristics of the variables of leadership attitude, organizational culture, work discipline, job satisfaction, and employee performance.

The nature of verification research basically wants to test the truth of a hypothesis that is carried out through data collection in the field, where in this study will examine the influence of leadership attitudes, organizational culture and work discipline on job satisfaction and its implications on the performance of the Karo Regency Government Employees. Considering the nature of this research is descriptive and verification, the research method used is descriptive survey method and explanatory survey method. The type of investigation in this research is causality. The unit of analysis in this study is the individual, namely the employees in the Karo District Government, North Sumatra Province. The time horizon in this study is cross-sectional, i.e. information from part of the population (sample of respondents) is collected directly from the location empirically, with the aim of knowing the opinion of some of the population on the object being studied.

### **Data Collection Technique**

As explained in the research method, this research is a perception study of the research object, which in this case is the employees of the Karo Regency Government of North Sumatra Province, therefore the type of data in this study is subject data (self-report data), with Thus the research data is obtained directly from the source, namely (primary data) and secondary data for supporting data. While the data sources, namely (1) secondary data sources are from all Organizational Units of the Karo Regency, North Sumatra Province, BPS Karo Regency, North Sumatra Province, and (2) Primary data sources are Civil Servants in the Karo Regency Government of Sumatra Province. North. The types and sources of data are in accordance with the research objectives.

### **Instrument Validity and Reliability Testing (n=30)**

The results of testing the validity of the question items on the questionnaire for each variable with  $r > 0.3$  (Sugiyono, 2010:126), then indicate that all items have a greater correlation value. This means that all question items are valid. Then for the reliability test with cronbach's alpha, each variable (latent) gets a cronbach's alpha value  $> 0.7$  (Arikunto, 2002 : 171), meaning that the results of the instrument can be said to be reliable so that it can be used for further analysis. The results of testing the validity and reliability for each research variable

## **RESULTS AND DISCUSSION**

### **a. Descriptive Analysis of Research Variables**

Descriptive analysis is used to determine the basic characteristics of respondents' responses to the variables used from respondents. The statistical measure used in the descriptive statistical analysis of this study is the frequency distribution. Descriptive analysis is used for qualitative variables by grouping, tabulating and describing the data obtained in the field. With **the frequency distribution**, the behavior of each causative factor seen in this study can be analyzed.

To analyze descriptively on each research variable, it is done by calculating the score and the average of the total score of each variable, determining the interval in five categories, then it is

calculated using the interval value (interval range), namely  $\text{Range\_Interval} = (5-1) : 5 = 0.8$ . By using an interval value of 0.8, the interval class is determined from the lowest to the highest by adding the interval range at each level of the interval class.

### 1. Leadership attitude

Leadership attitude is the ability possessed by a leader in influencing and as an example for subordinates in achieving organizational goals. The measurement dimensions for leadership attitudes are Managerial Ability (X1), Leader Behavior (X2), Motivation (X3), and People/relationship Orientation (X4). While the indicators in these dimensions include the following elements: 1) Resources Allocator, 2) Accuracy in solving problems., 3) participatory, 4) Accepting subordinates' ideas, 5) Creating good working conditions, 6) Can be a role model., 7) As an inspiration, 8) As a guide of direction., 9) trust, 10) Freedom in creativity, 11) task load, 12) Harmonizing people, 13) Building harmonization, and 14) Servant leader. The discussion of the results of the descriptive analysis of leadership attitudes according to employees of the Karo Regency Government is shown in the table below.

**Table 1. Leadership Attitudes in Karo District Government (n=295)**

Question Code	Leadership Attitude Indicator	Score	Weight/Frequency					Average
			1	2	3	4	5	
<b>Managerial Ability (X1)</b>								
KM1	Resources allocator.	1260	2	7	33	120	133	4.27
KM2	Troubleshooting accuracy.	1231	2	13	35	127	118	4.17
<b>KM3</b>	Participatory.	1273	1	1	16	163	114	4.32
KM4	Accept subordinate's idea	1201	1	14	41	146	93	4.07
KM5	Creating good working conditions	1223	1	10	38	142	104	4.15
<b>Leader Behavior (X2)</b>								
KM6	Can be an example.	1210	0	10	48	139	98	4.10
KM7	As an inspiration.	1221	1	3	43	155	93	4.14
KM8	As a guide.	1194	2	14	46	139	94	4.05
<b>Giving Motivation (X3)</b>								
<b>KM9</b>	Trust	1124	4	29	54	140	68	3.81
KM10	Freedom in creativity	1265	0	5	19	157	114	4.29
KM11	Task load	1217	1	12	42	134	106	4.12
<b>People/relationship orientation (X4)</b>								
KM12	Harmonizing people	1196	4	25	13	162	91	4.05
KM13	Building harmonization	1265	0	10	16	148	121	4.29
KM14	Servant leader	1251	0	0	45	134	116	4.24
<b>Average</b>		<b>1223.64</b>	1	11	35	143	105	<b>4.15</b>
<b>%</b>			0.46	3.70	11.84	48.57	35.42	

Source: SPSS 17.0 Processing Results,

Table 1 above shows that the average leadership attitude variable data has an average score of 4.15 which is in the range of values of 3.41-4.20 or is in the good category. This shows that in general respondents or employees of the Karo Regency Government perceive leadership attitudes well. The perception of respondents in perceiving the highest leadership attitude is on the participatory element with an average weighted score of 4.32. Meanwhile, the lowest average score perceived by respondents was on the element of trust, with a weighted average score of 3.81. This shows that the leadership attitude has a very good participatory attitude, but is still relatively not fully trusted by employees.

## 2. Organizational culture

Organizational culture is a distinctive constellation of beliefs, values, and work styles, relationships that distinguish one organization from another, and includes the characteristics of the organization that provide a particular climate. While the measurement dimension for organizational culture is bureaucratic culture (X5), entrepreneurial culture (X6), local culture (clan culture) (X7), and internal integration (X8). The organizational culture indicators contained in these dimensions include the following elements: 1) Clarity of organizational rules , 2) Clarity of coordination , 3) Clarity of standard operating procedures , 4) Implementation of work processes , 5) Level of risk taking , 6) Level of creativity, 7) The level of organizational tradition, 8) The level of teamwork, 9) The level of self-management, 10) employee participation, 11) rewards and punishments, and 12) ideological and religious.

The discussion of the results of the descriptive analysis of organizational culture in the Karo Regency Government is shown in the table below.

**Table 2 . Organizational culture in Karo Regency Government (n=295)**

Question Code	Organizational Culture Indicator	Score	Weight/Frequency					Average
			1	2	3	4	5	
<b>Bureaucratic culture _ _ _ (X 5)</b>								
BO1	Clarity of organizational rules	1245	0	2	40	144	109	4.22
BO2	Coordination clarity	1207	2	2	49	156	86	4.09
BO3	Clarity of standard operating procedures	1196	2	6	38	177	72	4.05
BO4	Implementation of work processes	1225	0	7	33	163	92	4.15
<b>Entrepreneurial culture (X6)</b>								
BO5	Level of risk taking	1188	0	1	66	152	76	4.03
BO6	Creativity level	1151	0	13	74	137	71	3.90
<b>Local culture ( clan culture ) (X7)</b>								
BO7	Organizational tradition level	1190	0	5	68	134	88	4.03
BO8	Teamwork level	1254	0	5	4	198	88	4.25
BO9	Self-management level	1222	2	4	33	167	89	4.14
<b>Internal integration (X8)</b>								
BO10	Employee participation	1207	0	1	63	139	92	4.09
BO11	Rewards and punishments	1181	0	1	76	139	79	4.00
BO12	Ideology and religion	1211	0	3	33	189	70	4.10
<b>Average</b>		<b>1206.42</b>	1	4	48	158	84	<b>4.09</b>
<b>%</b>			0.17	1.41	16.30	53.53	28.59	

Source: SPSS 17.0 Processing Results,

Table 2 above shows that the average data for the organizational culture variable has an average score of 4.09, which is in the range of values of 3.41-4.20 or is in the good category. This shows that in general, respondents or employees of the Karo Regency Government perceive the organizational culture to be in a good condition. The respondent's perception in perceiving organizational culture is the highest on the element of the level of Team cooperation, with a weighted average score of 4.25. Meanwhile, the lowest average score perceived by respondents was on the element of creativity level, with a weighted average score of 3.90. This shows that in general, Karo Regency Government employees have good teamwork, but are less creative in doing their jobs.

### 3. Work Discipline

Work discipline is an attitude and behavior to obey all organizational regulations based on self-awareness to conform to organizational regulations and applicable social norms. While the measurement dimensions are employee responsibility ( X9 ), Awareness of obeying regulations (X10) , Loyalty to the organization (X11) , Employee emotional attachment (X12) , and Commitment to the organization ( X13 ) . The elements in these dimensions include: 1) Attitude of responsibility for the work given, 2) Attitude of responsibility in working according to schedule, 3) Attitude of responsibility in working according to targets, 4) Awareness to always use working hours. , 5) Awareness to come and go according to schedule, 6) Awareness not to be absent from work, 7) Stay loyal to work for the organization, 8) Willingness to maintain the good name of the organization, 9) Willingness to always put the interests of the organization above personal interests, 10) Always earnest at work, and 11) Never complain at work.

Discussion of the results of the descriptive analysis of work discipline according to employees of the Karo Regency Government is shown in the table below.

**Table 3. Work discipline in the Karo Regency Government (n=295)**

Question Code	Work Discipline Indicator	Score	Weight/Frequency					Average
			1	2	3	4	5	
<b>Employee responsibilities ( X9 )</b>								
DK1	Attitude of responsibility for the work given	1234	0	3	62	108	122	4.18
DK2	Responsible attitude in working according to schedule	1216	0	2	61	131	101	4.12
DK3	Attitude of responsibility in working according to target	1223	0	8	35	158	94	4.14
<b>Awareness of obeying the rules (X10)</b>								
DK4	Awareness to always use working hours.	1228	0	2	47	147	99	4.16
DK5	Awareness to come and go according to schedule	1179	0	6	64	150	75	3.99
DK6	Awareness is not absent at work	1235	0	2	31	172	90	4.19
<b>Loyal to organization (X11)</b>								
DK7	Stay loyal to work for the organization	1250	1	3	19	174	98	4.23
<b>Employee emotional attachment (X12)</b>								

Question Code	Work Discipline Indicator	Score	Weight/Frequency					Average
			1	2	3	4	5	
DK8	Willingness to maintain the good name of the organization	1289	0	1	11	161	122	4.37
DK9	Willingness to always put the interests of the organization above personal interests	1305	0	3	10	141	141	4.42
<b>Commitment to the organization ( X13 )</b>								
DK10	Always earnest at work	1258	0	1	39	136	119	4.26
DK11	Never complain at work	1200	0	9	49	150	87	4.07
<b>Average</b>			0	4	39	148	104	<b>4.19</b>
<b>%</b>		<b>1237.91</b>	0.03	1.23	13.19	50.17	35.38	

Source: SPSS Processing Results 17.0

Table 3 above, shows that the average work discipline variable data has an average score of 4.19 which is in the range of values of 3.41-4.20 or is in the good category. This shows that in general respondents or employees of the Karo Regency Government perceive work discipline in good conditions. The respondent's perception in perceiving the highest work discipline is on the element of Willingness to always prioritize the interests of the organization above personal interests, with a weighted average score of 4.37. Meanwhile, the lowest average score perceived by respondents was on the element of Awareness to come and go according to schedule, with a weighted average score of 3.99. This shows that in general employees are more concerned with the interests of the organization than their own interests, but are still not aware of the work schedule.

#### 4. Job satisfaction

Job satisfaction is a person's attitude towards his work that reflects his pleasant and unpleasant experiences at work and his expectations for future experiences. The dimension of job satisfaction measurement is feeling satisfied with salary accepted (Y1), Satisfied with the work itself (Y2), Satisfied with the promotion opportunity (Y3), and Satisfied with coworkers (Y4). The results of the descriptive analysis of job satisfaction include the following elements: 1) salary eligibility, 2) compensation diversity, 3) suitability of abilities, 4) responsibilities, 5) promotions, 6) self-potential development, 7) work relations, and 8) communication. . So the results of the descriptive analysis of job satisfaction for government employees The Karo Regency area is shown in the table below.

**Table 4. Job satisfaction in the Karo District Government in DKI Jakarta (n=295)**

Question Code	Job Satisfaction Indicator	Score	Weight/Frequency					Average
			1	2	3	4	5	
<b>Satisfied with Salary received (Y1)</b>								
KK1	Appropriateness	1227	0	2	63	116	114	4.16
KK2	Diversity	1259	2	4	27	142	120	4.26
<b>Feeling satisfied with the work itself (Y2)</b>								
KK3	According to ability	1220	1	6	51	131	106	4.13
KK4	Responsibility	1142	7	39	32	124	93	3.85
<b>Satisfied with Promotion Opportunity (Y3)</b>								
KK5	Promotion	1271	0	43	25	132	95	3.95
KK6	Self potential development	1164	1	1	19	159	115	4.30
<b>Feeling satisfied with coworkers (Y4)</b>								
KK7	Work relationship	1156	1	26	59	119	90	3.91
KK8	Communicate	1179	1	9	63	139	83	3.99
<b>Average</b>		<b>1202.25</b>	<b>2</b>	<b>16</b>	<b>42</b>	<b>133</b>	<b>102</b>	<b>4.07</b>
<b>%</b>			<b>0.55</b>	<b>5.51</b>	<b>14.36</b>	<b>45.00</b>	<b>34.58</b>	

Source: SPSS Processing Results 17.0

Table 4 above shows that the average job satisfaction variable data has an average score of 4.07 which is in the range of values of 3.41-4.20 or is in the high category. This shows that in general respondents or employees of the Karo Regency Government perceive job satisfaction from employees to be high. The perception of respondents in perceiving job satisfaction is the highest on the element of compensation diversity with an average weighted score of 4.30. Meanwhile, the lowest average score perceived by respondents was on the element of responsibility, with a weighted average score of 3.85. This shows that the employees of the Karo Regency Government are satisfied with the variety of compensation provided, namely bonuses, allowances and others, but they are not satisfied with the responsibilities given to them, it is suspected that their responsibilities are not in accordance with their compensation.

## 5. Employee performance

Employee performance is the result of work according to the quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. The dimensions of employee performance are work quality (Y5), work quantity (Y6), work reliability (Y7), attitude (Y8), and team work results (Y9). The indicators include: 1) accuracy, 2) accuracy, 3) routine output, 4) non-routine output, 5) amount of work, 6) instructions, 7) ability, 8) initiative, 9) attitude towards the organization, 10) attitude towards other employees, 11) attitude towards work, 12) teamwork cohesiveness, 13) successful teamwork, and 14) team synergy.

Discussion of the results of the descriptive analysis of employee performance in the Karo Regency Government is shown in the table below.



**Table 5. Employee Performance in Karo Regency Government (n=295)**

Question Code	Leadership Attitude Indicator	Score	Weight/Frequency					Average
			1	2	3	4	5	
<b>Quality of Work (Y5)</b>								
KP1	Accuracy	1184	1	7	52	162	73	4.01
KP2	Accuracy	1203	2	1	58	145	89	4.07
<b>Work Quantity (Y6)</b>								
KP3	Routine output	1228	1	4	24	183	83	4.16
KP4	Non-routine output	1289	1	2	13	150	129	4.37
KP5	Number of jobs	1249	0	6	32	154	94	4.19
<b>Reliability (Y7)</b>								
KP6	Instructions	1249	1	0	23	176	95	4.23
KP7	Ability	1203	2	5	45	159	84	4.07
KP8	Initiative	1193	2	7	44	165	77	4.04
<b>Attitude (Y8)</b>								
KP9	Attitude towards organization	1227	1	1	34	173	86	4.15
KP10	Attitude towards other employees	1236	0	2	22	189	82	4.19
KP11	Attitude towards work	1232	0	3	25	184	83	4.18
<b>Teamwork Results (Y9)</b>								
KP12	Team cohesiveness	1226	1	3	37	162	92	4.15
KP13	Team collaboration success	1215	0	4	36	176	79	4.12
KP14	Synergy	1209	1	7	31	179	77	4.09
<b>Average</b>		<b>1224.5</b>	<b>1</b>	<b>4</b>	<b>33</b>	<b>169</b>	<b>88</b>	<b>4.15</b>
<b>%</b>			<b>0.31</b>	<b>1.26</b>	<b>11.28</b>	<b>57.31</b>	<b>29.83</b>	

Source: SPSS Processing Results 17.0

Table 5 above, shows that the average data on employee performance variables of the Karo Regency Government has an average score of 4.15 in the range of values of 3.41-4.20 or in the high category. The perception of respondents in perceiving the highest employee performance is on non-routine output, namely with a weighted average score of 4.37. Meanwhile, the lowest average score perceived by respondents is the accuracy of work results with quality standards, namely with a weighted average score of 4.01. This shows that the local government employees of Karo Regency have achieved the expected non-routine output, but it is still less precise than the quality standard.

### b. SEM Data Analysis

In this study, the verification analysis of this study was carried out by SEM analysis using a two-step approach, as proposed by Anderson and Gerbing (1998), namely

- (1) Analysis of the Measurement Model, which is aimed at examining the validity and reliability of each construct (the relationship between the latent variable (LV) and the measured variable / observed variables / observed variable (MV)), and this stage is carried out using the Confirmatory Factor Analysis (CFA) procedure.

- (2) Structural Model Analysis, which is intended to examine the relationship between constructs (the relationship between LV).

### 1. Measurement Model Analysis

As stated above, the analysis of the measurement model is carried out with the aim of seeing the validity and reliability of each construct that builds the research model. The measurement of construct validity was carried out using the Confirmatory Factor Analysis (CFA) procedure (Anderson & Gerbing, 1979). Through this CFA, indicators or observed variables will be selected that will form the construct. In this selection, two criteria were used, namely the variable must have a Standardized Loading Factor (SLF) 0.7 and a value of  $t \geq 1.96$  or  $t \geq 2$  (at  $\alpha = 0.05$ ) (Wijanto, 2008). Regarding SLF, there are also those who provide different criteria, namely Igbaria et al. (1997), who suggested that SLF with a value of 0.50 can still be used.

Meanwhile, construct reliability was measured using two measures (Hair et al., 2006:636), namely:

- (1) Composite Reliability Measure or Construct Reliability Measure (CR), or often referred to as reliability, with the requirement that the CR value must be 0.7.
- (2) Variance Extract Measure (VE) or extract variance, with the requirements that it must have a VE value 0.5.

In this study, all constructs have a second order format, thus, the analysis of the measurement model is carried out through two stages of measuring validity and reliability, where in the first stage a first order CFA is performed on the sub constructs, and in the second stage a second order CFA is performed on the constructs.

The next process, namely the second order CFA. As in the first order, sub constructs are seen as observed variables, and will go through the measurement of validity and reliability as in the first order CFA, namely by looking at the loading factor and  $t$  value to measure validity, and looking at the construct reliability and variance extract values, to measure reliability.

### 2. Confirmatory Factor Analysis (CFA) Construct Leadership Attitude

The Leadership Attitude Construct (KM) is built on four subconstructs, namely Managerial Ability (X1) with five indicators (KM1, KM2, KM3, KM4 and KM5), Leader Behavior (X2) with three indicators (KM6, KM7 and KM8), Giving Motivation (X3) with three indicators (KM9, KM10 and KM11), and People/relationship orientation (X4) with three indicators (KM12, KM13 and KM14). Based on the results of data analysis using LISREL 8.70, it is found that the size of the suitability of the leadership attitude construct measurement model is as follows.

**Table 6: Size of Conformity Measurement Model Construct Leadership Attitude**

Indicator GOF	Expected Size	Estimated Results	Conclusion
<b>Absolute Fit Size</b>			
GFI	GFI > 0.90	0.89 _	Marginal Fit
RMSEA	RMSEA < 0.08	0.092 _	Marginal Fit
<b>Incremental Fit Size</b>			
NNFI	NNFI > 0.90	0.95 _	Good Fit
NFI	NFI > 0.90	0.95 _	Good Fit
AGFI	AGFI > 0.90	0.84 _	Marginal Fit
RFI	RFI > 0.90	0.93 _	Good Fit
IFI	IFI > 0.90	0.96 _	Good Fit
CFI	CFI > 0.90	0.96 _	Good Fit

Source: Processing Results with LISREL 8. 70

Based on Table 6 above, the five conformity measures obtained have a good fit measurement model suitability index namely NFI, NNFI, RFI, IFI and CFI. While the other three measures of conformity have a marginal fit measurement model suitability index namely GFI, RMSEA and AGFI. Thus, it can be continued in the next measurement analysis. Next is to analyze the leadership attitude construct measurement model using Confirmatory Factor Analysis (CFA) First Order and Second Order from each indicator and dimension (sub construct) of the leadership attitude construct (KM), as shown in Table 7 below.

**Table 7. Confirmatory Factor Analysis (CFA) Leadership Attitude Construct**

Subconstruct/ Indicator	SLF	STD Error	t-value	Construct Reliability	Variance Extract
<b>CFA First Order</b>					
<b>Managerial Ability (X1)</b>				0.9813	0.9162
Resources allocator. (KM1)	0.90	0.053	17.06		
Troubleshooting accuracy. (KM2)	0.87	0.042	20.48		
Participatory. (KM3)	0.55	0.054	10.24		
Accept subordinates' ideas (KM4)	0.75	0.048	15.73		
Creating good working conditions (KM5)	0.55	0.054	10.28		
<b>Leader Behavior (X2)</b>				0.9521	0.8690
Can be an example. (KM6)	0.71	0.048	14.84		
As an inspiration. (KM7)	0.64	0.073	8.81		
As a guide. (KM8)	0.68	0.087	7.82		
<b>Giving Motivation (X3)</b>				0.8949	0.7428
Trust (KM9)	0.57	0.136	4.20		
Freedom in creativity (KM10)	0.66	0.156	4.22		
Duty load (KM11)	0.79	0.187	4.22		
<b>People/relationship orientation (X4)</b>				0.9275	0.8108
Aligning people (KM12)	0.60	0.142	4.23		
Building harmonization (KM13)	0.61	0.070	8.67		
Servant Leader (KM14)	0.70	0.073	9.60		
<b>CFA Second Order</b>					
Managerial Ability (X1)	0.96	0.060	16.09	0.9697	0.8897
Leader Behavior (X2)	0.99	0.073	13.57		
Giving Motivation (X3)	0.89	0.205	4.34		
People/relationship orientation (X4)	0.79	0.073	10.75		

Note: Criteria for CR and VE are (Hair et al, 2006:636):

- (3) Composite Reliability Measure or Construct Reliability Measure (CR), or often referred to as reliability, with the requirement that the CR value must be 0.7.
- (4) Variance Extract Measure (VE) or extract variance, with the requirements that it must have a VE value 0.5.

Based on Table 7, in the first order CFA, all indicators in each dimension (sub construct) have a loading factor (SLF) greater than 0.50 ( $SLF > 0.50$ ) and a  $t\text{-value} > 1.96$  so that it can be said that the indicators in each dimension of leadership attitude (dimensions of quality, leader behavior, motivation and people orientation) have good construct validity in measuring the construct dimensions of leadership attitudes. Then the indicators that measure the four dimensions of the leadership attitude construct all have a construct reliability value greater than 0.70 ( $CR > 0.70$ ) and a variance extract value greater than 0.50 ( $VE > 0.50$ ), so that thus the indicators on the four dimensions of the construct of leadership attitudes have good construct reliability in measuring the dimensions of leadership attitudes.

Second order CFA, as in First Order CFA, sub-constructs (dimensions) are seen as the observed variables, and will go through the measurement of validity and reliability as in the first order CFA, namely by looking at the loading factor (SLF) and  $t\text{-value}$  to measure validity, and seeing construct reliability and variance extract values to measure reliability. Based on Table 5.8 above, it is found that the loading factor value for the Managerial Ability (X1) dimension is 0.96 with a  $t\text{-count} = 16.09$  ( $t\text{-count} > 1.96$ ), the leadership behavior dimension (X2) is 0.99 with a value of  $t\text{count} = 13.57$  ( $t\text{count} > 1.96$ ), the dimension of motivation (X3) is 0.89 with a value of  $t\text{count} = 4.34$  ( $t\text{count} > 1.96$ ), and the dimension of people orientation / relationship (X4) of 0.79 with a value of  $t\text{count} = 10.75$  ( $t\text{count} > 1.96$ ) so that the four dimensions of the leadership attitude construct (KM) have good validity. Then the dimensions that make up the leadership attitude construct all have a construct reliability value greater than 0.70 ( $CR > 0.70$ ) and a variance extract value greater than 0.50 ( $VE > 0.50$ ). The dimensions of the construct of leadership attitudes have good reliability in shaping the construct of leadership attitudes.

### 3. Confirmatory Factor Analysis (CFA) Construct Organizational Culture

The organizational culture (BO) construct is built on four sub-constructs, namely bureaucratic culture. (X5) with four indicators (BO1, BO2, BO3, and BO4), Entrepreneurial culture (X6) with two indicators (BO5 and BO6), Local culture (clan culture) (X7) with three indicators (BO7, BO8 and BO9), and Internal integration (X8) with three indicators (BO10, BO11 and BO12). Based on the results of data analysis using LISREL 8.70, it is found that the size of the conformity of the measurement model of the organizational culture construct is as follows.

**Table 8. Size of the Conformity of the Measurement Model of the Organizational Culture Construct**

Indicator GOF	Expected Size	Estimated Results	Conclusion
<b>Absolute Fit Size</b>			
GFI	GFI > 0.90	0.90 _	Good Fit
RMSEA	RMSEA < 0.08	0.098 _	Marginal Fit
<b>Incremental Fit Size</b>			
NNFI	NNFI > 0.90	0.97 _	Good Fit
NFI	NFI > 0.90	0.97 _	Good Fit
AGFI	AGFI > 0.90	0.85 _	Marginal Fit
RFI	RFI > 0.90	0.96 _	Good Fit
IFI	IFI > 0.90	0.98 _	Good Fit
CFI	CFI > 0.90	0.98 _	Good Fit

Source: Processing Results with LISREL 8. 70

Based on Table 8 above, the six conformity measures obtained have a good fit measurement model conformity index namely NNFI, NFI, NNFI, RFI, IFI and CFI. While the other two measures of conformity have a marginal fit measurement model suitability index namely AGFI and RMSEA. Thus, it can be continued in the next measurement analysis.

next step is to analyze the leadership attitude construct measurement model using Confirmatory Factor Analysis (CFA) First Order and Second Order from each indicator and dimension (sub construct) of the organizational culture construct (BO), as shown in Table 9 below.

**Table 9. Confirmatory Factor Analysis (CFA) Organizational Culture Construct**

Subconstruct/ Indicator	SLF	STD Error	t-value	Construct Reliability	Variance Extract
<b>CFA First Order</b>					
<b>Bureaucratic culture ( bureaucratic culture ) (X5)</b>				0.9683	0.8844
Clarity of organizational rules (BO1)	0.70	0.063	11.08		
Coordination clarity (BO2)	0.74	0.064	11.53		
Clarity of standard operating procedures (BO3)	0.66	0.064	10.36		
Implementation of work processes (BO4)	0.69	0.064	10.84		
<b>Entrepreneurial culture (X6)</b>				0.9694	0.9408
Level of risk taking (BO5)	0.90	0.044	20.54		
Creativity level (BO6)	0.78	0.045	17.19		
<b>Local culture ( clan culture ) (X7)</b>				0.9724	0.9223
Organizational tradition level (BO7)	0.86	0.049	17.57		
Teamwork level (BO8)	0.67	0.050	13.27		
Self-management level (BO9)	0.75	0.048	15.59	0.9768	0.9343
<b>Internal integration (X8)</b>					
Employee participation (BO10)	0.87	0.048	18.09		
Rewards and punishments (BO11)	0.88	0.042	20.82	0.9841	0.9396
Ideology and religion (BO12)	0.68	0.050	13.63		
<b>CFA Second Order</b>					
Bureaucratic culture _ (X5)	0.80	0.064	12.43		
Entrepreneurial culture (X6)	0.98	0.052	19.02		
Local culture ( clan culture ) (X7)	0.93	0.051	18.18		
Internal integration (X8)	0.99	0.054	18.25		

Table 9, in the first order CFA, all indicators in each dimension (sub construct) have a loading factor (SLF) greater than 0.50 ( $SLF > 0.50$ ) and a  $t$ -count value  $> 1.96$  so that it can be said that the indicators in each dimension of organizational culture (the dimensions of bureaucratic culture, entrepreneurial culture, local culture, and organizational integration) have good construct validity in measuring the dimensions of organizational culture constructs. Then the indicators that measure the four dimensions of organizational culture construct all have a construct reliability value greater than 0.70 ( $CR > 0.70$ ) and a variance extract value greater than 0.50 ( $VE > 0.50$ ), so that Thus the indicators on the four dimensions of the organizational culture construct have good construct reliability in measuring the dimensions of organizational culture.

Second order CFA , as in First Order CFA , sub-constructs (dimensions) are seen as the observed variables, and will go through the measurement of construct validity and reliability as in the first order CFA, namely by looking at the loading factor (SLF) and  $t$ -value to measure validity, and see the value of construct reliability and variance extract to measure reliability. Based on Table 5.10 above, it is found that the loading factor value for the dimension (subconstruct) of bureaucratic culture (X5) is 0.80 with a  $t$ -count value = 12.43 ( $t$ -count  $> 1.96$ ), the entrepreneurial culture dimension (X6) is 0.98 with  $t$ -count value = 19.02 ( $t$ -count  $> 1.96$ ), local culture dimension (X7) of 0.93 with  $t$ -count value = 18.18 ( $t$ -count  $> 1.96$ ), and internal integration dimension (X8) of 0.99 with a value of  $t$ -count = 18.25 ( $t$ -count  $> 1.96$ ) so that the four dimensions of the organizational culture construct (BO) have good construct validity. Then the dimensions that make up the organizational culture construct all have a construct reliability value greater than 0.70 ( $CR > 0.70$ ) and a variance extract value greater than 0.50 ( $VE > 0.50$ ), so that the dimensions of the organizational culture construct have good construct reliability in shaping the organizational culture construct.

#### **4. Confirmatory Factor Analysis (CFA) Work Discipline Construction**

The work discipline construct (DK) is built on five sub-constructs, namely employee responsibility ( X9 ) with three indicators (DK1, DK2, and DK3), Awareness of complying with regulations (X10) with three indicators (DK4, DK5 and DK6), Loyalty to the organization ( X11 ) with one indicator (DK7), Employee emotional attachment (X12) with two indicators (DK8 and DK9) and Commitment to the organization ( X13 ) with two indicators (DK10 and DK11). Based on the results of data analysis using LISREL 8.70, it is found that the size of the suitability of the work discipline construct measurement model is as follows.

**Table 10: Size of Conformity of Work Discipline Measurement Model**

Indicator GOF	Expected Size	Estimated Results	Conclusion
<b>Absolute Fit Size</b>			
GFI	GFI > 0.90	0.85 _	Marginal Fit
RMSEA	RMSEA < 0.08	0, 143	Marginal Fit
<b>Incremental Fit Size</b>			
NNFI	NNFI > 0.90	0.90 _	Good Fit
NFI	NFI > 0.90	0, 91	Good Fit
AGFI	AGFI > 0.90	0.76 _	Marginal Fit
RFI	RFI > 0.90	0.88 _	Marginal Fit
IFI	IFI > 0.90	0.92 _	Good Fit
CFI	CFI > 0.90	0.92 _	Good Fit

Source: Processing Results with LISREL 8. 70

Based on Table 10 above, the four conformity measures obtained have a good fit measurement model suitability index namely NNFI, NFI, NNFI, IFI and CFI. While the other four suitability measures have a marginal fit measurement model suitability index namely GFI, RMSEA, AGFI and RFI. Thus, it can be continued in the next measurement analysis.

Next is to analyze the work discipline construct measurement model using Confirmatory Factor Analysis (CFA) First Order and Second Order from each indicator and dimension (sub construct) of the work discipline construct (DK), as shown in Table 11 below.

**Table 11. Confirmatory Factor Analysis (CFA) Work Discipline Construction**

Subconstruct/ Indicator	SLF	STD Error	t-value	Construct Reliability	Variance Extract
<b>CFA First Order</b>					
<b>Employee responsibilities ( X9 )</b>				0.9729	0.9257
Attitude of responsibility for the work given (DK1)	0.86	0.041	20.83		
Attitude of responsibility in working according to schedule (DK2)	0.89	0.050	17.75		
Attitude of responsibility in working according to target (DK3)	0.55	0.056	9.84		
<b>Awareness of obeying the rules (X10)</b>				0.9620	0.8950
Awareness to always use working hours (DK4).	0.80	0.072	11.05		
Awareness to come and go according to schedule (DK5)	0.77	0.060	12.89		
Awareness of not being absent from work (DK6)	0.64	0.061	10.57		
<b>Loyal to organization (X11)</b>					
Stay loyal to work for the organization (DK7)	1.00	0.00	□	1.0000	1.0000
<b>Employee emotional attachment (X12)</b>					

Willingness to maintain the good name of the organization (DK8)	0.76	0.082	9.24	0.9311	0.8712
Willingness to always put the interests of the organization above personal interests (DK9)	0.72	0.080	9.02		
<b>Commitment to the organization ( X13 )</b>					
Always earnest in work (DK10)	0.75	0.073	10.21	0.9426	0.8914
Never complain at work (DK11)	0.77	0.067	11.45		
<b>CFA Second Order</b>					
Employee responsibilities ( X9 )	0.93	0.069	13.51	0.9781	0.9016
Awareness of obeying the rules (X10)	0.89	0.068	13.09		
Loyal to organization (X11)	0.57	0.072	7.92		
Employee emotional attachment (X12)	0.73	0.075	9.69		
Commitment to the organization ( X13 )	0.84	0.067	12.45		

Note: Criteria for CR and VE are (Hair et al , 2006:636):

- Composite Reliability Measure or Construct Reliability Measure (CR), or often referred to as reliability, with the requirement that the CR value must be 0.7.
- Variance Extract Measure (VE) or extract variance, with the requirements that it must have a VE value 0.5.

Table 11, in the first order CFA, all indicators in each dimension (sub construct) have a loading factor (SLF) greater than 0.50 (SLF > 0.50) and a t - count value > 1.96 so that it can be said that the indicators in each dimension of work discipline (the dimension of responsibility, awareness of complying with regulations, loyalty to the organization, emotional attachment of employees and commitment to the organization) have good validity in measuring the dimensions of the construct of work discipline . Then the indicators that measure the five dimensions of the work discipline construct all have a construct reliability value greater than 0.70 (CR > 0.70) and a variance extract value greater than 0.50 (VE > 0.50), so that Thus the indicators on the five dimensions of the work discipline construct have good construct reliability in measuring the dimensions of work discipline.

Second order CFA , as in First Order CFA , sub-constructs (dimensions) are seen as the observed variables, and will go through the measurement of validity and reliability as in the first order CFA, namely by looking at the loading factor (SLF) and t - value to measure validity, and seeing construct reliability and variance extract values to measure reliability. Based on Table 5.12 above, it is found that the loading factor value for the dimension (subconstruct) of Employee Responsibilities (X9) is 0.93 with a t - count value = 13.51 ( t - count > 1.96), the dimension of Awareness of obeying the rules (X10) is 0.89 with a t - count value = 13.09 ( t - count > 1.96), Loyalty to the organization (X11) dimension of 0.52 with a t - count value = 7.92 ( t - count > 1.96), the dimension of Engagement employee emotional (X12) is 0.73 with t - count = 9.69 ( t - count > 1.96), and the dimension of commitment to the organization (X13) is 0.84 with t - count = 12.45 ( t - count > 1.96) so that the five dimensions of the work discipline construct (DK) have good validity. Then the dimensions that make up the work discipline construct all have a construct



reliability value greater than 0.70 ( $CR > 0.70$ ) and a variance extract value greater than 0.50 ( $VE > 0.50$ ), so that the dimensions of the construct of work discipline have good construct reliability in forming the construct of work discipline.

### 5. Confirmatory Factor Analysis (CFA) Job Satisfaction Construct

The job satisfaction construct (KK) is built on four sub-constructs, namely Satisfied with the salary received (Y1) with two indicators (KK1 and KK2), Feeling satisfied with the work itself (Y2) with two indicators (KK3 and KK4), Feeling satisfied on promotion opportunities (Y3) with two indicators (KK5 and KK6), and Feeling satisfied with colleagues (Y4) with two indicators (KK7 and KK8). Based on the results of data analysis using LISREL 8.70, it is found that the size of the suitability of the work discipline construct measurement model is as follows.

**Table 12. Conformity Measures of the Measuring Model of Job Satisfaction**

Indicator GOF	Expected Size	Estimated Results	Conclusion
<b>Absolute Fit Size</b>			
GFI	GFI > 0.90	0.93 _	Good Fit
RMSEA	RMSEA < 0.08	0.125 _	Marginal Fit
<b>Incremental Fit Size</b>			
NNFI	NNFI > 0.90	0.96 _	Good Fit
NFI	NFI > 0.90	0.97 _	Good Fit
AGFI	AGFI > 0.90	0.84 _	Marginal Fit
RFI	RFI > 0.90	0.97 _	Good Fit
IFI	IFI > 0.90	0.95 _	Good Fit
CFI	CFI > 0.90	0.95 _	Good Fit

Source: Processing Results with LISREL 8. 70

Based on Table 12 above, the six conformity measures obtained have a good fit measurement model suitability index namely GFI, NFI, NNFI, RFI, IFI and CFI. While the other two measures of conformity have a marginal fit measurement model suitability index namely RMSEA and AGFI. Thus, it can be continued in the next measurement analysis.

Next is to analyze the job satisfaction construct measurement model using Confirmatory Factor Analysis (CFA) First Order and Second Order from each indicator and dimension (sub construct) of the job satisfaction construct (KK), as shown in Table 13 below.

**Table 13. Confirmatory Factor Analysis (CFA) Job Satisfaction Construct**

Subconstruct/ Indicator	SLF	STD Error	t-value	Construct Reliability	Variance Extract
<b>CFA First Order</b>					
<b>Satisfied with the salary received (Y1)</b>				0.9652	0.9338
Functional level of leadership attitude (KK1)	0.93	0.046	20.06		
Comfort level of leadership attitude (KK2)	0.71	0.051	14.01		
<b>Feeling satisfied with the work itself (Y2)</b>				0.9663	0.9349
Level of social ties of leadership attitude (KK3)	0.80	0.051	15.81		
Confidence level using leadership attitude (KK4)	0.89	0.049	18.13		
<b>Satisfied with Promotion Opportunity (Y3)</b>					
Emotional level in buying leadership attitude (KK5)	0.48	0.046	10.45	0.9262	0.8695
Level of satisfaction in using leadership attitude (KK6)	0.80	0.085	9.45		
<b>Feeling satisfied with coworkers (Y4)</b>					
Level of suitability of benefits with costs incurred (KK7)	0.84	0.045	18.69	0.9700	0.9419
Level of benefits with sacrifices incurred (KK8)	0.91	0.050	18.33		
<b>CFA Second Order</b>					
Satisfied with the salary received (Y1)	0.81	0.046	17.77	0.9802	0.9256
Feeling satisfied with the work itself (Y2)	0.98	0.059	16.62		
Satisfied with Promotion Opportunity (Y3)	0.92	0.094	9.74		
Feeling satisfied with coworkers (Y4)	0.88	0.061	14.41		

Table 13, in the first order CFA, all indicators in each dimension (sub construct) have a loading factor (SLF) greater than 0.50 ( $SLF > 0.50$ ) and a  $t$ -count value  $> 1.96$  so that it can be said that the indicators in each dimension of job satisfaction (the dimensions of feeling satisfied with the salary received, feeling satisfied with the work itself, feeling satisfied with promotion opportunities, and feeling satisfied with coworkers) have construct validity. Good in measuring the dimensions of job satisfaction constructs. Then the indicators that measure the four dimensions of the construct of job satisfaction all have a construct reliability value greater than 0.70 ( $CR > 0.70$ ) and a variance extract value greater than 0.50 ( $VE > 0.50$ ), so that Thus the indicators on the four dimensions of the construct of job satisfaction have good construct reliability in measuring the dimensions of job satisfaction.

Second order CFA , as in First Order CFA , sub-constructs (dimensions) are seen as the observed variables, and will go through the measurement of validity and reliability as in the first order CFA, namely by looking at the loading factor (SLF) and  $t$ -value to measure validity, and seeing construct reliability and variance extract values to measure reliability. Based on Table 5.14 above, it is found that the loading factor value for the dimension (sub-construct) Feeling satisfied with the salary received (Y1) is 0.81 with a  $t$ -count value = 17.77 ( $t$ -count  $> 1.96$ ), the dimension Satisfied at The work itself (Y2) is 0.98 with a  $t$ -count value = 16.62 ( $t$ -count  $> 1.96$ ), the dimension of Feeling satisfied with the promotion opportunity (Y3) is 0.92 with a  $t$ -count value = 9.74 ( $t$ -count  $> 1.96$ ), and the dimension of Feeling Satisfied with Coworkers (Y4) of 0.88 with a value of  $t$ -count = 14.41 ( $t$ -count  $> 1.96$ ) so that the four dimensions of the construct

of job satisfaction (KK) have validity. Good construct. Then the dimensions that make up the construct of job satisfaction all have a construct reliability value greater than 0.70 ( $CR > 0.70$ ) and a variance extract value greater than 0.50 ( $VE > 0.50$ ). The dimensions of the construct of job satisfaction have good construct reliability in forming the construct of job satisfaction.

## 6. Confirmatory Factor Analysis (CFA) Construct Employee Performance

The Employee Performance Construct (KP) is built on five sub-constructs, namely Quality of work (Y5) with two indicators (KP1 and KP2), Quantity of work (Y6) with three indicators (KP3, KP4 and KP5), Reliability (Y7) with three indicators (KP6, KP7 and KP8), Attitude (Y8) with three indicators (KP9, KP10 and KP11) and Team work results (Y9) with three indicators (KP12, KP13 and KP14). Based on the results of data analysis using LISREL 8.70, it is found that the size of the suitability of the employee performance construct measurement model is as follows.

**Table 14. Size of Conformity of Employee Performance Construct Measurement Model**

Indicator GOF	Expected Size	Estimated Results	Conclusion
<b>Absolute Fit Size</b>			
GFI	GFI > 0.90	0.94 _	Good Fit
RMSEA	RMSEA < 0.08	0.116 _	Marginal Fit
<b>Incremental Fit Size</b>			
NNFI	NNFI > 0.90	0.94 _	Good Fit
NFI	NFI > 0.90	0.94 _	Good Fit
AGFI	AGFI > 0.90	0.94 _	Good Fit
RFI	RFI > 0.90	0.92 _	Good Fit
IFI	IFI > 0.90	0.95 _	Good Fit
CFI	CFI > 0.90	0.95 _	Good Fit

Source: Processing Results with LISREL 8.70

Based on Table 14 above, almost all of the conformity measures obtained have a good fit measurement model suitability index, except only RMSEA which has a marginal fit measurement model suitability index. Thus, it can be continued in the next measurement analysis.

next step is to analyze the employee performance construct measurement model using Confirmatory Factor Analysis (CFA) First Order and Second Order for each indicator and dimension (sub construct) of the employee performance construct (KP), as shown in Table 15 below.

**Table 15. Confirmatory Factor Analysis (CFA) Employee Performance Construct**

Subconstruct/ Indicator	SLF	STD Error	t-value	Construct Reliability	Variance Extract
<b>CFA First Order</b>					
<b>Quality of work (Y5)</b>				0.9494	0.9043
Accuracy (KP1)	0.77	0.041	16.67		
Accuracy (KP2)	0.65	0.050	10.60		
<b>Working quantity (Y6)</b>				0.9600	0.8912
Routine output (KP3)	0.82	0.072	18.24		
Non-routine output (KP4)	0.60	0.060	9.60		
Number of jobs (KP5)	0.60	0.060	9.60		
<b>Reliability (Y7)</b>					
Instructions (KP6)	0.72	0.082	11.02	0.9653	0.9029
Ability (KP7)	0.75	0.080	12.34		
Initiative (KP8)	0.81	0.080	13.37		
<b>Attitude (Y8)</b>					
Attitude towards organization (KP9)	0.71	0.073	12.29	0.9625	0.8954
Attitude towards other employees (KP10)	0.74	0.067	12.35		
Attitude towards work (KP11)	0.68	0.067	11.48		
<b>Team work results (Y9)</b>					
Teamwork cohesiveness (KP12)	0.73	0.073	11.46	0.9625	0.8954
Team collaboration success (KP13)	0.76	0.067	11.78		
Synergy (KP14)	0.73	0.073	11.46		
<b>CFA Second Order</b>					
Quality of work (Y5)	0.93	0.069	13.81	0.9837	0.9236
Working quantity (Y6)	0.82	0.068	12.80		
Reliability (Y7)	0.99	0.072	13.63		
Attitude (Y8)	0.93	0.075	14.09		
Team Work Results (Y9)	0.87	0.075	12.02		

Table 15, in the first order CFA, all indicators in each dimension (sub construct) have a loading factor (SLF) greater than 0.50 (SLF > 0.50) and a t - count value > 1.96 so that it can be said that the indicators for each dimension of employee performance (the dimensions of work quality, work quantity, reliability, attitude, and team work results) have **good construct validity** in measuring the dimensions of employee performance constructs. Then the indicators that measure the five dimensions of employee performance constructs all have a construct reliability value greater than 0.70 (CR > 0.70) and a variance extract value greater than 0.50 (VE > 0.50), so that Thus the indicators on the five dimensions of employee performance constructs have **good construct reliability** in measuring the dimensions of employee performance.

Second order CFA , as in First Order CFA , sub-constructs (dimensions) are seen as the observed variables, and will go through the measurement of validity and reliability as in the first order CFA, namely by looking at the loading factor (SLF) and t - value to measure validity, and seeing construct reliability and variance extract values to measure reliability. Based on Table 5.17 above, it is found that the loading factor value for the dimension (sub-construct) Quality of work (Y5) is 0.93 with a value of t<sub>count</sub> = 13.81 ( t<sub>count</sub> > 1.96), the dimension of

work quantity (Y6) is 0.82 with  $t$ -count value = 12.80 ( $t$ -count > 1.96), Reliability dimension (Y7) of 0.99 with  $t$ -count value = 13.63 ( $t$ -count > 1.96), Attitude dimension (Y8) of 0.93 with a  $t$ -count value = 14.09 ( $t$ -count > 1.96), and the dimensions of Team work (Y9) of 0.87 with a  $t$ -count value = 12.02 ( $t$ -count > 1.96) so that Thus the five dimensions of the employee performance construct (KP) have **good construct validity**. Then the dimensions that make up the construct of employee performance all have a construct reliability value greater than 0.70 ( $CR > 0.70$ ) and a variance extract value greater than 0.50 ( $VE > 0.50$ ), thus the dimensions of the construct of employee performance have **good construct reliability** in shaping the construct of employee performance.

### 7. Confirmatory Factor Analysis (CFA) Full SEM (Hybrid Model)

After analyzing the measurement model for each construct, it produces a First Order and Second Order Confirmatory Factor Analysis (CFA) model with good suitability (GOF), construct validity and reliability for each construct. The next stage is to analyze the measurement model on the hybrid model (Full SEM). The hybrid model (Full SEM) is obtained by adding the structural model to each second order CFA model. Based on the results of data analysis using LISREL 8.70, the following is a measure of the suitability of the hybrid model (full SEM).

**Table 16. Hybrid Model Fit Size (Full SEM)**

Indicator GOF	Expected Size	Estimated Results	Conclusion
<b>Absolute Fit Size</b>			
GFI	GFI > 0.90	0.98	Good Fit
RMSEA	RMSEA < 0.08	0, 72	Good Fit
<b>Incremental Fit Size</b>			
NNFI	NNFI > 0.90	0, 91	Good Fit
NFI	NFI > 0.90	0.9 0	Good Fit
AGFI	AGFI > 0.90	0.92	Good Fit
RFI	RFI > 0.90	0.8 7	Marginal Fit
IFI	IFI > 0.90	0.9 4	Good Fit
CFI	CFI > 0.90	0.9 4	Good Fit

Source: Processing Results with LISREL 8. 70

Based on Table 16 above, there are seven model suitability indices obtained that have a good model suitability index (good fit), namely: RMSEA, GFI, NNFI, NFI, AGFI, IFI and CFI. There is only one model suitability index which is below the good fit (RFI) measure, but is still within the marginal fit (marginal fit). Marginal fit is the condition of the suitability of the measurement model under the criteria of absolute fit, as well as incremental fit, but it can still be continued in further analysis, because it is close to the criteria of good fit (Hair, et.al, 2006 : 623). Thus, it can be continued in the next analysis.

Model (Full SEM) using Lisrel 8.70 is as shown in Figure 1 and Figure 2.

Figure 1. Hybrid Model (Full SEM) Standardized

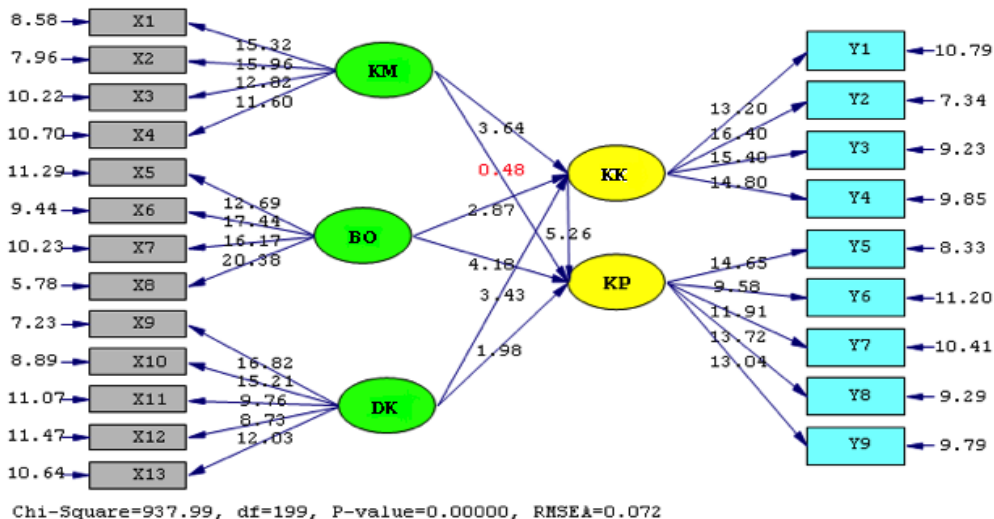
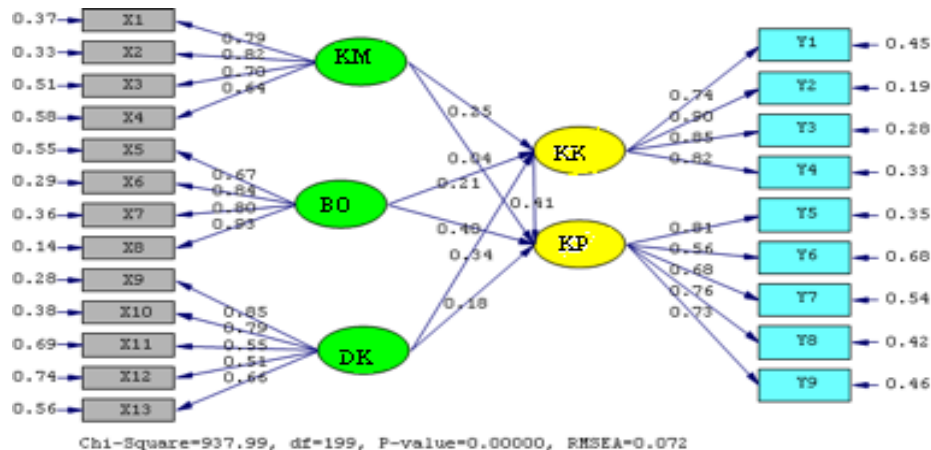


Figure 2. Hybrid Model (Full SEM) t-value

The construct validity of the Leader Behavior sub-variable is a sub-variable that becomes an indicator with the largest standardized loading factor with an estimated parameter of 0.82 in forming the leadership attitude variable.

While people/ relationship orientation is a sub variable that becomes an indicator with the smallest standardized loading factor with an estimated parameter of 0, 64. Construct reliability and extract variance of leadership attitude variables are 0.9761 and 0.9116, this shows that the leadership attitude construct has a good reliability construct.

Thus, the indicators are significant in forming the latent variable of leadership attitude with the most dominant indicator being the element of **work quality ( Y5)**.

The validity of the internal integration sub-variable is a sub-variable that becomes an indicator with the largest standardized loading factor with an estimated parameter of 0.93 in forming

organizational culture variables. While the bureaucratic culture is a sub variable that becomes an indicator with the smallest standardized loading factor with an estimated parameter of 0.67. Construct reliability and extract variance of organizational culture variables are 0.9817 and 0.9314, this shows that the construct of organizational culture has a good reliability construct. Thus, the indicators are significant in forming the latent variable of organizational culture with the most dominant indicator being the element **of internal integration** .

Sub-variable validity Employee responsibilities is a sub-variable that becomes an indicator with the largest standardized loading factor with an estimated parameter of 0.85 in forming work discipline variables.

While the emotional attachment of employees is a sub variable that becomes an indicator with the smallest standardized loading factor with an estimated parameter of 0.51. Construct reliability and extract variance of work discipline variables are 0.9711 and 0.8979, this shows that the work discipline construct has a good reliability construct. Thus, the indicators are significant in forming the latent variable of work discipline with the most dominant indicator being the element **of employee responsibility** .

Sub-variable validity Feeling satisfied with the work itself is a sub-variable that becomes an indicator with the largest standardized loading factor with an estimated parameter of 0.90 in forming the job satisfaction variable . While feeling satisfied with the salary received is a sub variable that becomes an indicator with the smallest standardized loading factor with an estimated parameter of 0.74.

Construct reliability and extract variance of job satisfaction variables are 0.9802 and 0.9352, this indicates that the job satisfaction construct has a good reliability construct. Thus, the indicators are significant in forming the latent variable of job satisfaction with the most dominant indicator being the element of **feeling satisfied with the job itself** .

The validity of the work quality sub variable is a sub variable that becomes an indicator with the largest standardized loading factor with an estimated parameter of 0.81 in forming employee performance variables.

While the quantity of work is a sub variable that becomes an indicator with the smallest standardized loading factor with an estimated parameter of 0.56. Construct reliability and extract variance of employee performance variables are 0.9706 and 0.8930, this shows that the employee performance construct has a good reliability construct.

Thus, the indicators are significant in forming the latent variable of employee performance with the most dominant indicator being the element **of work quality** .

### c. Structural Model Analysis

Structural model analysis was carried out with the aim of examining the relationship between latent variables ( Latent Variables or LV) in the research model. This study simultaneously tests various hypotheses that have been proposed and have been explained in the previous chapter. There are two forms of testing carried out in the structural model analysis, namely the overall suitability test of the model and the structural model suitability test .

In the overall model suitability test, it has the same stages as the measurement model suitability test. The result of this suitability test is in the form of Goodness Fit of Statistics ( GOF ) value . Meanwhile, the structural model suitability test was carried out by examining the significance of the estimated coefficients. If the value of  $t \geq 1.96$  , then it shows that the coefficient is significant.

## CONCLUSION

1. The leadership attitude reflected by the leader's behavior has a positive and significant effect on job satisfaction which is reflected by being satisfied with the job itself, meaning that a good leadership attitude will result in increased job satisfaction of the Karo Regency Government employees.
2. Organizational culture reflected by internal integration has a positive and significant effect on job satisfaction, meaning that the accuracy of organizational culture will result in increased job satisfaction for employees of the Karo Regency Government.
3. Work discipline reflected by employee responsibilities has a positive and significant effect on job satisfaction which is reflected by feeling satisfied with the job itself, meaning that increasing work discipline will result in increased job satisfaction for the Karo Regency Government employees.
4. The leadership attitude which is reflected by the behavior of the leader, organizational culture which is reflected by internal integration, and work discipline which is reflected by the responsibility of the employees together have a positive and significant effect on job satisfaction of the local government employees of Karo Regency which is reflected by being satisfied with the work itself by the value of the coefficient of determination ( $R^2$ ) is 63 %, that 63% of the job satisfaction variable can be explained jointly by the variables of leadership attitude, organizational culture and work discipline while 37% is influenced by factors other than leadership attitudes, organizational culture and work discipline. Improved leadership attitudes, organizational culture and work discipline will lead to increased job satisfaction, with the most dominant factor in increasing job satisfaction is the work discipline factor.
5. The leadership attitude reflected by the leader's behavior partially has a positive but **not** significant effect on employee performance which is reflected by the quality of work, meaning that a good leadership attitude will not result in an increase in the performance of the Karo Regency Government employees.
6. Organizational culture reflected by internal integration has a positive and significant effect on employee performance which is reflected by work quality, meaning that the accuracy of organizational culture will result in increased employee performance of the Karo Regency Government.



7. Work discipline reflected by employee responsibilities has a positive and significant effect on employee performance which is reflected by work quality, meaning that increasing work discipline will result in increased employee performance of the Karo Regency Government.
8. Job satisfaction which is reflected by being satisfied with the job itself has a positive and significant effect on employee performance which is reflected by the quality of work, meaning that increasing job satisfaction will result in increased employee performance of the Karo Regency Government.
9. Leadership attitude which is reflected by the behavior of the leader, organizational culture which is reflected by internal integration, work discipline which is reflected by the responsibility of employees and job satisfaction which is reflected by feeling satisfied with the work itself together have a positive and significant effect on the performance of the Karo Regency Government employees who reflected by the quality of work with a coefficient of determination ( $R^2$ ) of 81%, that 81% of employee performance variables can be explained jointly by the variables of leadership attitude, organizational culture, work discipline, and job satisfaction, while 19% is influenced by factors other than attitude leadership, organizational culture, work discipline and job satisfaction. Improved leadership attitudes, organizational culture, work discipline and job satisfaction will result in increased employee performance of the Karo Regency Government, with the most dominant factor in improving employee performance is the job satisfaction factor .

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