

Section: Management and Economics

The Effect of Leadership and Organizational Commitment to Performance of Employees with Working Satisfaction as Intervening Variables in Tanah Lot DTW Management Office

I Putu Erawan, AA Putu Agung, Luh Kadek Budi Martini

Corresponding Author: I Putu Erawan

Received: 2018-09-10; Accepted 2018-10-20,

Abstract:

This study aims to test The Influence of Leadership and Organizational Commitment to Employee Performance with Job Satisfaction as a Variable Intervening is carried out at the Dtw Tanah Lot Tabanan Office.

This research is a quantitative research using primary data obtained from questionnaires and measured using a Likert scale. The population of this study were employees at the DTW Tanah Lot Tabanan management office Based on the data obtained at the Tanah Lot DTW management office in Tabanan Regency the number of employees is 40 people which is less than 100, then taken entirely, so the research is population research. (Sample saturated). Data analysis techniques used in this study are Structural Equation Modeling (SEM) based on Partial Least Square (PLS) using the help of the Smart PLS 3.0 program.

The results showed that Leadership has a positive and significant effect on job satisfaction. Organizational commitment has a positive and significant effect on job satisfaction. Leadership has a positive and significant effect on employee performance. Organizational commitment has a positive and significant effect on employee performance. Job satisfaction has a positive and significant effect on employee performance. The effect of mediation on job satisfaction variables on the indirect influence of leadership on employee performance is partial (partial mediation), meaning that variable job satisfaction is not a key determinant of the influence of leadership on employee performance at the Tanah Lot Tabanan Tourist Destination (DTW) office. Influence of mediation on job satisfaction variables on indirect effects Organizational commitment to employee performance is partial (partial mediation), meaning that variable job satisfaction is not a key determinant of the influence of leadership on employee performance at the Tanah Lot Tabanan Tourist Destination (DTW) office.

Keywords: Leadership, organizational commitment, job satisfaction and performance

Introduction:

Individual performance of each person is influenced by many factors classified into three groups, namely individual competence, organizational support, and management support (Vipraprastha, Sudja, & Yuesti, 2018). Leadership is a very important factor in influencing organizational processes because leadership is the main activity by which organizational goals can be achieved. In general, leadership is defined as a process affecting the activities of individuals or groups to achieve goals in certain situations. Leadership in an organization is a factor that determines whether an organization or business is successful or not Manggis, Yuesti, & Sapta (2018).

Because successful leadership shows that the management of an organization is successfully carried out successfully. A good leader is a person who does not carry out his own actions that are operational, but take decisions, determine policies and direct others to carry out decisions taken in accordance with the policies outlined (Sudja, & Yuesti, 2017).

Organizational commitment influences whether an employee will remain a member of the organization or leave the organization to pursue other jobs. Employees leave the organization to be forced or voluntary. Leaving the organization voluntarily occurs when the employee decides to quit the organization, while the employee who leaves the organization forcibly occurs when the employee is fired by the organization for some reason. Gibson and Donnely (in Priansa, 2016: 233) stated that organizational commitment involves three attitudes, namely: identification with the goals of the organization, feelings of involvement in organizational tasks, and feelings of loyalty to the organization. This means that employees who are committed to the organization perceive the values and interests of the organization to be integrated with their personal goals. The work that becomes their task is understood as personal interests, and has a desire to always be loyal for the betterment of the organization (Setyorini, Yuesti, & Landra, 2018).

Organizational commitment is a sense of identification, involvement and loyalty expressed by employees towards their organization. Organizational commitment is the employee's approval of the decision or request of the organization and makes a serious effort to carry out the request or implement the decision in accordance with the interests of the organization. As an attitude, organizational commitment is often defined as: a) A strong desire to remain part of a particular organizational member, b) The desire to strive according to the wishes of the organization, c) Certain beliefs and acceptance of organizational values and goals. In other words, this is an attitude that reflects employee loyalty to the organization and an ongoing process where organizational members express their concern for the organization and success and continuous progress (Utama, Yuesti, & Sapta, 2018).

Employees have a high organizational commitment if: having trust and accepting the goals and values of the organization, willing to strive towards achieving organizational goals, have a strong desire to survive as a member of the organization.

Job satisfaction is an important thing that individuals have at work. Every individual works has different characteristics, then the level of satisfaction of work also varies. The high and low job satisfaction can have an unequal impact. It really depends on the mental attitude of the individual concerned. high job satisfaction will encourage the realization of organizational goals effectively. While a low level of job satisfaction is a threat that will bring destruction or decline to the organization, quickly and slowly.

Literature Review:

The tourism business community is growing so rapidly that competition between similar companies is becoming increasingly tight and complex. The complexity of the competition will have an impact on human resource management efforts in every organization, in order to ensure the availability of a reliable, professional and highly competitive workforce. Leadership in a company is very

necessary for achieving the goals of the organization. In a company, a leader is needed that can have a positive impact and progress for the company. According to Fielder and Gracia in Iensufiie (2010: 114) leadership is a process by which the ability of a leader to influence depends on the situation of the task group and level - level rather than leadership style, personality and approach consistent with the group. It was confirmed from the results of previous studies of Satria Nurrahman Prayudi (2014) on the Influence of Leadership and Organizational Climate on Employee Satisfaction of PT. Jasa Raharja (Persero) Branch of Central Java, shows that there is a positive and significant influence between leadership on employee job satisfaction of PT. Jasa Raharja (Persero) Java Branch Middle. The results of other studies conducted by Yasa Bagus Saputro (2014) on the Effect of Leadership, Motivation and Work Environment on Employee Satisfaction of PT. Kerer Api Indonesia (Persero) DAOP VIII Surabaya, showed that leadership, motivation and work environment have a significant effect on employee job satisfaction, while the variable that has the greatest partial coefficient of determination is leadership.

Job satisfaction is very instrumental in increasing employee organizational commitment. Employees will be loyal and feel at home and do not want to leave the company because they are satisfied with what is received from the company. So that the impact will be seen in the commitment of employees to provide the best for the company. The influence of job satisfaction on organizational commitment is supported by the opinion of Edy Sutrisno (2009: 82) states that: Dissatisfaction in work can lead to aggressive behavior, or otherwise will show an attitude of withdrawal from contact with the social environment. For example, by taking a break from the company, like skipping, and other behaviors that tend to avoid the activities of the organization. As in the opinion of Stum (1998) in Sopiah (2008: 164) suggests: there are five factors that influence organizational commitment: (1) Culture Openness (2) Job satisfaction (3) personal opportunities to

develop (4) direction of the organization and (5) work awards that are in line with needs.

Leadership is basically the process of influencing others. Besides that leadership also means the ability to influence, move, and direct an action in a person or group of people for a specific purpose. In an effort to influence that a leader applies different styles in each situation. The characteristics of leadership are contingent rewards and exception management. In contingent rewards can be an award from the leader because the task has been carried out, in the form of bonuses or additional income or facilities. This is intended to reward and praise subordinates for their efforts. In addition, leaders transact with subordinates, by focusing on aspects of mistakes made by subordinates, delaying decisions or avoiding things that might affect the occurrence of errors. (Wibawa, 2010: 4) Employee performance cannot be separated from the role of the leader. According to Bass and Avolio (Wibawa, 2010: 5), the leadership role of superiors in contributing to employees for optimal performance achievement is done in five ways: (1) leaders clarify what is expected of employees, specifically the goals and objectives of their performance, (2) the leader explains how to meet these expectations, (3) the leader presents criteria in evaluating performance effectively, (4) the leader provides feedback when the employee has achieved the goal, and (5) the leader allocates rewards based on the results they have.

This is reinforced from the results of previous research from Syafrudin (2015) on the Effect of Leadership and Organizational Climate on the performance of employees of CV. Kerta Perkasa Denpasar Bali, shows that there is a positive and significant influence between leadership on employee job satisfaction CV. Kerta Perkasa Denpasar Bali. The results of other studies conducted by Ardiani (2014) on the Effect of Leadership, Motivation on Employee Performance of PT. Madju sejahtera (Persero) Surabaya, shows that leadership, motivation have a significant effect on employee performance, while the variable that has

the greatest partial determination coefficient is leadership.

Saba et al. (2014) found a high commitment relationship with low intention to quit the organization. Furthermore, in Rismawan's research (2014) states that organizational commitment has a negative effect on performance employees which means that the higher the sense of care for the sustainability of the company will reduce the desire of employees to be lazy to work. Employees who are committed to their organization, believe that they will not find other better jobs and choose to live in the Organization (Aydogdu, 2011). Previous research that it has been shown that there is a link between organizational commitment and performance. Organizational commitment tends to have a positive influence on employees in thinking so that organizational commitment will be able to improve their performance so that the company's performance to remain in a safe position. The influence of organizational commitment to performance is supported by the opinion of Sopiah (2008) stating that the impact of high organizational commitment is to support employees to work as well as possible to achieve work in accordance with company objectives.

Job satisfaction in any case is very important because the tendency to improve employee performance in the company will not be achieved without employee job satisfaction. Where the company does have to always pay attention to the job satisfaction of its employees because if its employees feel satisfied then those who feel lucky are the company itself. And this is very influential on the goals of the company. In addition, employees who feel satisfied in their work will always be positive and always have high creativity. Job satisfaction received and felt by an employee will affect the results obtained from his work. By obtaining job satisfaction by employees both with the provision of appropriate salaries, the work given in accordance with their expertise, and the relationship with their superiors is well established, this will improve the performance of their employees (Luthans, 2009 : 243).

Leader behavior is one of the important factors that can affect job satisfaction. According to Miller et al. (1991) shows that leadership style has a positive relationship to employee job satisfaction. The results of Gruenberg's (2013) study found that close and mutual help with co-workers and supervisors was very important and had a strong relationship with job satisfaction and had nothing to do with the situation of the workplace and type of work. Ramlan Ruvendi (2005) in his research entitled "Leadership and Leadership Style Effects on Job Satisfaction and Employee Performance, at the Bogor Agricultural Products Industry Center", stated that there was a positive and significant influence between leadership style variables and job satisfaction and performance of Balai employees Large Bogor Agricultural Products Industry. It was also revealed that an effective leadership style is leadership that is adapted to the situation and conditions (contingency). Indications of a decline in enthusiasm and enthusiasm for work are indicated by the high level of absenteeism and employee movement. It arises as a result of unwelcome leadership. One factor that causes job dissatisfaction is the nature of supervisors who do not want to hear complaints and the concerns of workers and want to help if needed (Pinder, 1984). This is evidenced by Blakely (1993) where workers who receive an award from supervisors who are higher than their own judgments will be more satisfied, but overly strict supervision will lead to a low level of satisfaction (King et al., 1982).

According to Eka Nuraini (2004) in his research on the influence of leadership style on employee performance through job satisfaction as a moderating variable. The results of his research conclude that there is a significant influence on leadership style on employee performance mediated by job satisfaction. This research attempts to identify the distinctive characteristics (mental, personality, physical) associated with leadership success. So in this study explains that the success of a leader depends on the three characteristics inherent in the leader, namely intelligence, personality, except physical. Basically someone in doing their

work will feel comfortable and have high loyalty to the company if in their work they get Job Satisfaction according to what they want. Job Satisfaction is a very important problem to be considered in an organization, because this involves the positive feelings of employees towards their work.

Performance is what can be done according to its duties and functions. While commitment is an agreement (attachment) to do something (contract) with full sense of responsibility. Organizational commitment is a commitment that is created by all individual components in running the organization's operations. This commitment can be realized if individuals in the organization, carry out their rights and obligations in accordance with their respective duties and functions in the organization, because the achievement of organizational goals is the work of all members of the organization that is collective. Research conducted by Kouzes in Rummy (2011: 152), shows that the high is able to produce a commitment, and only with a high commitment, a government agency can produce good performance. This is also supported by research conducted by Ivano (2013: 211) which states that organizational commitment has a positive effect on organizational performance.

Method:

Research sites this was done at the Tanah Lot Regency DTW management office. And the research time starts from June 2017 until February 2018. The scope of the research is to examine the influence of leadership and organizational commitment on employee performance with job satisfaction as an intervening variable. The number of population in this study were all permanent employees at the Tanah Lot DTW management office in Tabanan Regency, amounting to 40 people. The sampling method is a saturated sampling method that is the entire population is sampled. The variables in this study can be identified into 3 namely exogenous variables, intervening variables, and endogenous variables.

1. Exogenous variables are independent variables that are not affected by other variables in the model. In this study, exogenous variables are leadership (X1) and organizational commitment (X2).
2. Intervening variables are endogenous variables and also independent variables that affect other endogenous variables in a model. In this study, intervening variables are Employee job satisfaction (Z).
3. Endogenous variables are dependent variables that are influenced by other variables in a model. In this study, endogenous variables are employee performance (Y).

Primary and secondary data collection techniques are carried out in several ways, namely: interviews, questionnaires, observation and documentation. Inferential analysis method used in this study is to test the structural measurement and model models simultaneously with 40 available analysis data from the distribution of questionnaires, namely Structural Equation Modeling (SEM) with a variance based or component based approach with Partial Least Square (PLS).

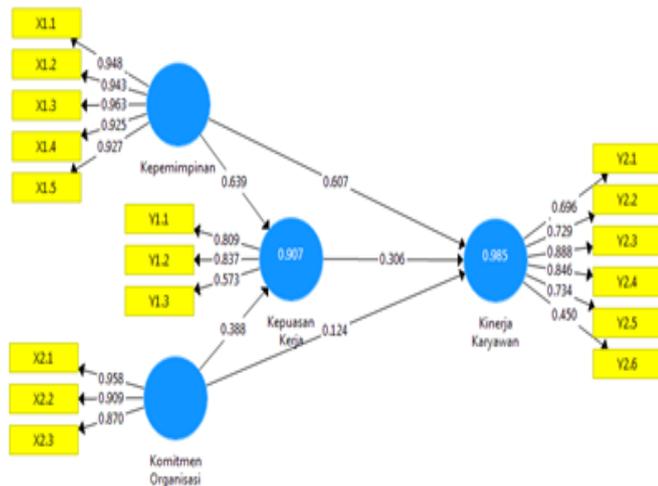
Research Result and Discussion:

Model Testing:

Inner model testing or structural model is done to see the relationship between variables, significance values and R-Square from the research model. The structural model was evaluated using R-Square for the dependent variable with structural path parameter coefficients. Based on Figure 1 it can be explained that the indicator measurement covariance is influenced by a latent construct or reflects the variation of the construct described with several arrows from the construct to the indicator. This shows that changes in the latent construct affect changes in indicators. In this model there are 2 exogenous variables, namely leadership and organizational commitment and 2 endogenous variables, namely job satisfaction and employee performance.

Picture 1

Structural Model (Inner Model)



Model evaluation with PLS begins by looking at R-Square for each dependent latent variable. Changes in the value of R-Square can be used to assess the effect of certain exogenous latent variables on endogenous latent variables that have a substantive influence. The structural model is evaluated by observing Q² predictive relevance model that measures how well the observation value is produced by the model. The value of Q² is based on the coefficient of determination of all dependent variables. The magnitude of Q² has a value with a range of 0 < Q² < 1, the closer to the value of 1 means the model is getting better. The coefficient of determination (R-Square) of each dependent variable can be presented in Table 4. 1 4.

Rated R-Square

Struktural model	Dependent Variables	R-Square
1	Job satisfaction (Z)	0, 907
2	Employee performance (Y)	0, 985

Calculation of Q² :

$$Q^2 = 1 - [(1 - R_1^2) (1 - R_2^2)]$$

$$Q^2 = 1 - [(1 - 0, 907) (1 - 0, 985)]$$

$$Q^2 = 1 - [(0, 093) (0, 015)]$$

$$Q^2 = 1 - 0.001$$

$$Q^2 = 0.999$$

Source: Output SmartPLS 3.0,

Based on Table 1 It was shown that the results of the structural model evaluation proved that the Q² value was 0.999 close to the number 1. This gave evidence that the structural model had an excellent Goodness of Fit Model. This result can be interpreted that the information contained in the data is 99.9% can be explained by the model, while the remaining 0.1% is explained by errors or other variables not yet in the model.

Testing Hypotheses and Discussion:

Hypothesis testing is done by t-test on each path of partial direct influence and indirect influence through mediation variables.

1. Direct Influence Testing:

The results of the path coefficient in each path for direct influence can be presented in the Table 2.

Table 2 Direct Influence Testing Results:

Inter-variable relations	Path (Bootstrapping)	Coefficient	T-statistics	Information
Leadership -> Job Satisfaction	0, 639		7,322	Significant
Leadership -> Employee performance	0, 607		6,309	Significant
Organizational commitment -> Job Satisfaction	0, 388		4,760	Significant
Organizational commitment -> Employee performance	0, 124		2,185	s significant
Job Satisfaction -> Employee performance	0, 306		2,662	Significant

Source: Output SmartPLS3.0

Based on the results of the analysis carried out can be presented a picture of the research model in accordance with the PLS analysis as follows.

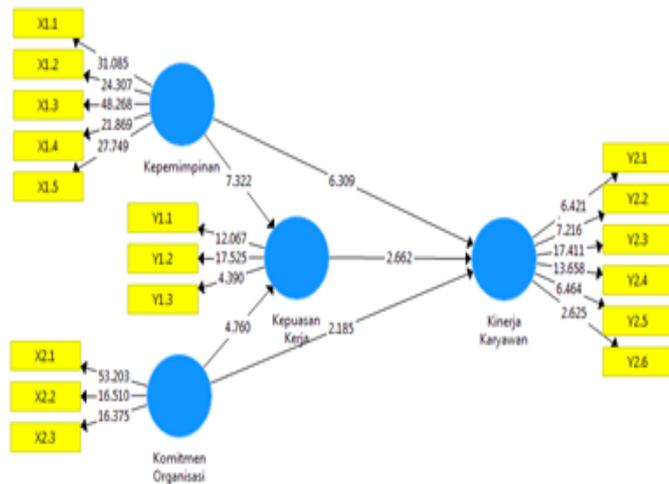


Figure 2: Full Model (PLS Bootstrapping)

1. Hypothesis Testing 1:

The first hypothesis states that leadership has a positive and significant effect on job satisfaction. The test results on the parameter coefficients between leadership and job satisfaction showed a positive relationship with a coefficient of 0.639 with a t-statistic value of 7.322 and significant at $\alpha = 0.05$. T statistic value it is above the critical value 1.96, thus H0 is accepted. So, leadership has a positive and significant effect on job satisfaction. This means that the better the leadership, the higher job satisfaction or vice versa the lower the leadership, the lower the job satisfaction.

2. Hypothesis Testing 2:

The second hypothesis proposed in this study is that organizational commitment has a positive and significant effect on job satisfaction. The test results on the parameter coefficient between organizational commitment to job satisfaction shows a positive relationship with a coefficient of 0.388 with a t-statistic value of 4.760 and significant at $\alpha = 0.05$. T statistic value it is above the critical value 1.96, thus H0 is accepted, So organizational commitment has a positive and significant effect on job satisfaction. The meaning is higher organizational commitment, the job satisfaction is higher or vice versa the lower

organizational commitment, the lower the job satisfaction.

3. Hypothesis Testing 3:

The third hypothesis proposed in this study is that leadership has a positive and significant effect on employee performance. The test results on the coefficient of parameters between leadership and employee performance shows a positive relationship with a coefficient of 0.803 with a t-statistic value of 15.492. The value of t-statistic and significant at $\alpha = 0.05$. T statistic value it is above the critical value 1.96, thus H0 is accepted. So, leadership has a positive and significant effect on employee performance. The meaning is better leadership, then employee performance the better or vice versa the lower leadership, the lower the employee's performance.

4. Hypothesis Testing 4:

The fourth hypothesis proposed in this study is that organizational commitment has a positive and significant effect on employee performance. The test results on the parameter coefficient between organizational commitment to employee performance showed a positive relationship with a coefficient of 0.243 with a t-statistic value of 4.611 and significant at $\alpha = 0.05$. T statistic value it is above the critical value 1.96, thus H0 is accepted. So, organizational commitment has a positive and significant effect on employee performance. The meaning is higher organizational commitment, then employee performance the higher or vice versa the lower organizational commitment, the lower the employee's performance.

5. Hypothesis Testing 5:

The fifth hypothesis proposed in this study is that job satisfaction has a positive and significant effect on employee performance. The test results of the parameter coefficient between job satisfaction on employee performance indicates a positive relationship with a coefficient of 0.306 with a t-statistic value of 2.662, and a significant at $\alpha = 0.05$. T statistic value it is above the critical value 1.96, thus H0 is accepted. So, job satisfaction has a

positive and significant effect on employee performance. The meaning is higher job satisfaction, then employee performance bush in high or vice versa getting lower job satisfaction, the lower the employee's performance.

Mediation Effect Test:

Testing of mediation effects can be investigated the level of intervention of mediating variables, whether full mediation, partial mediation or not mediation. The method of testing mediation variables used refers to the theory of Hair et al. (2010), namely as follows.

1. Examine the direct influence of independent variables on the dependent variable on the model by involving mediating variables.
2. Examine the effect of independent variables on the dependent variable on the model without involving mediating variables.
3. Examine the effect of independent variables on mediating variables.
4. Examine the influence of mediating variables on the dependent variable.

Based on the results of the fourth investigation of influence (a) , (b) , (c) , and (d), then the level of intervention of the mediating variable can be determined with the following stages of analysis .

1. If the influence of the independent variable on the mediating variable (c) and the influence of the mediating variable on the dependent variable (d) is significant, the direct influence of the independent variable on the dependent variable on the model involves the mediating variable (a) non-significant, the direct influence of the independent variable on the dependent variable without involving the mediating variable (b) is significant, it is said to be a full mediation variable (perfect).
2. If the influence of the independent variable on the mediating variable (c) and the influence of the mediating variable on the dependent variable (d) is significant, the direct influence of the independent variable on the dependent variable on the model involving the mediating variable (a) is significant,

and the direct influence of the independent variable on the dependent variable without involving the mediating variable (b) is significant, it is said to be a partial mediating variable.

3. If in (c), (d) and (a) are significant, the coefficient of (a) is almost the same as the coefficient (b), then it is said not as a mediating variable.
4. If one (c) or (d) is non-significant, then it is said not as a mediating variable.

The effect of (a) or the direct influence of the independent variable on the dependent variable on the model involving the mediating variables can be shown through the results of indirect effects . The results of indirect effects can be presented in Table 3.

Table: 3 Results of Influence Testing (a)

Mediation of Job Satisfaction Variables at:	(a)	T-statistics	Information
Leadership - > employee performance	0,196	2,783	Significant
Organizational commitment - >employee performance	0.119	2,059	Significant

Source: Output *SmartPLS 3.0*

The test results on the parameter coefficient between the influence of leadership on employee performance by involving job satisfactions shows a positive relationship with a coefficient of 0, 196 with a t-statistic value of 2.783. Value t statistics it is above the critical value 1.96, thus H0 is accepted. , so that the influence of leadership on employee performance by involving job satisfaction is significant. Furthermore, the test results on the parameter coefficients between the effect of organizational commitment on employee performance by involving job satisfaction shows a positive relationship with a coefficient of 0.1 19 with a t-statistic value of 2.059 Statistical value it is

above the critical value 1.96, thus H0 is accepted . so that the influence of organizational commitment on employee performance by involving job satisfaction is significant.

To facilitate the testing of mediating variables in this study, the analysis as presented in Table 4.

Table 4 Recapitulation of Mediation Test Results:

No.	Mediation of Job Satisfaction Variables at:	(a)	(b)	(c)	(d)	Information
1	Leadership ->employee performance	0, 196(Sig)	0, 607(Sig)	0, 639(Sig)	0, 306(Sig)	<i>Partial Mediation</i>
2	Organizational commitment ->employee performance	0.1 19(Sig)	0, 124(Sig)	0, 388(Sig)	0, 306(Sig)	<i>Partial Mediation</i>

Source: *Output SmarTPLS 3.0,*

The results of testing the mediating variables in Table 4.1 7 can be interpreted as follows.

1) Job satisfaction (Y1) is able to mediate positively and significantly on the indirect influence of leadership (X 1) on employee performance (Y2). This result is shown from the mediation test which shows the influence of (a), (b), (c), and (d) has significant value. Based on these results it can be interpreted that if the higher job satisfaction is based on high leadership as well, the employee's performance also increasing. The effect of mediation on job satisfaction variables (Y1) on the indirect influence of leadership (X1) on employee performance (Y2) is partial (partial mediation). These findings provide evidence that the variable job satisfaction (Y1) is not a key determinant of the influence of leadership (X1) on employee performance

2) Job satisfaction (Y1) is able to mediate positively and significantly on the indirect influence of organizational commitment (X2) on employee performance (Y2). This result is shown from the mediation test which shows the influence of (a), (b), (c), and (d) has a significant value. Based on these results, it can be interpreted that if the higher job satisfaction is based on high organizational commitment, employee performance also increases. The effect of mediation on job satisfaction variables (Y1) on the indirect effect of organizational commitment (X2) on employee performance (Y2) is partial (partial mediation). This finding indicates that the variable satisfaction of work (Y1) not as a key determinant of the influence of organizational commitment (X 2) on employee performance (Y2).

In order to find out the overall effect for each relationship between the variables under study, it

can be presented a recapitulation of direct, indirect, and total effects in Table 5.

Table 5: Direct Influence, Indirect Influence, and Total Influence

No.	Variable Relationships	Direct Influence	Indirect Influence	Total Influence
1	Leadership -> Job Satisfaction	0, 196	-	0, 196
2	Leadership -> Job Satisfaction -> employee performance	0, 607	0, 196	0, 803
3	Organizational commitment -> Job Satisfaction	0, 388	-	0, 388
4	Organizational commitment -> Job Satisfaction -> employee performance	0, 124	0.1 19	0, 243
5	Job Satisfaction -> employee performance	0, 306	-	0, 306

Source: Output S m a r TPLS3.0

Based on Table 5 it is shown that the mediating effect of job satisfaction variables (Y1) on the indirect influence of leadership (X 1) on employee performance (Y 2) is greater, namely with the path coefficient of 0, 196 compared to the mediating effect of job satisfaction variables (Y 1) on the indirect effect of organizational commitment (X 2) on employee performance (Y 2) with the resulting path coefficient of 0.1 19. Thus overall, the total effect on the leadership path -> job satisfaction -> employee performance (0, 802) is greater than the organizational commitment path -> job satisfaction -> employee performance (0,243). This finding provides leadership guidance and higher organizational commitment to make employees increasingly improve employee job satisfaction, so that later can improve employee performance in accordance with company objectives.

Conclusions, Limitation, and Suggestion:

Based on the results of the study and discussion related to the influence of leadership and organizational commitment on employee performance with job satisfaction as an intervening variable in the Tanah Lot Tabanan tourist destination office, the following conclusions can be drawn.

1. Leadership has a positive and significant effect on job satisfaction. This means that the better

the leadership, the higher job satisfaction or vice versa the lower the leadership, the lower the job satisfaction.

2. Organizational commitment has a positive and significant effect on job satisfaction. This means that the higher the organizational commitment, the higher job satisfaction or conversely the lower the organizational commitment, the lower the job satisfaction.
3. Leadership has a positive and significant effect on employee performance. This means that the better the leadership, the better the employee's performance or vice versa the lower the leadership, the lower the employee's performance.
4. Organizational commitment has a positive and significant effect on employee performance. This means that the higher the organizational commitment, the higher the employee's performance or conversely the lower the organizational commitment, the lower the employee's performance.
5. Job satisfaction has a positive and significant effect on employee performance. This means that the higher job satisfaction, the higher employee performance or vice versa the lower

job satisfaction, the lower the employee's performance.

6. The effect of mediation on job satisfaction variables on the indirect influence of leadership on employee performance is partial (partial mediation), meaning that variable job satisfaction is not a key determinant of the influence of leadership on employee performance at the Tanah Lot Tabanan Tourist Destination (DTW) office.
7. Influence of mediation on job satisfaction variables on indirect effects Organizational commitment to employee performance is partial (partial mediation), meaning that variable job satisfaction is not a key determinant of the influence of leadership on employee performance at the Tanah Lot Tabanan Tourist Destination (DTW) office .

Research Limitations:

Limitations that can be delivered from this study are based on limitation ability of researchers on the funds available, then a possible to do research on office Tourism Destination Region (DTW) Tanah Lot Tabanan. Besides that, the existence of limitations that can be conveyed from this research is based on the limited ability of researchers to describe the results of research and the limited ability to create and process instruments so that they have more measurable validity and reliability.

Another limitation is based on the relatively short duration of research implementation. This limitation certainly has a low impact on the generalization of research, considering the problems faced by employees are relatively complex and dynamic over time. If the model is applied at other times and conditions it is possible to obtain different results. In addition to the development of more relevant indicators used in each variable, there are also many factors as determinants of employee performance.

Suggestion:

Based on the results and discussion, it can be suggestion that:

1. Employee leadership in the Tanah Lot Tabanan Tourism Destination (DTW) office tends to be reflected in effective communication methods. Future of this most important role in the leadership, h al is in line with reality, employees are better respond in a way of communicating a leader in the leadership shown in the acquisition of the highest rates 4, 2.
2. Organizational commitment to the Tanah Lot Tabanan Tourism Destination Office (DTW) office can be declared inadequate. This is not in accordance with reality. These results indicate that a clarity is an important commitment to its role in organizational commitment. This is not in accordance with reality, more employees respond to superiors' support shown in the highest average gain (4.21). Thus, this Report provides important guidance for the management of the company to pay more attention to superiors' support in carrying out their daily tasks.
3. The high job satisfaction of employees who work at the Tanah Lot Tabanan Tourist Destination (DTW) office. That need be security the most important role in the satisfaction of work. This is not in accordance with reality, more employees respond in physically need shown on acquisition highest average (3.65). Thus, job satisfaction of employees who work in the Tanah Lot Tabanan Tourist Destination (DTW) office. Can be declared inadequate. For manager of the cooperative to pay more attention physically need employees. So that the job satisfaction obtained by employees is increasing.
4. Employees performance who work in the office Tourism Destination Region (DTW) Tanah Lot Tabanan be declared in adequate. It is not in accordance with reality, more employees respond at the level of the presence or absence and cooperation shown in the acquisition of the highest rates (4.21). So for company leaders to pay more attention to attendance or attendance. The level of attendance is something that is a

benchmark for a company in knowing the level of employee participation in the company, so that the employee's performance is increasingly increasing.

References:

1. Baihaqi, MF, & SUHARNOMO, S. (2010). The Influence of Leadership Style on Job Satisfaction and Performance with Organizational Commitment as Intervening Variables (Study at PT. Yudhistira Ghalia Indonesia in Yogyakarta area) (Doctoral dissertation, Diponegoro University).
2. Brahmasari, IA, & Suprayetno, A. (2009). Effect of work motivation, leadership and organizational culture on employee job satisfaction and its impact on company performance (Case study at PT. Pei Hai International Wiratama Indonesia). *Journal of Management and entrepreneurship* , 10 (2), 124-135.
3. Desianty, S. (2005). The influence of leadership style on organizational commitment at PT Pos Indonesia (Persero) Semarang. *Journal of Management and Organizational Studies (JSMO)* , 2 (Number 1), 69-84.
4. Heriyanti, D. (2007). Analysis of the Influence of Organizational Culture, Job Satisfaction, and Leadership Style on Employee Performance with Organizational Commitment as Intervening Variables (Study of Pt. Pln (Persero) Apj Semarang) (Doctoral dissertation, Diponegoro University Postgraduate program).
5. Manggis, I. W., Yuesti, A., & Sapt, I. K. S. (2018). The Effect of Career Development and Organizational Culture to Employee Performance with Motivation of Work as Intervening Variable in Cooperation in Denpasar Village. *International Journal of Contemporary Research and Review*, 9(07), 20901-20916.
6. Mariam, R. (2009). The Influence of Leadership Style and Organizational Culture on Employee Performance Through Employee Job Satisfaction As an Intervening Variable Study at the Head Office of PT. Asuransi Jasa Indonesia (Persero) (Doctoral dissertation, Diponegoro University Postgraduate program).
7. Murty, WA, & Hudiwinarsih, G. (2012). The effect of compensation, motivation and organizational commitment on the performance of employees in the accounting department (case studies at manufacturing companies in Surabaya). *The Indonesian Accounting Review* , 2 (02), 215-228.
8. Raharjo, ST, & Nafisah, D. (2006). Analysis of the influence of leadership style on job satisfaction, organizational commitment and employee performance (empirical studies in the Department of Religion of Kendal Regency and the Department of Religion of Semarang City). *Journal of Organizational Management Studies*, 3(2), 69-81.
9. REZA, RA, & Dirgantara, I. (2010). The influence of leadership style, motivation and work discipline on the performance of employees of PT Sinar Santosa Perkasa Banjarnegara (Doctoral dissertation, Diponegoro University).
10. Riyadi, S. (2011). Effect of financial compensation, leadership style, and work motivation on employee performance in manufacturing companies in East Java. *Journal of management and entrepreneurship* , 13 (1), 40-45.
11. Setyorini, R. W., Yuesti, A., & Landra, N. (2018). The Effect of Situational Leadership Style and Compensation to Employee Performance with Job Satisfaction as Intervening Variable at PT Bank Rakyat Indonesia (Persero), Tbk Denpasar Branch. *International Journal of Contemporary Research and Review*, 9(08), 20974-20985.
12. Sudja, I. N., & Yuesti, A. (2017). The Influences of Education and Training, Leadership, Work Environment, Teacher Certification On Discipline and Teacher's Professionalism In High School at Bali

- Province. *Scientific Research Journal (SCIRJ)*, 5(9).
13. Susanty, A., & Baskoro, SW (2013). Effect of Work Motivation and Leadership Style on Work Discipline and Its Impact on Employee Performance (Case Study at PT. PLN (Persero) Apd Semarang). *J @ ti Undip: Journal of Industrial Engineering*, 7 (2), 77-84.
14. Trisnaningsih, S. (2007). Auditor independence and organizational commitment as mediation of the influence of good governance understanding, leadership style and organizational culture on auditor performance. *SNA X Makassar*.
15. Utama, I. G. N. M. J., Sapta, I. K. S., & Yuesti, A. (2018). The Role of Organizational Commitment to Provide Leadership and Organizational Culture with Employee Performance on Mina Group. *International Journal of Contemporary Research and Review*, 9(03), 20563-20571.
16. Vipraprastha, T., Sudja, I. N., & Yuesti, A. (2018). The Effect of Transformational Leadership and Organizational Commitment to Employee Performance with Citizenship Organization (OCB) Behavior as Intervening Variables (At PT Sarana Arga Gemeh Amerta in Denpasar City). *International Journal of Contemporary Research and Review*, 9(02), 20503-20518.