

The Effects Of Leadership, Work Discipline And Motivation Towards The Satisfaction Of Teachers' Work And The Performance Of The Foundation "Yayasan Pendidikan Karya Luhur Balikpapan".

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Abstract: Foundation as managers of private education must be able to show performance in order to be able to compete with other educational institutions. There fore it is necessary to know what factors influence the performance of the foundation. In this study Leadership, Work Discipline, Work Motivation are considered capable of influencing teacher Job Satisfaction, and Performance of the foundation Yayasan Pendidikan Karya Luhur Balikpapan. This foundation manages educational institutions starting from the "A" Kindergarten, Middle School, High School and Vocational High School with a total of 85 teachers and 10 non-educational staff. In this study using the path analysis model, processed using Statistical Package for the Social Science (SPSS, Ver 22.0) software.

The results of this study are the first path analysis; together there is a positive influence between the three independent variables on the intervening variable, while partially the independent variable of leadership does not have a significant effect on teacher work satisfaction. For analysis of the second path of leadership, work discipline and work motivation and teacher job satisfaction together have a positive and significant effect, but partially leadership and teacher work satisfaction do not significantly influence the performance of the foundation. The conclusion and suggestion from this study is that the leadership role can be increased to improve job satisfaction which has an impact on the performance of the foundation.

Keyword: Leadership, Discipline, Motivation and Performance.

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I. Introduction

Background

For a nation, education is something very important because through education human beings are more able to adapt with their environment and also to anticipate several possibilities that might happen. Because of this reason, to improve education is something which must be done either from the point of view of internal or external perception in relation with the life of other nations. Sri Winarsih (2014)

Based on the law of National Education System no 20, 2003. Education is a conscious effort and planned to realized a learning condition and a learning process in order to make the learners active in making their potentials so as to possess religious spiritual strength, self-control, personal attiyude , intelligent, super morality as well as skills they need for their life, the community and also their nation.

From this perception, it can be understood that education is an effort or activity to create smart human beings in several aspects like: intelligent, social, emotional, and spiritual aspects as well as being skillful, havin good personal attitude so that they can behave and perform wellin the community.

Based on the discussion of the background, the writer aims to learn and analyse deeply about the phenomena mentioned above in a research titled ‘ The effects of leadership, work discipline and motivation towards the satisfaction of teachers’work and the performance of the foundation ‘ Yayasan Pendidikan Karya Luhur Balikpapan’.

Formulation of the problems

Based on the background above, the problems can be formulated as follows: (1). Whether the variable of leadership can give a positive and significant effect toward the satisfaction of the teachers’work. (2). Whether the variable of discipline can give a positive and significant effect toward the teahers’work. (3). Whether the variable of motivationcan give a positive and significant effect towards the teacers’work. (4). Whether the variable of leadership can give a direct and significant effect towards the performance. (5). Whether the variable of discipline can give a direct and significant effect towards the performance. (6). Whether the variable of motivation can give a direct and significant effect towards the performance of the foundation of

“Yayasan Pendidikan KaryaLuhurBalikpapan. (7).Whether the variable of satisfaction can give a positive and significant effect towards performance.

II. Theoretical Basis

Performance

Performance is a work result in terms of quality and quantity achieved by a worker in doing his/her tasks. In accordance with his/her responsibility given to him/her. (Mangkunegara, 2001: 67). A performance based on Jackson (2006:378) is something done or not done by a worker. According to Bamabang Kusriyanto (1991:3) the performance of a worker is a comparison of result achieved by a worker with the participation of workforce in relation with the unity of time. According to Saiful Fajar and Djoko Saaantosa (2010: 20 -44) a performance is working spirit owned by somebody (Kamus Besar Bahasa Indonesia, 2000: 280) while according to Syahriddin Rasul et-all (2007: 280) it can be interpreted as a work achievement obtained by somebody or an organization in a certain period of time.

According to Bernardin and Russel, 1993 quoted by Saiful Fajar and Djoko Santosa (2010: 20:44) a performance is a record about the results obtained from the job function or certain activities during a certain period of time. (Performance is defined as the record of outcomes produced on specified job function or activity during a specific time period). According to Hasibuan (2006: 94) performance is a result of work achieved by somebody in doing his/her tasks given to him/her based on his/her capability, experience, sincerity and time.

Leadership

According to Heidjrachman (2000, 2017) a leader is someone who has an authority to direct other people and in doing his/her job to achieve the decided goals he/she needs to help other people. For more details, the followings are definitions proposed by some management experts about leadership, such as :Hasibuan (2007: 17). Leadership is a method of a leader to influence the behaviour of his/her subordinates to be eager to work cooperatively and productively to achieve the goal of the organization. Rivai (2004:2), leadership is a process to influence or to give examples to his/her followers through the process of communication in an effort to achieve the goal of the organization (according to Arep and Tanjung) 2003: 93.

According to Davis as quoted by Reksohadiprojo and Handoko (2003: 290-291) the main characteristics which must be owned by a leader are:

1. Intelligence : researches in general show that a leader who has a higher level of intelligence than his/her subordinates has many differences.
2. Maturity and extensive social relation : a leader tends to have a stable mature emotion and also has extensive activity and attention.
3. Self motivation and encouragement for achievement: a leader relatively has a motivation and encouragement for high achievement; he/she works harder for intrinsic values.
4. Human relation attitudes: a successful leader will acknowledge the self-esteem and dignity of his/her subordinates; will give a high attention and be oriented to them.

Work Discipline

Work discipline is the basic of every organization actor. An organization will not do well without any work discipline of its actors although it has excellent potential human resources. Siagian (2001) in Ch.Kantiandagho, (2014) defines that discipline is a form training which is trying to improve and form knowledge, attitude and behavior of the workers so that they voluntarily are trying to work cooperatively with other colleagues to improve their work performance.

Sastrohadwiryo (2002) in Kantiandagho (2004) states that discipline is an attitude to honor, respect, obey and be loyal to the applicable regulation whether written or unwritten. He/she is also able to run the rules and not to avoid sanctions given if he/she violates duties and authority given to him/her.

Motivation

According to Mangkunegara (2005: 61) motivation is a condition or energy which drives the teachers to reach the goal of a company's organization. Meanwhile according to Hasibuan(2005: 95) to interpret motivation is to give a driving force to create work excitement of somebody in order to make them work cooperatively, effectively and integratedly with all effort to achieve satisfaction. In order to understand motivation, there are some theories, one of which is Alderfer's Existence, Relatedness and Growth (ERG) Theory. This theory is the perfection of A.H. Maslow's theory. The theory of hierarchy of needs is oftenly conceived as a pyramid where the higher bottom level represents the lower needs and the top point represents self-actualization. (1). Psychological needs, (2). Safety needs, (3). Social needs, (4). Esteem needs, (5). Self-actualization needs

The above needs are represented as shown below:



<https://businessjargons.com/wp-content/uploads/2015/12/Maslows-Need-Hierarchy.jpg>

The theory of motivation is classified into two big groups:

1. Content theory which covers theories of motivation based on Abraham Maslow (Hierarchy of Needs) who stated that human beings have 5 basic needs which are arranged in a hierarchy which begins with basic needs in which somebody will always be motivated to cover further needs after the previous needs are fulfilled. These needs occur in sequence; such as:

- a. Physiology: clothing, food and residence
- b. The feeling of safety: safety, freedom and protection
- c. Social: love, affiliation
- d. Self-esteem: reward, acknowledgement
- e. Self-actualization

The Theory of Two Factors (Herberg)

There are two factors which determine someone's motivation in doing his/her job (Munanadar, 2001) such as:

a. Hygiene factor/ Job Context Factor/ Dissatisfier

When this factor is not fulfilled, somebody might suffer from dissatisfaction and affect his/her work motivation, such as: the policy of a company, work condition, salary and work safety.

b. Motivation (satisfier)

When this factor is fulfilled somebody might get satisfied and motivated but if not, satisfaction can not be obtained, such as: achievement, acknowledgement, growth and responsibility.

The theory of ERG (Alderfer) states that the needs in the lower level are not necessarily to be fulfilled before the fulfillment of the next motivation as stated by the theory of Maslow (Munandar, 2001: 9). The concept of Alderfer states that the needs can be grouped into three parts:

1. Existence needs: these needs relate to the biological and safety needs which can be more satisfied by the material condition rather than interpersonal relation.
2. Related needs: These needs relate to social needs which can be satisfied through interpersonal relation.
3. Growth needs: These needs relate to the desire to develop self-actualization.

Process theory covers motivation theories from Victor Vroom (The Theory of Expectation) such as:

a. Instrumentality: the role to connect the first level of outcome and the second level.

b. Expectancy: the expectation which connects individual effort and the first level of outcome.

According to Lawler and Porter that motivation is from the feedback of work satisfaction which begins from work and skill ability to produce work satisfaction.

Work Satisfaction

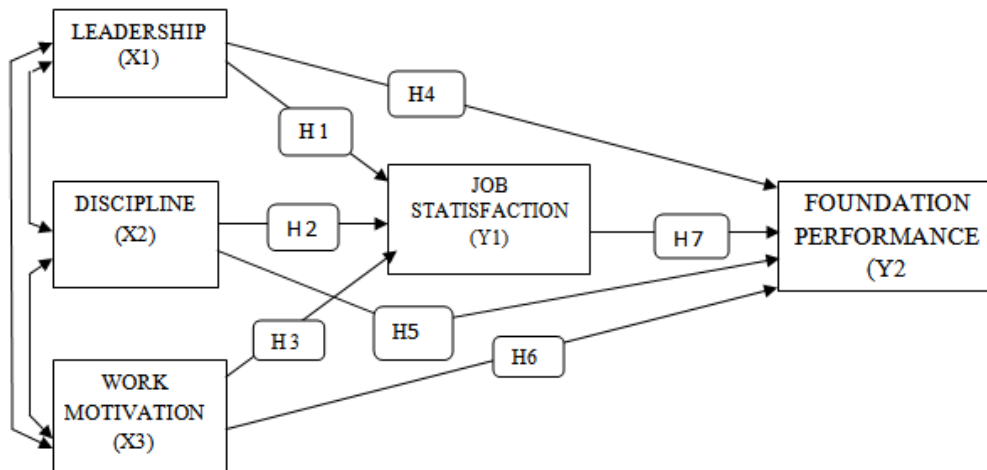
Work satisfaction is an emotional attitude which can be satisfied or not of a worker towards his/her job compared to their expectation. (Luthans: 2006: 243), Hasibuan (2009: 203) and Rivai (20010: 860). It is based on the following indicators:

- a. Work content is measured by the opinions and evaluation from respondents towards the satisfaction about the tasks given by the organization based on their expertise and experience.
- b. Organization and management are measured by the opinions and evaluation from the respondents towards the satisfaction of the policy made by the organization and management.
- c. Salary and other financial benefits are measured by the opinions and evaluation from the respondents based on their satisfaction about salary and other non-financial benefits obtained by the workers.
- d. Work colleagues are measured by the opinions and evaluation from the respondents about the harmony among workers while working.
- e. Work responsibility is measured by the opinions and evaluation from the respondents about their satisfaction towards their responsibility to their job.

The Frame of Research Concepts

Based on the arguments in the review of literature explained above, the conceptual frame in the process of research is as follows:

The drawing of the model diagram



The equation of the structure can be seen as follows:

$$Y_1 = PY_1 X_1 + PY_1 X_2 + PY_1 X_3 + \epsilon_1 \text{ (As the equation of sub structure 1)}$$

$$Y_2 = PY_2 X_1 + PY_2 X_2 + PY_2 X_3 + \epsilon_2 \text{ (As the equation of sub structure 2)}$$

Explanation:

X₁ = Leadership

X₂ = Work Discipline

X₃ = Work motivation

Y₁ = Work Satisfaction

Y₂ = Foundation Performance

€ = error

Hypothesis

The research of hypothesis might be expected in: (1). Direct impact and significant leadership (X₁) towards the satisfaction of teachers performance (Y₁) in the foundation of ‘Yayasan Pendidikan Karya Luhur Balikpapan’. (2). Direct impact and significant work motivation (X₂) towards the satisfaction of teachers’performance (Y₁) in the foundation of ‘Yayasan Pendidikan Karya Luhur Balikpapan’. (3).Direct impact and significant work motivation (X₃) towards the teachers’performance (Y₁) in the foundation of ‘Yayasan Pendidikan Karya Luhur Balikpapan’. (4). Indirect impact and significant leadership (X₁) towards the performance (Y₂) the foundation of ‘Yayasan Pendidikan Karya Luhur Balikpapan’. (5). Indirect impact and significant work discipline (X₂) towards the performance of the foundation of ‘Yayasan Pendidikan Karya Luhur Balikpapan’. (6). Indirect impact and significant work motivation (X₃) towards the performance (Y₂) of the foundation at ‘Yayasan Pendidikan Karya Luhur Balikpapan’. (7). Direct impact and significant work satisfaction of teachers’performance (Y₁) towards the performance if the foundation of ‘Yayasan Pendidikan Karya Luhur Balikpapan’.

The Method of Research

The definition of variable operational research : In order to get clear description about the concept of variable research , each variable is given an operational definition as follows: Leadership refers to democratization, delegation, direction, condusive situation, reward system and punishment. Operationally, leadership can be measured through the following indicators: (1). Freedom to express opinions (democracy) , (2). Delegation of authority, (3). Guidance, direction and encouragement, (4). Condusive situation, (5). Good example, (6). The system of reward and punishment

Work disciplines summarized from opinions of several experts are: (1). Time discipline, (2). Initiative and creativity, (3). Loyal to company’s regulation, (4). responsibility, (5). Attitude and behavior, (6). Meritocracy, (7). Self- introspection

Work motivation operationally is measured by using the following indicators: (1). Salary can motivate better work, (2). Incentives and other incomes are reasonable, (3). Work challenge, (4). Ability improvement, (5). Decent reward, (6). Opportunity

The indicators of work satisfaction are: (1). Willingness to do the job, (2). Like the job, (3). Working morality, (4). Discipline, (5). Work achievement

Work variable (Y2) is measured through the following indicators: (1). No errors in doing the job, (2). Satisfying work result, (3). No complaint from the superiors, (4). Having creativity, (5). Innovation, (6). Job responsibility, (7). Target achievement

The Coverage of Research

The research is conducted on all teachers both permanent and non-permanent as many as 85 people who work at the foundation of 'Yayasan Pendidikan Karya Luhur Balikpapan'. The location of research is in Balikpapan with the consideration that it is easily reached and potential enough in the development and guidance of the teachers.

The research Sample

According to Sugiyono (2008: 116) the sample is part of the number and characteristics of the population. If the population is less than 100, all are taken so that the research is a coefficient (R2) population in this research is 85 people so the sample is the same with the population.

Data Resource

Data collection is conducted through the direct observation in the location of the research, then by distributing questionnaires to respondents who were the target of the research object. The questionnaires were prepared based on the variable indicators and respondents' answers by selecting answers 1-5. The qualitative respondents' answer model is quantitative and then recapitalized and described.

Analysis and Discussion of Research Results

Instrument reliability test result:

Based on the reliability mentioned above, that the Cronbach's Alpha of each variable instrument (X1, X2, X3, and Y1 as well as Y2) is bigger than 0,7. It means that all variable used for each variable indicates good and reliable condition when used repeatedly so that it can be stated reliable. The Cronbach Alpha value is 0,712 which indicates that the five statements are reliable.

Models And Equations of Path Analysis

The calculation results of regression and correlation are as follows:

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.879 ^a	.773	.765	22.59655

a. Predictors: (Constant), Work Motivation, Leadership, Work Discipline

The table above indicates that the magnitude of the coefficient of determination (R square) is 0,773, correlation coefficient (R) 0,879 or 87,90%. The relation of X and Y is strong. Determination coefficient (R2) is 0,773 or 77,30% and the influence of X1, X2, X3 on Y1 is 77,30%. The remaining 22% is influenced by other variables outside the research.

ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	142671.458	3	47557.153	93.139	.000 ^b
Residual	41869.531	82	510.604		
Total	184540.988	85			

a. Dependent Variable: Work Satisfaction

b. Predictors: (Constant), Work Motivation, Leadership, Work Discipline

Testing with Anova:

Simultaneous tests in sub structure1:

Testing is done by comparing the F count with F table as follows:

Research hypthosis : there is a linear relationship between leadership, work discipline and work motivation towards variable job satisfaction.

If F count 93.139 > F table 2,32, Ho will be refused and H1 will be accepted. There is a linear correlation between leadership, work discipline and work motivation towards the variable of work satisfaction.

C. Individual testing (sub structure 1)

To see the influence of leadership, work discipline and work motivation partially towards work satisfaction t test is used, where as to see the magnitude of influence the symbol β is used or using the following standardized coefficients:

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-13.094	29.079		.450	.654
	Kepemimpinan	.061	.046	.071	1.322	.190
	DisiplinKerja	.429	.085	.370	5.016	.000
	MotivasiKerja	.563	.072	.568	7.774	.000

a. Dependent Variable: Work Satisfaction

Hypthosis 1 :

Based on the result of the calculations, 1,322 < t table 1.65685 so there is no significant effect between leadership and work satisfaction or the value of t = 1.322

a. Predictors: (Constant), Work Motivation, Leadership, Work Discipline

The table above indicates that the magnitude of the coefficient of determination (R square) is 0,773, correlation coefficient (R) 0, 879 or 87,90%. The relation of X and Y is strong.

Determination coefficient (R2) IS 0,773 or 77, 30 % and the influence of X1,X2,X3 on Y1 is 77,30 %. The remaining 22 % is influenced by other variables outside the research.

ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	142671.458	3	47557.153	93.139	.000 ^b
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Simultaneous tests in sub structure1:

Testing is done by comparing the F count with F table as follows:

Research hypthosis : there is a linear relationship between leadership, work discipline and work motivation towards variable job satisfaction.

If F count 93.139 > F table 2,32, HO will be refused and H1 will be accepted. There is a linear correlation between leadership, work discipline and work motivation towards the variable of work satisfaction.

β 0,061 > 0,05 and sig 0,190 so H_0 is accepted and H_a is refused.

Hypothesis 2 :

The result of the calculation of the research is 5.016 while the t table is 1.66320. Based on the calculation results, the research of t value is equal to $5.016 > t$ table (1.66320) so there is a direct and significant effect between work discipline and work satisfaction or $t = 5.016$ β 0,429 > 0,05 and sig 0,000 , then H_0 is refused and H_a is accepted.

Hypothesis 3 :

Based on the calculation results, the research of t value $7.774 > t$ table (1.66320) so there is a direct positive influence between work motivation and work satisfaction or $t = 7,774$ β 0,563 > 0,05 and sig 0,000, then H_0 is refused and H_a is accepted.

Individual testing (sub structure 2)

To see the influence of leadership (X1) , work discipline (X2) and work motivation (X3) particularly towards the performance of the foundation, t test is used while the to see the magnitude of influence, the symbol of β (beta) is used or the standardized coefficient is used as follows:

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.791 ^a	.626	.608	26.11254

a. Predictors: (Constant), Work Satisfaction, Leadership, Work discipline and Work Motivation

The above table indicates that the magnitude of R square is 0,791, this number can be used to see the magnitude of influence on leadership, work discipline, work motivation and the satisfaction of teachers' performance towards the performance of foundation simultaneously by calculating coefficient determinant (KD) through the this formula : $KD = R \text{ square} \times 100\%$, $KD = 0,791 \times 100\%$ $KD = 79,10\%$

ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig
1. Regression	92451.481	4	23112.870	33.897	000 ^b
Residual	55231.043	81	681.865		
Total	147682.523	85			

a. Dependent Variable: Foundation Performance

b. Predictors: (Constant) Work satisfaction, leadership, Work Discipline, Work Motivation

Based on the calculation, the F number is obtained as big as $33,897 > F$ table 2,32. It means that there is a positive and significant influence between leadership, work discipline and work motivation towards the performance of foundation at 'Yayasan Pendidikan Karya Luhur Balikpapan'

To see the influence of leadership (X1), work discipline (X2) and work motivation (X3) partially towards the performance (Y2) of the foundation, t test is used while to see the magnitude of influence the symbol of β (beta) is used or using the following standardized coefficients :

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	40.853	33.643		1.214	.228
Leadership	.079	.054	.102	1.465	.147

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	40.853	33.643		1.214	.228
Leadership	.079	.054	.102	1.465	.147
Work Discipline	.450	.113	.434	3.983	.000
Work Motivation	.249	.110	.281	2.257	.027
Job Satisfaction	.109	.128	.121	.851	.397

a. Dependent Variable: Kinerja Yayasan

Hypothesis 4 :

The calculation results obtained by t research is the number of 1.465 while t table is 1.66320. Based on the calculation, the t research is $1.465 < t$ table which has the number of 1.66320 so it can be concluded that there is no positive influence between leadership and performance or the number of $t = 1.465$, $\beta 0,79 > 0,05$ and sig 0,147 means that H_0 is accepted and H_a is refused.

Hypothesis 5.

The calculation results obtained by t research is the number of 3.983 while t table 1.66320. Based on the calculation that t research is $3.983 > t$ table which has the number of 1.66320 so it can be concluded that there is a positive influence between work discipline towards the performance or the value of $t = 3,983$ $\beta 0,450 > 0,05$ and sig 0,000 means that H_0 is refused and H_a is accepted.

Hypothesis 6.

The calculation results obtained by t research is the number of 2.257 while t table is 1.66320. Based on the calculation yhat t research is $2.257 > t$ table which has the number of 1.66320 so that it can be cobcluded that the positive influence between work motivation and performance or the value of $t = 2.257$ $\beta 0,249$ and sig is 0,027 means that H_0 is refused and H_a is accepted.

Hypothesis 7.

The magnitude of t research is 0,851. To calculate the magnitude of t table which results in the number of 1.66320 so it can be concluded that there is no significant influence between work satisfaction and performance or the value of $t = 0,851$, β is 0,109 $> 0,05$ with the level of significance 0,397 which means H_0 is accepted and H_a is refused.

To calculate the direct influence and the total influence, the variables are used to help a researcher take a decision about which variable gives most influence to the performance of the foundation. Based on the result of the path analysis model, research hypothesis test is as follows:

Direct effect (DE)

- a. Direct effect of leadership variables on work satisfaction : $X1 \longrightarrow Y1 = 0,061$
- b. Direct effect of work discipline variables on satisfaction of teachers' work:
 $X2 \longrightarrow Y1 = 0,429$
- c. Direct effect of work motivation variables on the satisfaction of teachers' performance : $X3 \longrightarrow Y1 = 0,563$
- d. Direct effect of leadership variables on the performance : $X1 \longrightarrow Y2 = 0,079$
- e. Direct effect of work discipline variables on the performance : $X2 \longrightarrow Y2 = 0,450$
- f. Direct effect of work motivation variables on teachers' performance :
 $X3 \longrightarrow Y2 = 0,249$
- g. Direct effect of work satisfaction on teachers' performance : $Y1 \longrightarrow Y2 = 1,09$

Indirect Effect (IE)

- a. Indirect effect of leadership variables on the performance through the work satisfaction $X1 \longrightarrow Y1 \longrightarrow Y2 = 0,061 \times 1,09 = 0,06649 = 0,649\%$
- b. Indirect effect of work discipline variables through the work satisfaction:
 $X2 \longrightarrow Y1 \longrightarrow Y2 = 0,429 \times 1,09 = 0,4676 = 46,76\%$

c. Indirect effect of work motivation variables towards the teachers' performance through work satisfaction :
 $X3 \longrightarrow Y1 \longrightarrow Y2 = 0,563 \times 1,09 = 0,61367 = 61,367\%$

Total Effect (TE)

As a whole, the result of the total effect is by adding indirect effects to direct effects and then for the total effects the indirect effects are used. The total effect of leadership variables towards the teachers' performance at the foundation of 'Yayasan Pendidikan Karya Luhur Balikpapan': $X1 \longrightarrow Y1 \longrightarrow Y2 = 0,061 + 1,09 = 1,151$

The total effect of work discipline variables towards the teachers' performance through work satisfaction: $X2 \longrightarrow Y1 \longrightarrow Y2 = 0,429 + 1,09 = 1,519$

The effect of work motivation variables towards the teachers' performance through satisfaction : $X3 \longrightarrow Y1 \longrightarrow Y2 = 0,553 + 1,09 = 1,643$

The structural equation for the model is:

1. Sub structure 1: $Y1 = 0,061 X 1 + 0,429 X 2 + 0,563 X 3 - 13,094$

2. Sub structure 2: $Y2 = 0,079 X 1 + 0,450 X 2 + 0,249 X 3 + 40,853$

a. Leadership (X) = 0,061 is the value of regression coefficient of leadership variables (X1) towards the work satisfaction variables (Y1) which means if leadership (X1) experiences one unit increase, the satisfaction (Y1) will also increase by 0,061 or 6,10%. The coefficient is positive, meaning that e-marketing performance (X1) and satisfaction (Y1) have positive relationship. The increase in leadership performance (X2) will result in the increase of work performance (Y1) assuming that work discipline (X2) and motivation (X3) remain the same.

b. Work discipline (X2) = 0,429 is the variable regression of coefficient value work (X2) discipline towards satisfaction (Y1) which means if work discipline (X2) experiences one unit increase, the satisfaction of the teachers' performance (Y1) will also increase by 0,429 or 42,9%. The coefficient is positive meaning that between work discipline (X1) and work satisfaction (Y1) have positive relationship. The increase of work discipline (X2) will result in the increase of work satisfaction of the teachers (Y1) with the assumption that leadership (X1) and motivation (X3) are considered permanent.

c. Work motivation (X3) = 0,563 is the variable regression of coefficient of work motivation (X3) towards the variables of teachers' satisfaction (Y1) meaning that if work motivation (X3) experiences one unit increase, the satisfaction of teachers' work (Y1) will experience an increase by 0,563 or 56,30%; the coefficient is positive which means between motivation (X3) and work satisfaction (Y1) have a positive relationship. The increase in motivation (X3) will result in the increase on work satisfaction (Y1) with the assumption that work discipline (X2) and motivation (X3) are considered permanent.

d. Leadership (X1) = 0,079 is the variable regression of coefficient of leadership (X1) towards the variable of the foundation performance (Y2) meaning that leadership (X1) will experience one unit increase so the performance of the foundation (Y2) will experience an increase by 0,079 or 7,90% ; the coefficient is positive which means that between leadership (X2) and the performance of the foundation (Y2) have a positive relationship. The increase of leadership (X1) will result in the increase of the foundation performance (Y2) under the assumption that work discipline (X2) and motivation (X3) are considered permanent.

e. Work discipline (X2) = 0,450 is the variable regression of coefficient of work discipline (X2) towards the variable of the institution (Y2) which means if work discipline (X2) experiences one unit increase, the foundation performance (Y2) will also experience an increase by 0,450 or 45,0%, the coefficient is positive which means between work discipline (X2) and the foundation performance (Y2) have a positive relationship. The increase in work discipline (X1) will result in the increase of the foundation performance (Y2) with the assumption that leadership (X1) and motivation (X3) are considered permanent.

f. Work motivation (X3) = 0,249 is the variable regression of coefficient of work motivation (X3) towards the variables of the foundation performance (Y2) which means that if work motivation (X3) experiences one unit increase, the performance (Y2) will also experience an increase by 0,249 or 24,90%, the coefficient is positive which means that between motivation (X3) and performance (Y1) have a positive relationship. The increase in motivation (X3) will result in the increase of performance (Y2) with the assumption that leadership (X1) and work discipline (X2) are considered permanent.

Discussion On The Results Of Research

a. Leadership towards the satisfaction of teachers' performance has a positive and direct effect as well as a significant one. In accordance with the theory 'Trait Theory' and 'Behavioral Theories' by Ghibson, Ivancevic, Donnelly and Kanopaske (1995); these theories are also supported by the previous research done by Irawan Ciptodihardjo (2009), Gde Prawira Utama Rendra Purnama (2015), Kholek Mohtamaji, Luis Aparico (2012), Hayes Hendra. They said that leadership gives a positive and significant effect towards the performance but they rejected the research by Y. Tongo Tongo (2014).

b. Work discipline has a direct, positive and significant effect towards the satisfaction of teachers' performance. This research is supported by discipline theory developed by A.A. Anwar Prabu Mangkunegara (2009: 130-131) who mentions three different approaches to discipline. This research is in accordance with the previous one done by Y. Tongo Tongo (2001), Sutrisno, Azis Fathoni, Maria Magdalena (2016), Gde Prawira, Kholek Mohtamaji (2013), Regina Aditya Reza (2010), Evi Lastriani (2014), Hayes Hendra, Irwansyah (2016). None of the previous study rejected the result of this study or in other words all work discipline variables through the job satisfaction had an effect on performance.

c. Work motivation has a positive and significant effect towards the satisfaction of the teachers' work. This is evidenced from the results of the $t_{7,774}$ test with a value of 0,563 and a significance level of 0,000. Abraham Maslow's theory of needs states that basically employees work to meet the following needs: physiological, safety, social, pride and actualization need.

d. Leadership has a positive but not significant effect on the performance of the foundation; through indirect work satisfaction proves that the result of t test is 1,465 and the value of β is 0,286 with a significance level of 0,000. This research is supported by 'The Path Goal Theory' developed by Robert House (1971, in Kreitner and Kinichi, 2005).

e. Work discipline has a positive but not significant effect towards the performance of the foundation through the work satisfaction indirectly. This research is in accordance with the research developed previously by Y. Tongo Tongo (2014) and Irawan Ciptodihardjo (2009)

f. Work motivation has a positive and significant effect towards the performance of the foundation through the work satisfaction indirectly. This result is proven by the results of the t test amounting to 2,257 with a significance level of 0,027 with the result of a value of β 0,249.

g. Work satisfaction has a positive but not significant effect towards the performance of the foundation. This result is proven by the result of t test amounting to 0,851 with a significance level of 0,397 with the result of a value of β 0,109.

Conclusion And Recommendation

Based on the results of data analysis and the discussion of this research, it can be concluded as follows:

a. Leadership has a positive effect towards teachers' work performance although it is not significant. Because leadership has no significant effect towards work satisfaction, effective leadership needs to be improved; participatory leadership needs to be applied and the ability of directive leadership also needs to be implemented. Qualified leadership need to be applied so that qualified leaders are really needed.

b. Work discipline has a positive and significant effect towards work satisfaction of teachers. Work discipline has an effect towards work satisfaction therefore work discipline must become the work principle for every teacher or personnel at school by providing equal opportunity to all teachers to improve their education formally or informally so they can be fast in understanding anything related to their work.

c. Work motivation has a positive and significant effect towards the satisfaction of teachers' work. Teachers can anytime be given motivation so that the satisfaction of teachers' work can be improved by conducting coordination meetings both routine and non routine.

d. Leadership has a positive but not significant effect towards the performance of the foundation directly or indirectly through the work satisfaction which was proven by the research with a level of significance. Leadership although it gives no significant effect both directly or indirectly on performance, it is suggested that it should be in accordance with the expected capacity and leadership capability.

e. Work discipline has a positive and significant effect both directly and indirectly towards the performance of the foundation through work satisfaction. Work discipline becomes part of every teacher as well as a non negotiable guideline to improve the performance of the foundation. For this reason teacher personnels need to be selected in order to improve the performance so as to have a high commitment towards work discipline.

f. Work motivation has a direct or nondirect effect towards the performance of the foundation through work satisfaction at the foundation of ' Yayasan Pendidikan Karya Luhur Balikpapan. Along with the development of information technology, direction or motivation can be provided anytime so that work satisfaction can increase and at the same time it can also increase the performance of the foundation. In modern organization, the system of reward and punishment can be applied.

g. Work satisfaction has a direct positive effect although it is not significant towards the performance of the foundation. The satisfaction of teachers' work needs to be created with the fulfillment of basic rights of each teacher so that job satisfaction increases in order to improve the work of the foundation. By holding intense communication between teachers and the foundation, we hope that gaps among teachers, between teachers and schools and also between teachers and the foundation can be avoided.

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