

# Performance Determinants Of Bhabinkamtibmas In Maintaining Community Safety And Order At Polrestabes Semarang With Job Satisfaction As Intervening Variable

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# PERFORMANCE DETERMINANTS OF BHABINKAMTIBMAS IN MAINTAINING COMMUNITY SAFETY AND ORDER AT POLRESTABES SEMARANG WITH JOB SATISFACTION AS INTERVENING VARIABLE

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**Abstract:** Bhabinkamtibmas is the spearhead of the function of the police in maintaining security and public order. This study aims to examine the factors that influence the performance of Bhabinkamtibmas in carrying out a very complex task. The research method used is explanatory research with a quantitative approach, while data collection is through surveys, observations, interviews, literature studies and distributing questionnaires to 75 respondents who are sampled data from a population of 177 Bhabinkamtibmas who are on duty in the Polrestabes Semarang area. The data analysis using path analysis and Sobel test, and the results show that the influence of leadership has a direct effect with a significant value of  $0.018 < 0.05$  (accepted) and an indirect effect with the coefficient ab known t count of  $12.6 > 1.96$  t table (accepted), the direct effect of commitment with a significant value of  $0.016 < 0.05$  (accepted) and the indirect effect of the ab coefficient is known t count sebesar =  $-3.71 < 1.96$  t table (rejected), the influence of Self-confidence significant value level  $0.861 > 0.05$  (rejected) and the indirect effect with the ab coefficient is known t count sebesar =  $2.98 > 1.96$  t table (accepted), the direct influence of motivation with a significant value level of  $0.347 > 0.05$  and indirect from the ab coefficient is known t count =  $1.28 < 1.96$  (t table) and The effect of Job Satisfaction with a significant value level of  $0.277 > 0.05$  (rejected) but can mediate the Trust variable Self influence on the Performance variable. The results of this study indicate that in order to improve the performance of Bhabinkamtibmas, it is necessary to increase its ability with 3 competencies, namely self-leadership, commitment and self-confidence through training and coaching.

**Keywords:** leadership, commitment, self-confidence, motivation, job satisfaction and performance.

## I. INTRODUCTION

Bhabinkamtibmas as a member of the National Police who is prioritized to maintain a conducive situation and condition in the village/kelurahan area, especially for the detection and identification of various potential disturbances and threats to security in their environment. In accordance with the National Police Chief Regulation number 3 of 2015 article 28 that the task of Bhabinkamtibmas is to resolve disputes between members of the community or community;



Take the necessary steps as a follow-up to the agreement in maintaining environmental security; come to the scene of the case and take the first action at the scene of the case; Supervise the flow of beliefs in society that can cause division or threaten the unity and integrity of the nation. The existence of Bhabinkamtibmas plays an important role, especially in decision-making to resolve problems that occur in the community, namely the village in its task area, therefore it is required to be able to influence, direct and increase the participation of a person or group in participating to create security and be a mediator, negotiator, and facilitator in problem solving. Likewise, Bhabinkamtibmas who are on duty at Polrestabes Semarang which are spread over 177 villages or sub-districts in Semarang City in the context of carrying out the duties of the National Police in accordance with Article 13 of Law No. 2 of 2002 that the main tasks of the Indonesian National Police are: a. maintain public security and order; b. enforce the law; and c. provide protection, protection, and service to the community.

The magnitude of Bhabinkamtibmas' responsibility in carrying out its duties, the researcher aims to determine the factors that influence Bhabinkamtibmas' performance from self-leadership, commitment, self-confidence, and motivation through job satisfaction as an intervening variable. Self-leadership for Bhabinkamtibmas is very helpful in influencing people's behavior, it is very necessary so that the community voluntarily wants to carry out joint activities in order to achieve predetermined goals, it is very important to explain the importance of security and public order that is conducive to the environment as the direction of the goals to be achieved, then every must able to explain and convince the importance of security and public order that is conducive to their environment.

Barnawi and Arifin assert that the level of success of a person or group in carrying out tasks in accordance with their responsibilities and authorities is based on performance standards that have been set for a certain period in order to achieve organizational goals [1]. The commitment factor for the implementation of Bhabinkamtibmas' duties is very important to increase awareness in carrying out the responsibilities it carries. Commitment can be said as a promise to oneself or to the organization which is reflected in the implementation of tasks that can encourage self-confidence, and enthusiasm for work, carrying out tasks towards change for the better which is marked by increased performance, because by being committed to carrying out the task fully responsibility for every task he carries out as a servant, protector and protector of the community in his area of duty.

According to Arfan Ikhsan Lubis suggests that: "Organizational commitment is built when each individual develops three interrelated attitudes towards organizations and professions", including: identification, namely understanding or appreciation of organizational goals, involvement, namely the feeling of being involved in a job or feeling that the work is fun, loyalty, namely the feeling that the organization is a place to work and live [2]. The self-confidence factor is the belief in a person that he is able to do something without feeling anxious, accepts all his shortcomings and strengths, has the spirit and drive to excel, and can perform tasks optimistically. The performance of Bhabinkamtibmas is also influenced by its driving force, namely the motivation that makes it willing and willing to work as hard as possible by directing all its abilities in carrying out the duties of the National Police to create a conducive Kamtibmas.

Motivation is one of the important factors in encouraging the performance of Bhabinkamtibmas, because motivation is the driving force that causes a member of the organization to be willing and willing to move his abilities (in the form of expertise or skills) his energy and time to carry out various activities that are his responsibility and fulfill his obligations, in order to achieve predetermined organizational goals and objectives [3]. On the other hand, Bhabinkamtibmas performance is strongly influenced by job satisfaction factors. Because job satisfaction is a pleasant or positive feeling resulting from a person's assessment of the work he is experiencing. Motivation is "giving individual incentives to act that causes the person to behave in a certain way that leads to goals" [4]. Motivation can also be interpreted as "a force that arises from within or from outside a person and arouses enthusiasm and perseverance to achieve something desired" [5]. Motivation can also be interpreted as the reason that underlies a person in doing an action.

Gomes explains that: "Work motivation factors consist of two parts, namely individual factors and organizational factors [6]. Which are classified as individual factors are needs, goals, attitudes, and abilities. Meanwhile, the organizational factors include; payment of salaries/wages, job security, peer-to-peer relations, supervision, praise, and the work itself. The factors that have relevance or positive influence on the leadership process in the organization, namely: a. Personality, past experiences and expectations of leaders, this includes values, backgrounds and experiences that will influence the choice of leadership style; b. Supervisor's expectations and behavior; c. Characteristics, expectations, and behavior of subordinates will affect the leadership style; d. Task requirements, each subordinate's task will also affect the leadership style; e. Organizational climate and policies influence the expectations and behavior of subordinates; and f. Peer expectations and behaviour [7]. Organizational commitment is an attitude that reflects the extent to which an individual knows and is bound to his organization. According to Allen and Mayer in Darmawan that: a psychological construct which is a characteristic of the relationship between organizational members and their organization and has implications for individual decisions to continue their membership in the organization [8].



Meanwhile, according to Wirawan's opinion that the feeling of psychological and physical attachment or attachment of employees to the organization where they work or the organization where they are a member [9]. Barnawi and Arifin assert that the level of success of a person or group in carrying out tasks in accordance with their responsibilities and authorities is based on performance standards that have been set for a certain period in order to achieve organizational goals [1]. The fact is that the ability of Bhabinkamtibmas has not been maximized because not all officers have understood and lived up to their roles and duties as a Bhabinkamtibmas, so they lack sensitivity to any potential disturbances and are responsive to disturbance thresholds, especially to detect and identify potentials that exist in the community and take steps to handle it. The solution is to prevent it from developing into a disturbance of Kamtibmas. Self-confidence is an attitude or belief in one's own abilities so that in their actions they are not too anxious, feel free to do things according to their wishes and are responsible for their actions, are polite in interacting with others, have an achievement drive and can recognize own strengths and weaknesses. This means that someone who has self-confidence can be seen from the characteristics that are not selfish (tolerance), do not need encouragement from others, and are optimistic [10].

Commitment for members of Bhabinkamtibmas is a very important factor in improving their performance, the higher the commitment to their duties, the higher the performance that will be generated in carrying out their duties. Confidence and composure are the result of developing a number of skills to complete a task successfully. Self-confidence is often referred to as a key determinant of one's success. Individuals who have good self-confidence will easily adapt to any environment, while people who are intelligent in intelligence do not necessarily have good self-confidence, sometimes their intelligence is not necessarily able to adapt to a new environment. This study aims to test and analyze self-leadership, commitment, self-confidence and motivation affect job satisfaction, test and analyze self-leadership, commitment, self-confidence, motivation and job satisfaction have a direct effect on performance and test and analyze self-leadership, commitment, self-confidence, motivation through job satisfaction has an effect on performance.

## II. METHOD

The research method used is explanatory research with a quantitative approach, due to the variables that will be examined in relation to it and the aim is to present a structured, factual picture of the facts and the relationship between the variables studied. Quantitative method is a research method based on the philosophy of positivism, which is used to examine a particular population or sample, which is generally taken randomly, and data is collected using research instruments, then analyzed quantitatively/statistically with the aim of testing the established hypothesis [11]. The variables measured in the study are independent variables, namely self-leadership (X1), commitment (X2), self-confidence (X3), motivation (X4), and the intervening variable is job satisfaction (Y) and the dependent variable is performance. (X), to then make indicators in each variable. Collecting data through surveys, observations, interviews, literature studies and distributing questionnaires to 75 respondents who became the data sample from a population of 177 Bhabinkamtibmas who served in the Semarang Polrestabes area. The results of data analysis using path analysis through SPSS for the F test and t test and the results show that the influence of self-leadership, commitment, self-confidence, motivation as an independent variable and job satisfaction as an intervening variable has a positive and significant effect both directly and indirectly. indirectly to the performance of Bhabinkamtibmas Polrestabes Semarang.

## III. RESULTS AND DISCUSSION

### 1. The Influence of Self-Leadership on Bhabinkamtibmas Performance.

Based on the results of the regression analysis above, it shows the influence of self-leadership on the performance of Bhabinkamtibmas. This can be seen from the coefficient of 0.237 with a significant value level of  $0.018 < 0.05$  and the t-count value of  $2.426 > 1.96$  (t table), then  $H_0$  is rejected, which means that there is a positive and significant influence between leadership on Bhabinkamtibmas performance. The results of this analysis show that the higher the self-leadership of Bhabinkamtibmas, the higher its performance, especially in activities that involve the community in realizing conducive security and order. As research conducted I Wayan Gede Supartha on 100 employees from 50 weaving industries in the Klungkung Bali area, it was concluded that work culture is a partial mediation of the influence of self-leadership on employee performance [12]. This is shown from the direct influence of self-leadership on work culture, the influence of leadership on employee performance, and the influence of work culture on employee performance significantly. And research conducted Qaiser et al at Univ. Islamabad Pakistan on 205 telecom employees concluded that self-leadership is a powerful tool for motivation and helps employees to describe innovative work behaviors in providing promotion ideas, generation and realization [13]. Research by Abraham Carmeli et al explains that people with high self-leadership skills will show better performance, because they can manage themselves in a relatively wide variety of circumstances [14]. Therefore, the hypothesis shows that self-leadership will have a significant positive effect on performance. Dudit Hery Sampurna explains that self-leadership has a significant effect on self-efficacy, self-efficacy has a significant effect on performance [15]. Doris Masal & Rick Vogel's research on 1,165 respondents in the German state police (Landespolizei), concluded that leadership has an effect on improving performance, so leadership plays a very important role in performance management [16].



The role of Bhabinkamtibmas as protector, protector, servant, facilitator and mediation in the community, makes him have to appear as a leadership figure which is expected to give a positive impression, then self-leadership for Bhabinkamtibmas will determine community participation to participate in realizing a conducive katibmas. Self-leadership plays a very important role in influencing and motivating others to do something according to a common goal to overcome various disturbances of security and order, including social problems that are perceived as burdens or harmful disturbances, such as law violations, violations of religious norms, violations of customary norms, as well as violations of other social norms and can cause conflicts and disturbances for other people and can lead to clashes between groups, then the leadership of Bhabinkamtibmas to protect, regulate, and provide balance in maintaining the public interest will be seen with the participation of the community with full awareness of maintaining and realizing conducive society. The ability of Bhabinkamtibmas to influence and mobilize the community to protect and maintain themselves and their environment from various Disturbing disturbances and threats require their own strategy, but at least with good leadership it will facilitate their duties, so for Bhabinkamtibmas it is necessary to have the ability to influence the community by coaching and counseling so that the community can respond and create positive changes so as to create conducive security and public order.

## 2. The Effect of Commitment on Bhabinkamtibmas Performance

Based on the results of the regression analysis above, it shows the influence of commitment to the performance of Bhabinkamtibmas. This can be seen from the coefficient of 0.319 with a significant value level of  $0.016 < 0.05$  and a t-count value of  $2.467 > 1.96$  (t table), then  $H_0$  is rejected, which means that there is a positive and significant influence between self-leadership on Bhabinkamtibmas performance. From the results of the analysis, it shows that the higher the commitment of Bhabinkamtibmas in carrying out the tasks it carries, the more it will improve its performance, especially in dealing with problems that are growing in society. Research conducted Martini et al on a sample of 112 respondents found organizational commitment showed a positive influence on employee performance seen from the dimensions of affective commitment, normative commitment, and ongoing commitment to act as part of the mediator relationship between competence and employee performance [17]. Research Tobing on 144 respondents of PTPN III North Sumatra employees who occupy the middle manager position, concluded that organizational commitment consisting of affective commitment, continuance commitment, normative commitment has a significant effect on employee performance [18]. Research Febriyana, on 108 employee respondents at the Sawahlunto Secretariat Office, West Sumatra. show resources: 1) integrity Give a positive and significant impact on performance. 2) Organizational commitment has a positive and significant effect on performance. 3) integrity and organizational commitment simultaneously have a significant positive effect on performance [19]. Research conducted by Arif Wahyu Bibiharta at the Banjarmasin Police, shows that the organizational commitment of Bhabinkamtibmas has an influence on its performance [20].

Commitment to Bhabinkamtibmas shows that the individual really thinks about and prioritizes his work and organization, and is one of the work attitudes that reflects himself in carrying out his duties, so that it becomes a priority choice that takes precedence over his personal interests, thus giving birth to an enthusiastic appearance in his attitude which is witnessed by the public. The placement of Bhabinkamtibmas in rural areas requires him to immediately adjust his area even though it feels foreign to the habits or customs that exist in his work place, such as a quiet rural atmosphere from the crowds, mountains that are difficult to cross and the condition of the village itself, does not make discouragement or lazy. , but must remain enthusiastic and optimistic in carrying out their duties, so that they are often seen on their profiles as religious or community leaders. As research conducted by Kristanty Nadapdap on 53 respondents from employees of PT. Mitra Permata Sari that organizational commitment has a significant influence on employee work performance, and research conducted Tobing on 144 respondents of PTPN III North Sumatra employees who occupy the middle manager position, it is concluded that organizational commitment consists of affective commitment, continuance commitment, normative commitment has a significant effect on employee performance [21][18]. On the other hand, Bhabinkamtibmas in carrying out their duties as servants, protectors and protectors of the community is required to be able to carry out their duties with a high commitment to build an image of the Police that can be trusted by the community as well as to assess their seriousness in realizing the creation of an orderly and safe society. As the promise of every member of the National Police which is stated in the Values of commitment of each member of the Police, including Bhabinkamtibmas. As stated in Catur Prasetya that: "As a Bhayangkara Person, my honor is to sacrifice for the sake of society, nation and state to: eliminate all forms of security disturbances; maintain the safety of body, soul, property and human rights; guarantee legal certainty; and maintain a feeling of calm and peace.

## 3. The Influence of Confidence on Bhabinkamtibmas Performance

Based on the results of the regression analysis above, it shows that there is no influence of self-confidence on the performance of Bhabinkamtibmas. This can be seen from the coefficient of 0.027 with a significant value level of  $0.861 > 0.05$  and the t count value of  $0.176 < 1.96$  (t table), then  $H_0$  is accepted which means that there is no positive and significant influence between self-confidence on Bhabinkamtibmas performance. This shows that the Bhabinkamtibmas are aware of the duties and responsibilities that must be carried out, so that self-confidence seems to be inherent in themselves as an obligation.



Which means that his readiness to become Bhabinkamtibmas has encouraged him to be confident that he can carry out the tasks that are his obligations. Research Sujianto, 2010 on 55 employees at PT. Dandelion Sahabat Sejati Surabaya shows that work ability and self-confidence have a significant effect on employee performance [22]. Likewise, research Fitria et al on employees at PT. Inspira Televisi Indonesia that self-confidence has a positive and significant effect [23]. Research conducted by Fitria et al on 31 respondents from employees at PT Inspira Televisi Indonesia concluded that self-confidence has a significant positive effect on performance. Employee performance at PT. Inspira Televisi Indonesia with indications that most and almost all of them are able to carry out their duties and work in accordance with the targets that have been set [24].

#### 4. The Effect of Motivation on Bhabinkamtibmas Performance

Based on the results of the regression analysis above, it shows that there is no influence of motivation on the performance of Bhabinkamtibmas. This can be seen from the coefficient of 0.167 with a significant value level of  $0.347 > 0.05$  and a t-count value of  $0.948 < 1.96$  (t table), then  $H_0$  is accepted which means that there is no positive and significant influence between self-leadership on Bhabinkamtibmas performance. This shows that in carrying out the duties of Bhabinkamtibmas it is an obligation that must be accounted for so that the implementation of activities can run. Rory Ratno Ardiansuyah conducted a research on the absence of an influence of motivation on performance on 46 respondents from members of the National Police Department of Defense and Security [25]. It was concluded that the motivational factor was not the part that affected the performance of Baharkam members, but discipline that affected their performance. Thus, members of the National Police Baharkam can carry out their duties in accordance with their commitments and responsibilities.

#### 5. The Effect of Job Satisfaction on Bhabinkamtibmas . Performance

Based on the results of the regression analysis above, it shows that there is no influence of motivation on the performance of Bhabinkamtibmas. This can be seen from the coefficient of 0.170 with a significant value level of  $0.277 > 0.05$  and a t-count value of  $1.096 < 1.96$  (t table), then  $H_0$  is accepted which means that there is no positive and significant influence between self-leadership on Bhabinkamtibmas performance. This shows that in carrying out the duties of Bhabinkamtibmas it is an obligation that must be accounted for, meaning that its role as Bhabinkamtibmas has brought its own satisfaction, this is in accordance with readiness in carrying out its duties. Research conducted by Nur Abidin on 108 respondents from employees within the office of the Ministry of Religion Prov. Central Java concluded that job satisfaction does not have a positive and significant effect on performance because it is judged that they feel that civil servants (PNS) are a profession that has security, in fact their performance is more positively influenced by motivation and discipline [26].

#### 6. The Influence of Commitment to Bhabinkamtibmas Performance Through Job satisfaction

Based on the results of the intervening test, it is known that the results of the direct effect analysis Commitment to Bhabinkamtibmas Performance with a significant value of  $0.277 > 0.05$  and the calculated t value is  $2.467 > 1.96$  (t table), then  $H_0$  is rejected, which means that there is a positive and significant effect, while the indirect effect is through job satisfaction with a value of Total effect =  $0.016 + (-0.061 \times 0.170) = 0.00563$ , with a calculation smaller than the direct effect, which means that the job satisfaction variable (Y), cannot mediate between the commitment variable (X1) and the performance variable (Z). And the results of the t-count to test the significant indirect effect of the ab coefficient with the Sobel formula, it is known that t-count sebes=  $-3.71 < 1.96$  (t table with a significance level of 0.05, it can be concluded that the indirect effect of the Commitment variable (X2) cannot affect the variable. Performance (Z).

#### 7. The Influence of Self-Leadership on Bhabinkamtibmas Performance Through Job Satisfaction

Based on the results of the intervening test, it is known that the results of the analysis of the direct influence of Self-Leadership on Bhabinkamtibmas performance with a significant value of  $0.018 < 0.05$  and a t-count value of  $2.426 > 1.96$  (t table), then  $H_0$  is rejected, which means that there is a positive and significant effect, while the indirect effect through job satisfaction with the value of Total effect =  $0.018 + (0.044 \times 0.170) = 0.02548$ , with a calculation greater than the direct effect, which means that the job satisfaction variable (Y) is able to mediate the influence variable between Self-leadership (X1) on the performance variable (Z). The results of the t-count to test the significant indirect effect of the ab coefficient with the Sobel formula, it is known that the t-count is  $12.6 > 1.96$  (t table) with a significance level of 0.05, it can be concluded that the indirect effect of the Self Leadership variable (X1) can affect the Performance variable (Z). Thus, increasing self-leadership will affect job satisfaction which greatly affects the performance of Bhabinkamtibmas. Thus job satisfaction for Bhabinkamtibmas does not reduce commitment to carrying out tasks, so that protection, protection and community service activities are carried out according to the activity plan.

#### 8. The Influence of Confidence on Bhabinkamtibmas Performance Through Job satisfaction

Based on the results of the intervening test, it is known that the results of the direct effect analysis. Confidence in Bhabinkamtibmas performance with a significant value of  $0.861 > 0.05$  and the calculated t value is  $0.17 < 1.96$  (t table), then  $H_0$  is accepted, which means that there is no positive and significant effect, while the indirect effect is through job satisfaction with a value of Total effect =  $0.861 + (0.056 \times 0.170) = 0.87052$ , with a calculation greater than the direct effect, which means that the job satisfaction variable (Y) is able to mediate the influence variable

between Self-confidence (X3) on the performance variable (Z). And the results of the t-count to test the significant indirect effect of the ab coefficient with the Sobel formula, it is known that the t-count is  $t_{count} = 2.98 > 1.96$  (t table) with a significance level of 0.05, it can be concluded that the indirect effect of the self-confidence variable (X3) can affect the performance variable (Z). Thus, self-confidence and job satisfaction mutually reinforce and influence the performance of Bhabinkamtibmas.

#### 9. The Influence of Motivation on Bhabinkamtibmas Performance Through Job satisfaction

Based on the results of the intervening test, it is known that the results of the analysis of the direct influence of self-leadership on the performance of Bhabinkamtibmas with a significant value of  $0.347 > 0.05$  and a t-count value of  $0.948 < 1.96$  (t table), then  $H_0$  is accepted which means that there is no positive and significant effect, while the effect is not directly through job satisfaction with a total effect value =  $0.347 + (0.831 \times 0.170) = 0.48827$ , with a calculation greater than the direct effect, which means that the job satisfaction variable (Y) is able to mediate the influence variable between motivation (X4) on performance variable (Z). The results of the t count to test the significant indirect effect of the ab coefficient with the Sobel formula, it is known that the t count =  $1.28 < 1.96$  (t table) with a significance level of 0.05, it can be concluded that the indirect effect of the motivation variable (X4) cannot affect the performance variable (Z). However, simultaneously motivation affects Bhabinkamtibmas performance seen by the R Square value contained in the Model Summary table of 0.572 or 57.2%, indicating the influence of the variables Leadership (X1), Commitment (X2), Self Confidence (X3), and Motivation (X4) Job Satisfaction (X4) Z) by 57.2 %.

#### IV. CONCLUSION

The duties and responsibilities of Bhayangkara Community Trustees (Bhabinkamtibmas) as the trust of the Police in every village are figures who can play a role in creating stable and dynamic village community security and order in order to secure and succeed in national development, so the results of this study indicate the criteria of Bhabinkamtibmas who What is needed based on the results of this study are 3 competencies or abilities needed to carry out work based on knowledge, skills and work attitudes, namely self-leadership, commitment and self-confidence, as from the results of path analysis with calculate the standard error coefficient indirect effect.

The results of the Regression Model 1 analysis explain that the relationship between the self-leadership variable, the commitment variable, the self-confidence variable and the motivation variable have a positive and insignificant effect. there is a Model Summary table of 0.743 or 74.3% with standardized coefficient, namely the value of e1 with the formula  $e1 = (1-0.743) = 0.506$  or 50, 6%, while partially known the significance value of the self-leadership variable is  $0.556 > 0.05$ , the value of the commitment variable is  $0.542 > 0.05$ , the value of the self-confidence variable is  $0.639 > 0.05$ , it can be concluded that the three variables have no significant effect on the performance variable and the significance value of the motivation variable is  $0.000 < 0.05$ , so it can be concluded that the motivation variable has a significant effect. to the performance variable.

The effect of the motivation variable on the Regression Analysis Model 1 has an effect on job satisfaction with a significance value of  $0.000 < 0.05$ , so it can be concluded that the motivation variable has a positive and significant effect on the performance variable, but in the Regression Analysis Model 2, the motivation variable does not directly affect the performance variable. significance value. of  $0.347 > 0.05$  and the t arithmetic value of  $0.167 < 1.96$  (t table), it can be concluded that the motivation variable has no significant effect on the performance variable, as well as the calculation of the indirect effect through job satisfaction from the calculation of the ab coefficient value, it is known that the t count is  $1.28 < 1.96$ , meaning that the hypothesis is rejected.

The effect of the Job Satisfaction variable on the Regression Analysis Model 2 on the performance variable with a significant value of  $0.277 > 0.05$  and a t count value of  $1.096 < 1.96$  (t table), then  $H_0$  is accepted which means that there is no positive and significant effect between job satisfaction on Bhabinkamtibmas performance, and as an intervening variable it can influence the self-leadership variable on the performance variable with the indirect value of the ab coefficient known to be t count of  $12.6 > 1.96$  (t table) and the self-confidence variable with the ab coefficient known t count of  $2.98 > 1.96$  (t table), but does not affect the value of the indirect effect of the commitment variable and motivation variable.

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