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THE EFFECT OF ASTA BRATA LEADERSHIP ON JOB SATISFACTION IN VILLAGE CREDIT INSTITUTIONS (LPD) IN TABANAN REGENCY

By:

Ngurah Made Novianha Pynatih¹, I Putu Gelgel², I Nengah Lestawi³

^{1,2,3}Universitas Hindu Negeri I Gusti Bagus Sugriwa, Denpasar

E-mail: pynatih3@gmail.com

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Abstract

Village credit institutions or known as LPDs are microfinance institutions that have a very important position in traditional villages. Village credit institutions have the authority to implement their management based on the respective traditional village pararem. Given the important position of village credit institutions in improving the welfare of local communities, village credit institutions must be improved as a financial institution. Given the number of problematic village credit institutions in Tabanan Regency caused by many mismanagement of the leadership, this study was conducted to see the influence of Asta Brata's leadership on employee satisfaction at village credit institutions (LPD) in Tabanan Regency. This study used a sample of 93 people from a total population of 1190 people. Sampling using the Proportionate Stratified Random Sampling method. The data analysis technique uses path analysis. Collecting information from respondents using a questionnaire with a Likert scale. Data from respondents is still in ordinal scale units and the data processing requirements used are path analysis, so the data must be increased to intervals using the interval successive method. The results of this study are to answer the proposed hypothesis. The results showed that the leadership of Asta Brata with subvariables Indra Brata, Yama Brata, Surya Brata, Candra Brata, Bayu Brata, Kuwera Brata, Baruna Brata and Agni Brata had a positive and significant effect on employee job satisfaction at village credit institutions in Tabanan Regency. Asta Brata with the greatest influence on job satisfaction at village credit institutions (LPD) in Tabanan Regency is Indra Brata. If you want to increase job satisfaction in village credit institutions (LPD) in Tabanan Regency, you need to improve Indra Brata's leadership first and then the others.

Keywords: Asta Brata Leadership; Job satisfaction; Village Credit Institution

I. INTRODUCTION

The existence of village credit institutions (LPD) has a legal basis by the Province of Bali, which was determined by the Governor of Bali Decree No. 972 of 1984, dated November 1, 1984, which was then stipulated as a regional regulation of the Province of Bali No. 8 starting 2002 concerning village credit institutions (LPD) dated 12 September 2002, and promulgated on 16 September 2002 in the State Gazette. Furthermore, the village credit institution (LPD) was reorganized as a refinement of the Bali Provincial Government Regulation No. 8 of 2002 to No. 3 of 2017 with the implementing regulations of the Bali Governor Regulation No. 44 of 2017. Thus the above rules are the basis for the legality of the establishment of village credit institutions (LPD).

According to the Bali Provincial Regulation Number 3 of 2017 concerning village credit institutions (LPD) where chapter 23 states that the distribution of LPD net profits at the end of the accounting year is determined by the proportion for LPD capital reserves of 60%, development funds and village community empowerment 20%, production services 10%, 5% empowerment fund, and 5% social fund.

Tabanan Regency is a regency that has the highest number of village credit institutions (LPD), which is 308 LPDs compared to other cities and regencies in Bali Province. The number of village credit institutions (LPDs) in Tabanan Regency also has the highest number that are not operating, namely 48 LPDs per year 2020. The number of problematic village credit institutions in Tabanan Regency is one of them caused by mismanagement by the leadership of village credit institutions (LPD) in leading. This incident can be found in village credit institutions (LPD) in Tabanan such as Batungsel LPD, Sunantaya LPD, Blumbang LPD, Cepaka LPD, Tabanan City Customary LPD. This shows that the village credit

institution (LPD) must improve the performance of its employees.

Village credit institutions (LPD) that have good company performance certainly have good employee performance and job satisfaction. Village credit institutions (LPD) as a form of business from traditional villages and where traditional villages exist in the bonds of sacred places (*kahyangan Tiga* or *kahyangan desa*), so that all elements in regulating the running of village credit institutions (LPD) refer to Hindu teachings, especially the teachings of Hindu leadership. To improve employee performance, village credit institutions (LPD) must increase employee job satisfaction.

Job satisfaction is one of the goals in the development of human resources in a company. Increased job satisfaction has a big role in improving employee performance which in turn improves the performance of the company or organization. Given the role of job satisfaction has a very large influence on employee performance and company performance, the company always strives for employee satisfaction to be realized. Employee job satisfaction is the key to driving discipline and work performance in supporting company goals (Hasibuan, 2007). This is also in line with the view that job satisfaction can affect performance because job satisfaction plays an important role in company development to improve employee efficiency and performance (Ahmed and Uddin, 2012).

Another aspect that is most important and needs to be considered in an effort to increase employee satisfaction will not be separated from leadership. Simaremare and Isyandi, (2015). Employee job satisfaction is much influenced by the attitude of the leader in his leadership. Participatory leadership provides job satisfaction for employees because employees are actively involved in giving their opinions to determine company policies. Leadership that views its subordinates as capital that must be forced to produce in accordance

with the wishes of its leader only results in low employee job satisfaction.

Hinduism recognizes many leaderships and one of them is the leadership of Asta Brata. Kekawin Ramayana sargah XXIV sloka 52, Pujangga Yogiswara wrote as the initial expression of the verse of the verse which contains the teachings of Asta Brata as follows: "Hyang Indra Yama Surya Candra-anila, Kuwera Baruna-agni nahan wwalu, sira ta then anga the bhupati, ripe nira inisti Astabrata."

Translation:

"Brata gods Indra, Yama, Surya (Sun) Candra (Moon) Anila (Wind) Kuwera, Baruna and Agni (Fire) are eight brata named Asta Brata which should be lived by the leader so that it permeates his body and soul" (Sudharta, 2009: 4)

If a leader can carry out the leadership teachings that are described in Asta Brata well, it will have an effect on increasing employee job satisfaction in a better direction (Purwadi, Suhandana and Suarni, 2013). Overall, it can be said that Asta Brata contains factors in Human Relations to direct a leader to view his subordinates as cultural humans, not human machines.

Based on this, the research objectives can be made as follows:

1. Knowing the influence of Indra Brata on employee satisfaction at village credit institutions (LPD) in Tabanan Regency.
2. Knowing the influence of Yama Brata on employee satisfaction at village credit institutions (LPD) in Tabanan Regency.
3. Knowing the influence of Surya Brata on employee satisfaction at village credit institutions (LPD) in Tabanan Regency.
4. Knowing the effect of Candra Brata on employee satisfaction at village credit institutions (LPD) in Tabanan Regency.
5. Knowing the effect of Bayu Brata on employee satisfaction at village credit institutions (LPD) in Tabanan Regency.

6. Knowing the effect of Kwera Brata on employee satisfaction at village credit institutions (LPD) in Tabanan Regency.
7. Knowing the effect of Baruna Brata on employee satisfaction at village credit institutions (LPD) in Tabanan Regency.
8. Knowing the effect of Agni Brata on employee satisfaction at village credit institutions (LPD) in Tabanan Regency.

II. METHOD

This study uses a quantitative approach so that it is categorized as a quantitative type of research. Quantitative research methods can also be interpreted as research methods based on the philosophy of positivism, used to examine certain populations or samples, data collection using research instruments, quantitative/statistical data analysis, with the aim of testing the established hypothesis (Sugiyono, 2013).

In quantitative research, basically using a deductive approach, where this approach departs from a theoretical framework, ideas of experts, as well as the understanding of researchers based on their experiences, then developed into problems and their proposed solutions to obtain justification (verification) or assessment in the form of data support. empirical.

The data used in this study are primary data and secondary data. Primary source data are data sources that directly provide data to data collectors and secondary sources are sources that do not directly provide data to data collectors, for example through other people or documents (Sugiyono, 2013). So in this study, primary data was obtained from employees at all village credit institutions (LPD) in the Tabanan regency by distributing questionnaires to respondents who could represent the population.

While the secondary data is obtained by means of: following :

1. Conducting observations, namely collecting data by making direct observations of the object under study, especially on all village credit institutions (LPD) in the Tabanan Regency area.
2. Documentary, which is a secondary data collection technique available to the company concerned, in this case all village credit institutions (LPD) in the Tabanan Regency area by looking at their relationship to the research topic. This data includes the history of village credit institutions (LPD), the number of village credit institutions (LPD) and other data related to the object of research.

Research Locations, Population and Sample

This research was conducted in Tabanan Regency. The determination of the research location is based on 2020 data from the LPLPD of Tabanan Regency where Tabanan Regency has the largest number of sub-districts, the number of service villages, the number of village credit institutions (LPD) and the number of village credit institutions (LPD) that are not operating compared to other districts.

The population in this study were all employees of village credit institutions (LPD) in Tabanan Regency. The method of sampling is using Proportionate Stratified Random Sampling. The total population of this study was 1190 people. Based on the data above, using the Slovin formula, the sample size can be calculated as follows:

$$n = \frac{1190}{1 + 1190(0.1)^2} = 93 \text{ employee}$$

To prevent biased perceptions regarding this research, the operationalization of the variables can be determined as follows:

1. Indra Brata is a leader's ability to foster mutual prosperity. The unit for this sub variable is the ordinal scale

2. Yama Brata is a leader's ability to exercise firmness and justice. The unit for this sub variable is the ordinal scale.
3. Surya Brata is a leader's ability to foster morale. The unit for this sub variable is the ordinal scale.
4. Candra Brata is leader's ability to establish cooperation and good relations. The unit for this sub variable is the ordinal scale.
5. Bayu Brata is a leader's ability to supervise work. The unit for this sub variable is the ordinal scale
6. Kwera Brata is the ability of leaders to implement and grow work effectiveness. The unit for this sub variable is the ordinal scale.
7. Baruna Brata is the leader's ability to cultivate work discipline. The unit for this sub variable is the ordinal scale.
8. Agni Brata is the ability of leaders to adapt to changes in the work environment. The unit for this sub variable is the ordinal scale

Variable identification:

1. The independent variable (independent) is a variable that affects other variables or variables that are not influenced by other variables. The independent variable in this study is the leadership of Asta Brata (X1).
2. The dependent variable (dependent) is a variable that is influenced by other variables and does not affect other variables. The dependent variable in this study is job satisfaction (Y).

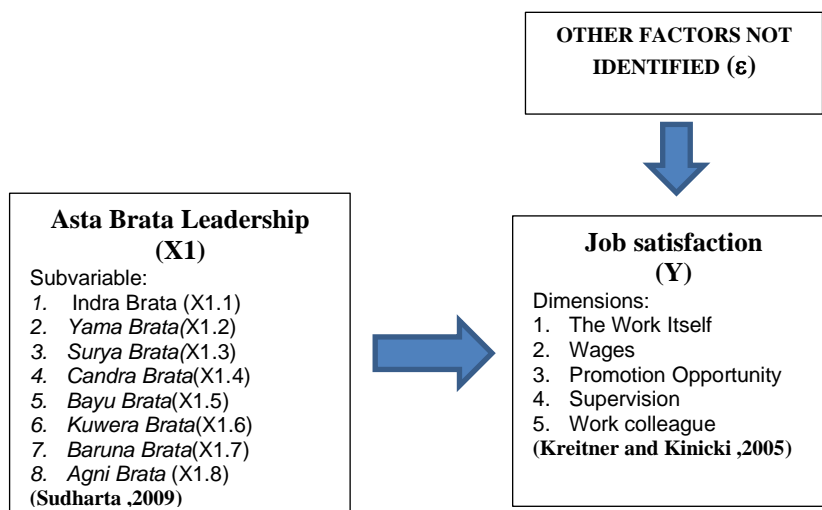


Figure 1. Research Paradigm

Figure 1 explains that Asta Brata's leadership variable uses 8 (eight) subvariables. For the job satisfaction variable using 5 (five) dimensions. This study examines the influence of Asta Brata's leadership on job satisfaction. Job satisfaction is also influenced by other variables not identified in this study.

Test of Validity and Test of Reliability

Testing the level of validity of the instrument in this study used the Pearson Product-Moment Correlation Coefficient analysis technique (Husein, 2013). The results of this calculation will be compared with the critical value in the t-value table with a significance level of 5% and the number of samples available. If the calculation result of the product moment correlation is greater than the critical value, then this instrument is said to be

valid. On the other hand, if the item score is less than the critical value, then this instrument is declared invalid.

The reliability of an instrument shows the level of instrument reliability in revealing reliable data (Suharsini-Arikunto, 2010). Reliability test is used to test whether the instrument used is reliable or vice versa. Reliability test is a test to see how far the measuring instrument can be trusted and reliable. Before this research was conducted, the questionnaire had to be tested using validity and reliability tests on 30 people using the critical number table, the value of r significance was 5% with $N-2 = 30-2 = 28$, so that $r = 0.374$ and the Cronbach Alpha reliability number was above 0.7 then we get:

Table. 1 Validity and Reliability Test on Asta Brata Leadership Statement

Variable	Subvariable	Statement Questionnaire	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted	Criteria
Asta Brata Leadership	Indra Brata	X1.1.1	0.475		Valid
		X1.1.2	0.475		Valid
		X1.1.3	0.653		Valid
	Yama Brata	X1.2.1	0.437		Valid

	X1.2.2	0.541		Valid
	X1.2.3	0.434		Valid
Surya Brata	X1.3.1	0.541		Valid
	X1.3.2	0.538		Valid
	X1.3.3	0.483		Valid
Candra Brata	X1.4.1	0.474	0.853	Valid
	X1.4.2	0.493		Valid
	X1.4.3	0.717		Valid
Bayu Brata	X1.5.1	0.487		Valid
	X1.5.2	0.498		Valid
Kuwera Brata	X1.6.1	0.587		Valid
	X1.6.2	0.499		Valid
	X1.6.3	0.531		Valid
Baruna Brata	X1.7.1	0.549		Valid
	X1.7.2	0.461		Valid
	X1.7.3	0.685		Valid
Agni Brata	X1.8.1	0.482		Valid
	X1.8.2	0.565		Valid
	X1.8.3	0.577		Valid

Source: Data Processing

Table. 2 Validity and Reliability Test on Job Satisfaction Statement

Variable	Dimensions	Statement Questionnaire	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted	Criteria
Job Satisfaction	The Work Itself	Y.1.1	0.428		Valid
		Y.1.1	0.737		Valid
		Y.1.3	0.474		Valid
		Y.1.4	0.564		Valid
		Y.1.5	0.565		Valid
	Salary	Y.2.1	0.763		Valid
		Y.2.2	0.583		Valid
		Y.2.3	0.418		Valid
		Y.2.4	0.505		Valid
		Y.2.5	0.537		Valid
	Promotion Opportunity	Y.3.1	0.432		Valid
		Y.3.2	0.583	0.825	Valid
		Y.3.3	0.594		Valid
	Supervision	Y.4.1	0.538		Valid

	Y.4.2	0.474	Valid
	Y.4.3	0.463	Valid
	Y.4.4	0.484	Valid
	Y.4.5	0.428	Valid
	Y.4.6	0.474	Valid
Peers	Y.5.1	0.462	Valid
	Y.5.2	0.419	Valid
	Y.5.3	0.574	Valid

Source: Data Processing

Table 1 and 2 show the validity and reliability test values for the Asta Brata leadership variables and job satisfaction. From the two table, it can be seen that all the statement items on the questionnaire, both Asta Brata's leadership and job satisfaction in the validity test show the value of *Corrected Item-Total Correlation* above the value of 0.374. For the reliability test in the two table above, it shows that the value of Cronbach's Alpha if Item Deleted is above 0.7. The conclusion that can be drawn from the table above is that the questionnaire used in this study is valid and reliable.

Classic assumption test:

a. Normality test

The normality test aims to test whether in the regression model, the confounding or residual variables have a normal distribution (Ghozali, 2012). A good regression model is one that has a normal distribution or is close to normal. The method used is the Kolmogorov-Smirnov test. The criteria used in this test is to compare the level of significance obtained with the level of alpha used, where the data is said to be normally distributed if $asymp. Sig (2-tailed) > alpha (\alpha = 0.05)$. The result of the calculation is obtained the value of $asymp. Sig (2-tailed)$ 0.853 is greater than 0.05. This states that the data distribution meets the criteria for a normal distribution.

b. Test Heteroscedasticity

The heteroscedasticity test aims to test the regression model whether there is an inequality of variance from the residuals of one observation to another observation (Ghozali, 2012). If the variance of the residual from one observation to another observation remains, it is called homoscedasticity but if it is different it is called heteroscedasticity. A good regression should not occur heteroscedasticity symptoms. One way to test the presence or absence of heteroscedasticity symptoms is using test glacier. The basis for making decisions in this test are:

1. If the value of sig. greater than 0.05 or 5% then there is no symptom of heteroscedasticity
2. On the other hand, if the value of sig. less than 0.05 or 5% then heteroscedasticity symptoms occur

Based on the calculation, it is obtained the value of *sig.* of 0.748 so that the relationship between variables does not occur heteroscedasticity.

c. Linearity Test

One of the assumptions that must be met before conducting path analysis is linearity test. The linearity test aims to test the data that is connected, whether it is in the form of a linear line or not (Riduwan, 2011). The linearity test aims to ensure that the relationship between variable X and variable Y is linear, quadratic or in a higher degree. It means whether the X and Y lines form a straight line or not, if it is not

linear then the regression analysis cannot be continued.

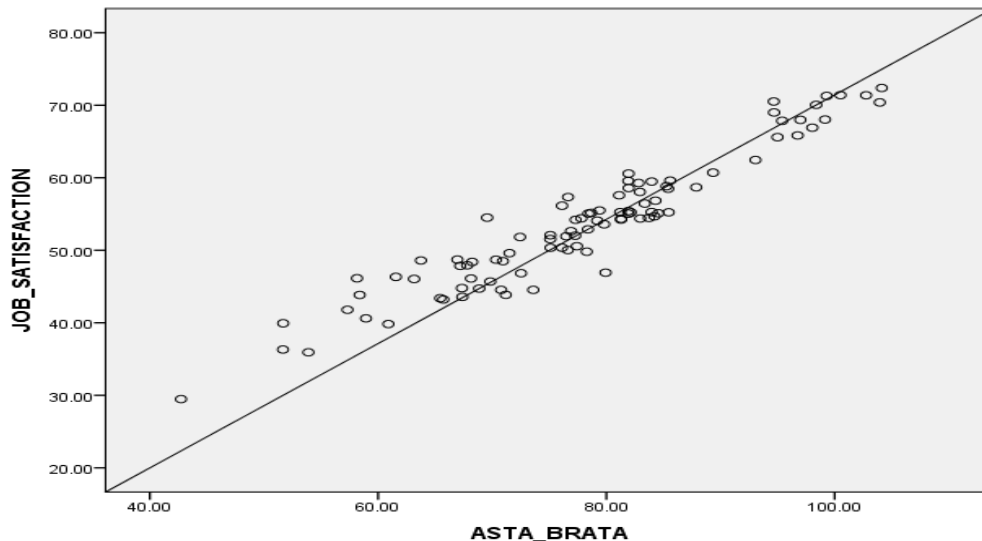


Figure 2. Scater Plot Linearity Test

The graph above shows the distribution of data from the bottom left to the top right and follows a diagonal line which shows that the distribution of data has a linear relationship.

d. Multicollinearity Test

The multicollinearity test has the aim of testing whether a regression model has a correlation between independent variables. (Ghozali, 2012). Multicollinearity testing is seen from the amount of VIF (Variance Inflation Factor) and tolerance. Tolerance measures the selected independent variables that are not explained by other independent variables. So a low tolerance value is the same as a high VIF value (because $VIF = 1/\text{tolerance}$). The cutoff value commonly used to indicate the presence of multicollinearity is the tolerance value > 0.01 or the same as the VIF value < 10 . Based on the data processing, the VIF value = 7.486 and Tolerance = 0.134, so there is no multicollinearity.

III. RESULTS AND DISCUSSION

By using the path coefficient formula below it can be calculated:

$$P_{Yx_i.n} = b_{YX_{1n}} \sqrt{\frac{\sum_{h=1}^n X_{ih}^2}{\sum_{h=1}^n Y_h^2}}; \quad i = 1, 2, 3, \dots, 8$$

Then the overall effect of $X_{1.1}$ to $X_{1.8}$:

$$R^2_{y_1 x_{1n} \dots x_{kn}} = \sum_{i=1}^8 P_{y_1 x_{i_n}} \cdot r_{x_{j_n} x_{i_n}} = 79.88\%$$

While the value of the path coefficient of other variables outside the variables X_1 to X_8 is determined through:

$$P_{y_1 \varepsilon} = \sqrt{1 - R^2_{y_1 x_{1n} \dots x_{kn}}} = 20.12\%$$

Based on the hypothesis, that there is a positive influence between the subvariables *Indra Brata* ($X_{1.1}$), *Yama Brata* ($X_{1.2}$), *Surya Brata* ($X_{1.3}$), *Candra Brata* ($X_{1.4}$), *Bayu Brata* ($X_{1.5}$), *Kuwera Brata* ($X_{1.6}$), *Baruna Brata* ($X_{1.7}$), *Agni Brata* ($X_{1.8}$) On job satisfaction at village credit institutions (LPD) in Tabanan Regency, the overall hypothesis is tested in the following form:

Ho: $P_{YX1.1} = P_{YX1.2} = \dots = P_{YX1.8} = 0$

H1: at least one $P_{YX1.n} \neq 0$

Statistical test used:

$$F = \frac{(n - k - 1) \sum_{i=1}^k p_{yx_{i.n}} \cdot r_{yx_{i.n}}}{k \left(1 - \sum_{i=1}^k p_{yx_{i.n}} \cdot r_{yx_{i.n}} \right)}$$

= 247.24

From the table F - Snedecor obtained $F_{\alpha; k(n - k - 1) = F_{0.05; 8; 85}$ with the result is 2.06. Because $F > F_{\alpha; k(n - k - 1)}$, then Ho is rejected. It means that simultaneously the subvariables of Asta Brata's leadership have an effect on job satisfaction. The results indicate that the test can

:

be continued on a partial test with the following hypothesis:

Ho : $P_{YX1.n} \leq 0$

H1 : $P_{YX1.n} > 0$

The statistical tests used are:

$$t_{YX_{i.n}} = \frac{P_{yx_{1.n}}}{\sqrt{\frac{(1 - R^2_{yx_{1.n} \dots x_{k.n}}) CR_{ii}}{n - k - 1}}}$$

Thus the t test $(1 - \alpha); (n - k - 1) = t_{0.95; 84} = 1.98861$. because t count $> t_{(1 - \alpha); (n - k - 1)}$ then Ho is rejected. The results of these calculations can be seen in table 3 as follow:

Table. 3 The Influence of Asta Brata's Leadership on Job Satisfaction

No	Hypothesis	t count	t table	Statistical Conclusion
1	Indra Brata positive and significant direct effect on job satisfaction	3.68259	1.98861	Ho rejected, there is a positive and significant direct effect between $X_{1.1}$ and Y
2	Yama Brata positive and significant direct effect on job satisfaction	2.64737	1.98861	Ho rejected, there is a positive and significant direct effect between $X_{1.2}$ and Y
3	Surya Brata positive and significant direct effect on job satisfaction	2.83453	1.98861	Ho rejected, there is a positive and significant direct effect between $X_{1.3}$ and Y
4	Candra Brata positive and significant direct effect on job satisfaction	2.43265	1.98861	Ho rejected, there is a positive and significant direct effect between $X_{1.4}$ and Y
5	Bayu Brata positive and significant direct effect on job satisfaction	3.58467	1.98861	Ho rejected, there is a positive and significant direct effect between $X_{1.5}$ and Y
6	Kwera Brata positive and significant direct effect on job satisfaction	2,46745	1.98861	Ho rejected, there is a positive and significant direct effect between $X_{1.6}$ and Y
7	Baruna Brata positive and significant direct effect on job satisfaction	2,36446	1.98861	Ho rejected, there is a positive and significant direct effect between $X_{1.7}$ and Y
8		2.36458	1.98861	Ho rejected, there is a positive and significant

Agni Brata positive and significant direct effect on job satisfaction	direct effect between X _{1,8} and Y
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Source: Interval Data Process

subvariables between variables X_{1,1} to X_{1,8}, as follows:

Table. 4 The Influence of Indra Brata on Job Satisfaction

Direct and Indirect Influence of X _{1,1}		influence value
X _{1,1}	PY(X _{1,1})	0.044346
Via X _{1,2} to Y	PY(X _{1,1} .X _{1,2}) = PYX _{1,1} rX _{1,1} X _{1,2} PYX _{1,2}	0.014632
Via X _{1,3} to Y	PY(X _{1,1} X _{1,3}) = PYX _{1,1} rX _{1,1} X _{1,3} PYX _{1,3}	0.035894
Via X _{1,4} to Y	PY(X _{1,1} X _{1,4}) = PYX _{1,1} rX _{1,1} X _{1,4} PYX _{1,4}	0.016835
Via X _{1,5} to Y	PY(X _{1,1} X _{1,5}) = PYX _{1,1} rX _{1,1} X _{1,5} PYX _{1,5}	0.030938
Via X _{1,6} to Y	PY(X _{1,1} X _{1,6}) = PYX _{1,1} rX _{1,1} X _{1,6} PYX _{1,6}	0.024362
Via X _{1,7} to Y	PY(X _{1,1} X _{1,7}) = PYX _{1,1} rX _{1,1} X _{1,7} PYX _{1,7}	0.023914
Via X _{1,8} to Y	PY(X _{1,1} X _{1,8}) = PYX _{1,1} rX _{1,1} X _{1,8} PYX _{1,8}	0.016924
Total Influence of X _{1,1} to Y		0.207845

Source: Interval Data Process

Table 4 shows the direct and indirect influence between Indra Brata on employee job satisfaction by 20.78%, this means that the ups and downs of the implementation of Indra Brata will cause the rise and fall of employee job satisfaction in village credit institutions (LPD)

in Tabanan Regency. The biggest influence of Asta Brata's leadership on job satisfaction is Indra Brata on the concept of a leader able to increase welfare, knowledge and happiness in leading.

Table. 5 The Influence of Yama Brata on Job Satisfaction

Direct and Indirect Influence of X _{1,2}		Influence values
X _{1,2}	PY(X _{1,2})	0.005434
Via X _{1,1} to Y	PY(X _{1,2} X _{1,1}) = PYX _{1,2} rX _{1,2} X _{1,1} PYX _{1,1}	0.014632
Via X _{1,3} to Y	PY(X _{1,2} X _{1,3}) = PY.X _{1,2} rX _{1,2} X _{1,3} PYX _{1,3}	0.007464
Via X _{1,4} to Y	PY(X _{1,2} X _{1,4}) = PYX _{1,2} rX _{1,2} X _{1,4} PYX _{1,4}	0.005133
Via X _{1,5} to Y	PY(X _{1,2} X _{1,5}) = PYX _{1,2} rX _{1,2} X _{1,5} PYX _{1,5}	0.007342
Via X _{1,6} to Y	PY.(X _{1,2} X _{1,6}) = PYX _{1,2} rX _{1,2} X _{1,6} PYX _{1,6}	0.006530
Via X _{1,7} to Y	PY(X _{1,2} X _{1,7}) = PYX _{1,2} rX _{1,2} X _{1,7} PYX _{1,7}	0.006540
Via X _{1,8} to Y	PY.(X _{1,2} X _{1,8}) = PYX _{1,2} rX _{1,2} X _{1,8} PYX _{1,8}	0.003240
Total Influence of X _{1,2} to Y		0.056315

Source: Interval Data Process

Based on table 5, the direct and indirect effect of Yama Brata on job satisfaction is 5.63%. This means that the ups and downs of Yama Brata's leadership qualities which include

justice, the ability to enforce the law and objectivity in enforcing the law affect job satisfaction at village credit institutions (LPD) in Tabanan Regency by 5.63%.

Table. 6 Surya Brata Influence on Job Satisfaction

Direct and Indirect Influence of X _{1.3}		Influence values
X _{1.3}	PY(X _{1.1})	0.023643
Via X _{1.2} to Y	PY(X _{1.3} X _{1.2}) = PYX _{1.3} rX _{1.3} X _{1.2} PYX _{1.2}	0.007464
Via X _{1.1} to Y	PY(X _{1.3} X _{1.1}) = PYX _{1.3} rX _{1.3} X _{1.1} PYX _{1.1}	0.035894
Via X _{1.4} to Y	PY(X _{1.3} X _{1.4}) = PYX _{1.3} rX _{1.3} X _{1.4} PYX _{1.4}	0.015320
Via X _{1.5} to Y	PY(X _{1.3} X _{1.5}) = PYX _{1.3} rX _{1.3} X _{1.5} PY.X _{1.5}	0.023470
Via X _{1.6} to Y	PY(X _{1.3} X _{1.6}) = PYX _{1.3} rX _{1.3} X _{1.6} PYX _{1.6}	0.018940
Via X _{1.7} to Y	PY(X _{1.3} X _{1.7}) = PYX _{1.3} rX _{1.3} X _{1.7} PYX _{1.7}	0.018385
Via X _{1.8} to Y	PY(X _{1.3} X _{1.8}) = PYX _{1.3} rX _{1.3} X _{1.8} PYX _{1.8}	0.009840
Total Influence of X _{1.3} to Y		0.152956

Source: Interval Data Process

The magnitude of the influence of Surya Brata on complete job satisfaction can be seen in table 6. The magnitude of the influence of Surya Brata includes leaders complete the task with full responsibility, the leader is a person who is

full of dedication and provides instructions on how to complete the task/job to job satisfaction at the village credit institution (LPD) in Tabanan Regency both directly and indirectly by 15.30%.

Table. 7 The Influence of Candra Brata on Job Satisfaction

Direct and Indirect Influence of X _{1.4}		Influence values
X _{1.4}	PY(X _{1.4})	0.015436
Via X _{1.2} to Y	PY(X _{1.4} X _{1.2}) = PYX _{1.4} rX _{1.4} X _{1.2} PYX _{1.2}	0.005133
Via X _{1.3} to Y	PY(X _{1.4} X _{1.3}) = PYX _{1.4} rX _{1.4} X _{1.3} PYX _{1.3}	0.013835
Via X _{1.1} to Y	PY(X _{1.4} X _{1.1}) = PYX _{1.4} rX _{1.1} X _{1.4} PYX _{1.1}	0.016835
Via X _{1.5} to Y	PY(X _{1.4} X _{1.5}) = PYX _{1.4} rX _{1.4} X _{1.5} PYX _{1.5}	0.013636
Via X _{1.6} to Y	PY(X _{1.4} X _{1.6}) = PYX _{1.4} rX _{1.4} X _{1.6} PYX _{1.6}	0.011437
Via X _{1.7} to Y	PY(X _{1.4} X _{1.7}) = PYX _{1.4} rX _{1.4} X _{1.7} PYX _{1.7}	0.013260
Via X _{1.8} to Y	PY(X _{1.4} X _{1.8}) = PYX _{1.4} rX _{1.4} X _{1.8} PYX _{1.8}	0.008436
Total Influence of X _{1.4} to Y		0.098008

Source: Interval Data Process

Table 7 shows the effect of Candra Brata on job satisfaction. Candra Brata in this study includes leaders always being calm in dealing with problems, acting in ways designed to attract

sympathy and being able to show empathy to subordinates shows a direct and indirect effect on changes in job satisfaction at village credit

institutions (LPD) in Tabanan Regency by 9.80%.

Table. 8 The Influence of Bayu Brata on Job Satisfaction

Direct and Indirect Influence of X _{1.5}		Influence values
X _{1.5}	PY(X _{1.5})	0.031430
Via X _{1.2} to Y	PY(X _{1.5} X _{1.2}) = PYX _{1.5r} X _{1.5} X _{1.2} PYX _{1.2}	0.007342
Via X _{1.3} to Y	PY(X _{1.5} X _{1.3}) = PYX _{1.5r} X _{1.5} X _{1.3} PYX _{1.3}	0.022794
Via X _{1.4} to Y	PY(X _{1.5} X _{1.4}) = PYX _{1.5r} X _{1.5} X _{1.4} PYX _{1.4}	0.013636
Via X _{1.1} to Y	PY(X _{1.5} X _{1.1}) = PYX _{1.5r} X _{1.5} X _{1.1} PY.X ^{1.1}	0.030938
Via X _{1.6} to Y	PY(X _{1.5} X _{1.6}) = PYX _{1.5r} X _{1.5} X _{1.6} PYX _{1.6}	0.020459
Via X _{1.7} to Y	PY(X _{1.5} X _{1.7}) = PYX _{1.5r} X _{1.5} X _{1.7} PYX ^{1.7}	0.020354
Via X _{1.8} to Y	PY(X _{1.5} X _{1.8}) = PYX _{1.5r} X _{1.5} X _{1.8} PYX _{1.8}	0.013872
Total Influence of X _{1.5} to Y		0.160825

Source: Interval Data Process

Bayu Brata in this study concerns leaders who trying to find out the working conditions of his subordinates and discuss to solve the problems of his subordinates. The magnitude of the influence of Bayu Brata on job satisfaction for

details can be seen in table 8. The magnitude of the rise and fall of Bayu Brata's leadership quality will affect the rise and fall of job satisfaction at village credit institutions (LPD) in Tabanan Regency by 16.08%.

Table. 9 The Influence of Kwera Brata on Job Satisfaction

Direct and Indirect Influence of X _{1.6}		Influence values
X _{1.6}	PY(X _{1.6})	0.018716
Via X _{1.2} to Y	PY(X _{1.6} X _{1.2}) = PYX _{1.6r} X _{1.6} X _{1.2} PYX _{1.2}	0.006530
Via X _{1.3} to Y	PY(X _{1.6} X _{1.3}) = PYX _{1.6r} X _{1.6} X _{1.3} PYX _{1.3}	0.018940
Via X _{1.4} to Y	PY(X _{1.6} X _{1.4}) = PYX _{1.6r} X _{1.6} X _{1.4} PYX _{1.4}	0.011437
Via X _{1.5} to Y	PY(X _{1.6} X _{1.5}) = PYX _{1.6r} X _{1.6} X _{1.5} PYX _{1.5}	0.020459
Via X _{1.1} to Y	PY(X _{1.6} X _{1.1}) = PYX _{1.6r} X _{1.6} X _{1.1} PYX _{1.1}	0.024362
Via X _{1.7} to Y	PY(X _{1.6} X _{1.7}) = PYX _{1.6r} X _{1.6} X _{1.7} PYX _{1.7}	0.015824
Via X _{1.8} to Y	PY(X _{1.6} X _{1.8}) = PYX _{1.6r} X _{1.6} X _{1.8} PYX _{1.8}	0.009142
Total Influence of X _{1.6} to Y		0.125410

Source: Interval Data Process

Table 9 states the magnitude of the influence of Kwera Brata both directly and indirectly on job satisfaction. Based on the table, the magnitude of the direct and indirect influence on job satisfaction in village credit institutions (LPD) in Tabanan Regency by 12.54%. Kwera Brata

in research concerns leaders who have the ability to control finances, have the ability to direct their subordinates to work effectively and have the ability to provide examples of working effectively.

Table. 10 The Influence of Baruna Brata on Job Satisfaction

Direct and Indirect Influence of X _{1.7}		Influence values
X _{1.7}	PY(X _{1.7})	0.019634
Via X _{1.2} to Y	PY(X _{1.7} X _{1.2}) = PYX _{1.7r} X _{1.7} X _{1.2} PYX _{1.2}	0.006540
Via X _{1.3} to Y	PY(X _{1.7} X _{1.3}) = PYX _{1.7r} X _{1.7} X _{1.3} PYX _{1.3}	0.018385
Via X _{1.4} to Y	PY(X _{1.7} X _{1.4}) = PYX _{1.7r} X _{1.7} X _{1.4} PYX _{1.4}	0.013260
Via X _{1.5} to Y	PY(X _{1.7} X _{1.5}) = PYX _{1.7r} X _{1.7} X _{1.5} PYX _{1.5}	0.020354
Via X _{1.6} to Y	PY(X _{1.7} X _{1.6}) = PYX _{1.7r} X _{1.7} X _{1.6} PYX _{1.6}	0.015824
Via X _{1.8} to Y	PY(X _{1.7} X _{1.8}) = PYX _{1.7r} X _{1.7} X _{1.8} PYX _{1.8}	0.009243
Via X _{1.1} to Y	PY(X _{1.7} X _{1.1}) = PYX _{1.7r} X _{1.7} X _{1.1} PYX _{1.1}	0.023914
Total Influence of X _{1.7} to Y		0.127154

Source: Interval Data Process

The magnitude of the direct and indirect influence of Baruna Brata on job satisfaction on Village credit institutions (LPD) in Tabanan Regency can be seen in table 10. Baruna Brata in this study concerns leaders being able to provide examples of responsible work to subordinates, being able to foster discipline in

the completion of the work of their subordinates and being able to enforce discipline starting and ending working hours. The magnitude of the ups and downs of Baruna Brata on changes in job satisfaction on village credit institutions (LPD) in Tabanan Regency by 12.72%.

Table. 11 The Influence of Agni Brata on Job Satisfaction

Direct and Indirect Influence of X _{1.8}		Influence values
X _{1.8}	PY(X _{1.8})	0.007425
Via X _{1.2} to Y	PY(X _{1.8} X _{1.2}) = PYX _{1.8r} X _{1.8} X _{1.2} PYX _{1.2}	0.003240
Via X _{1.3} to Y	PY(X _{1.8} X _{1.3}) = PYX _{1.8r} X _{1.8} X _{1.3} PYX _{1.3}	0.009840
Via X _{1.4} to Y	PY(X _{1.8} X _{1.4}) = PYX _{1.8r} X _{1.8} X _{1.4} PYX _{1.4}	0.008436
Via X _{1.5} to Y	PY(X _{1.8} X _{1.5}) = PYX _{1.8r} X _{1.8} X _{1.5} PYX _{1.5}	0.013872
Via X _{1.6} to Y	PY(X _{1.8} X _{1.6}) = PYX _{1.8r} X _{1.8} X _{1.6} PYX _{1.6}	0.009142
Via X _{1.7} to Y	PY(X _{1.8} X _{1.7}) = PYX _{1.8r} X _{1.8} X _{1.7} PYX _{1.7}	0.009243
Via X _{1.1} to Y	PY(X _{1.8} X _{1.1}) = PYX _{1.8r} X _{1.8} X _{1.1} PYX _{1.1}	0.016924
Total Influence of X _{1.8} to Y		0.078122

Source: Interval Data Process

Table 11 shows the effect of Agni Brata on job satisfaction. Agni Brata in this study concerns the motivates to improve the abilities of their subordinates, is able to help their employees to set achievable goals so as to bring change to village credit institutions and can inspire their subordinates to improve their performance. The magnitude of the direct and indirect influence of Agni Brata will affect 7.81% of the ups and downs of job satisfaction on village credit institution (LPD) in Tabanan Regency.

IV. CONCLUSION

Based on the results of the discussion, it can be concluded:

1. *Indra Brata* positive and significant effect on job satisfaction at village credit institutions (LPD) in Tabanan Regency.
2. *Yama Brata* positive and significant effect on job satisfaction at village credit institutions (LPD) in Tabanan Regency.
3. *Surya Brata* positive and significant effect on job satisfaction at village credit institutions (LPD) in Tabanan Regency.
4. *Candra Brata* positive and significant effect on job satisfaction at village credit institutions (LPD) in Tabanan Regency.
5. *Bayu Brata* positive and significant effect on job satisfaction at village credit institutions (LPD) in Tabanan Regency.
6. *Kwera Brata* positive and significant effect on job satisfaction at village credit institutions (LPD) in Tabanan Regency.
7. *Baruna Brata* positive and significant effect on job satisfaction at village credit institutions (LPD) in Tabanan Regency
8. *Agni Brata* positive and significant effect on job satisfaction at village credit institutions (LPD) in Tabanan Regency.

Suggestion

Based on the conclusions above, it can be suggested that the village credit institution (LPD) in Tabanan Regency can increase the job satisfaction of its employees by choosing the Asta Brata subvariable that has the most influence, namely Indra Brata where the leader's ability to improve welfare, happiness and knowledge. Furthermore, the village credit institution (LPD) can choose the next Asta Brata sub-variable based on the magnitude of the direct and indirect influence on job satisfaction. This study states that there are other factors that affect job satisfaction of village credit institutions (LPD) in Tabanan Regency besides the leadership of Asta Brata. So that other researchers can examine other variables that affect job satisfaction.

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Laws and regulations

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