

Research Article

**THE PERFORMANCE OF THE EMPLOYEE IN THE PERSFEKTIF LEADERSHIP,
CAREER DEVELOPMENT AND JOB SATISFACTION**

Suprianto Ponco Utomo., Djoko Poernomo and Zarah Puspitaningtyas

Faculty of Social and Political Science, University of Jember, Indonesia

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ABSTRACT

This study analyzed effect of employees performance in leadership perspective, the career development and job satisfaction in community health centers Situbondo, Indonesia. The population was taken from 410 employees with probability random sampling technique, it got 202 employees. This study used linear regression analysis showing that there is positive effect and also significant leadership toward performance of employees. Whereas career development toward performance of employees partially does not have positive effect and does not contribute for satisfaction effect of employees performance toward performance contributes positive and significant effect on performance. From the results of this study, the leadership of the community health centers are suggested more objective on assessing employee career development and takes place on developing of employees career. Population is just limited for civil servants only that analyzed partially factors.

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INTRODUCTION

A public organization as a government agency that has a formal legality facilitated by the State to organize the people's interests in all areas of the complex nature. Public organizations in this study is in the field of health. Community health centers is health service partially runs health of society and health of individual in the first level by more emphasis promotive and preventive effort. Aimed to achieve level degree of society is health as higher as possible, (regulation of Indonesian health minister No. 75: 2014). The success of the development of the health sector plays an important role in improving the quality of human resources in Indonesia. One of the keys to successful development in the health field is the performance of employees.

Leadership is the ability of a person in influencing the thoughts and behaviour, mobilize in other to push, to control another person or it subordinates to do any work over her consciousness and contributes to achieving a goal. An effective leadership will be effective if the leader and subordinate being united. Entwined with familiar. As well as the quality of the relationship with supervisor to a subordinate who appreciates personality behaviour, attitude and character skill. The second structure task, whether the structure of tasks, whether the structure of tasks and functions and responsibilities

have been compiled into a rule that clearly tells all the employees. The third is authority position of the leader. How formal authority leader executed against a subordinate. Situation would be fun when the leader has a high degree of three dimensions above. This leadership is in line with opinion of Fiedler in Wahjosumidjo (1994). This leadership model is more flexible that means more easier applied in everyday practice.

Every employee wants his career flourished, so there is why planning, in taking decisions, among others 1). Fair treatment in a career. 2.) direct caring authority. 3.) Information as promotional opportunities. 4). The existence of an interest to be a promoted, a flexible and proactive approach. In other words, the interest of an employee taking into account factors such as age, gender, the type and nature of employment, education and training are now taken, number of dependents and a variety of other factors this deal with, (Siagian: 2011).

Every employee has different opinions on job satisfaction. Where need indicators to gauge employee of job satisfaction among other Services for fair instance and decent, appropriate communication based on justice, level of job, atmosphere of environment, supported equipment, attitude of leadership on leading, (Hasibuan: 2009).

*Corresponding author: **Suprianto Ponco Utomo**
Faculty of Social and Political Science, University of Jember, Indonesia

Problem Formulation

Based on the background that has been addressed above, research’s problems can be deduced by following

1. Does leadership contribute toward employees performance?
2. Does career development contribute toward employees performance?
3. Does job satisfaction contribute toward employees performance?

Research Objectives

The goal to be achieved from this research as follows

1. To know and analyze the effect of leadership on employees performance.
2. To know and analyze the effect of career development on employees performance.
3. To know and analyze the effect of job satisfaction on employees performance.

Literature Review

Employee Performance

Performance refers to the levels of achievement of tasks that makes a work of employees (Simamora 2006:339). Performance is the result of work in the quality and quantity that is achieved by an officer in carrying out his duties in accordance to the responsibilities given to her, Mangkunegaran (2010). It can be concluded that the understanding of the performance is a result of work achieved by each in the performance of job duties by size and time in order to realize the objectives of the organization.

Leadership

Leadership is an ability of a leader on influencing employees to achieve the goals set. Robbins (2006). Leadership is concerned with a person's ability on influencing others to do what is desired by a leader Siagian, (2002). The indicator Wahjosumidjo in Fiedler's leadership (1994:97) those are three kinds of situation of leadership that helped determine effective leadership

- a. The relationship between Leader with subordinates.
- b. Structure of the task.
- c. Authority of Leaders position.

Career Development

Career development is status improvement of a person in an organization in career paths that are assigned by the Organization in question (Robbins, 1996). Career development is a process of improving the ability of individual work accomplished in order to achieve the desired career. Dealing with Rifai (2003: 290), career development indicators is given individually and organizationally. Career development indicators are as follow (Siagian: 2011)

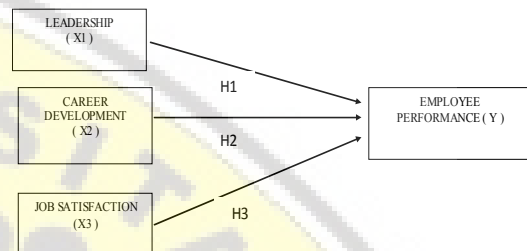
1. Fair treatment in a career.
2. Direct caring authority.
3. Information about the various promotional opportunities
4. The existence of an interest to be promoted
5. Level of satisfaction

Job Satisfaction

Job satisfaction is a positive emotional feeling that is the result of the evaluation of person's work experience. Indicator of job as satisfaction are for instance fair and decent, appropriate communication based on a justice, level of job, atmosphere of environment, supported equipment, the attitude of leadership on leading (Hasibuan: 2009)

The Conceptual Framework

Following image shows the framework of thought in the model study about effect of leadership, development of career and job satisfaction toward performance of employee clerk in Situbondo Community Health Center



Picture 1 Framework Concept

Hypothesis

The hypothesis is a temporary answer against the outline of the research issues, where the outline of the problem is stated in the question (Sugiyono, 2011:99). Based on the framework of thought above, then it can be hipotized as follows:

- H1:** Leadership has an effect toward employee performance
- H2:** Career Development has an effect toward employee performance
- H3:** Job satisfaction has effect toward employee performance

METHODOLOGY

Population and Sample

The population was civil servants working in community health centres in Situbondo that had not distinguished gender and profession, is chosen randomly as much as 410 people. The selection of the sample by an appropriate method that may describe the condition of the actual population accurately which can save cost of research effectively (Indriantoro and Supomo, 2004), where used formula of Slovin, namely: $n = N / (1 + N e^2) = 410 / (1 + 410 \cdot 0.05^2) = 202.22 \approx 202$ respondents.

Data analysis and Processing Data

Qualitative analysis process done in the editing stages, awarding a score changes the qualitative data into quantitative form using the Likert scale, and tabulation is the next step. Quantitative analysis with statistical methods used SPSS program for windows.

RESULTS AND DISCUSSION

Multiple Linear Regression Results

The results obtained from the multiple linear regression analysis are as follows:

$$Y = 24,947 + 0,307X1 - 0,150X2 + 0,535X3 + e$$

Partial Test (t test)

The effect of leadership toward employee performance

The result of the t-test was retrieved from value $t_{count} > t_{table}$ $4.071 > 1.971$, as well as the value of the variable significance leadership $0.000 < 0.05$. The results show if the influential leadership significantly toward the performance of the employees. So that H_0 is rejected and the H_1 is accepted.

The effect of career development on employee performance

The result of t-test is retrieved from value $t_{count} -0,522 < t_{table} 1,971$, as well as the value of the variable significance of career development $0,602 > 0,05$. The results show if the variable has no significant effect career development towards the performance of employees.

The effect of job satisfaction on employee performance

The result of t-test is retrieved from value $t_{count} 2,032 > t_{table} 1,971$, as well as the value of the variable significance of organizational commitment $0,044 < 0,05$. The results show if the influential job satisfaction variables significantly to the performance of the employees.

DISCUSSION

The effect of leadership on employee performance

Result of research showed positive effect significantly against the leadership performance of employees. This means that the better performance, the better leadership will be. This study used a measurement indicator with 3 variable leadership using Kontijensi Fiedler into 9 statement an indicator of leadership point of leader relationship with its members (employees are involved in the decision relating) will get the highest point. It can be interpreted, if stakeholder is able to run harmony relationship with his or her employees where will feel confident and have a good eager to increase their contributions in other to catch up goal that has been achieved.

The effect of career development on employee performance

The results of the study showed that the development of careers do not affect employee performance significantly to community health centers in Situbondo. Researchers set 6 indicators being 18 statement. Employees feel less fair treatment in a secondary career, during this time the officers felt only employees who have intimation a closeness with the leaders who have a good career opportunity. The officers also revealed that career development is not yet funded fairly and honestly, and talented employees will be guaranteed that someone's career will be better and could be promoted to get better position in accordance to formal competence already been faced.

Dealing with the result of this research that shows how essential of involvement of leader on career development more objective is and takes apart on planning of development employees career. Planning is only about recommendation but also from budgeting aimed to increasing in developing career.

Career development if implemented properly so any employees will be able to achieve better performance again, so in turn will be able to improve performance and support the achievement of the organizations that have been set. Moreover the respondent's understanding about the development of a career that is still lacking proper i.e. face-to-face results of some respondents that career development is a higher office, just to structural officials only.

The effect of job satisfaction on employee performance

The result of this research shows that satisfaction of job significantly affects toward performance of employee. On the right of indicators communication that is occurred relating to communication of each employee runs well and get the high score.

CONCLUSION

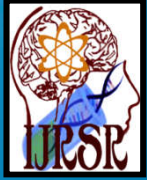
1. Result of hypothesis testing prove that the variable influence positively and significantly toward the performance of employees in the community health centres in the region of Situbondo.
2. The results of hypothesis testing proved that career development variables have an significant effect on performance employee in community health centres in the region of Situbondo.
3. The results of hypothesis testing proves that the variable has a positive influence on job satisfaction positively and significantly to the performance of employees in the community health centres in the region of Situbondo.

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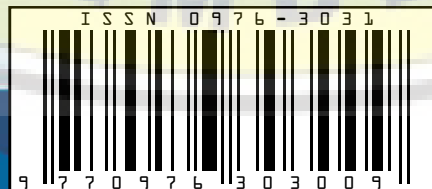
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