

The Influence of Regent Leadership Style and Work Satisfaction on Performance of Health Services of Simalungun District

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ABSTRACT: This study aimed to determine the influence of the Regent's leadership style and work satisfaction on the performance of the Simalungun District Health official. The population used is the health staff of Simalungun District, which numbered 1384 people with a sample of 207 people or around 15% of the population. The method used is a quantitative method. Data were collected using questionnaires about leadership style, job satisfaction, and employee performance. The analysis shows that there is a linear relationship between leadership style and employee performance with a relative contribution of 57.83%. Job satisfaction also has a relationship with employee performance with a contribution of 42.17%. The amount of contribution (contribution) given between leadership style and job satisfaction on employee performance is 13.59% and 86.40% is again partially influenced by other variables.

INDEX TERMS : leadership style, job satisfaction, employee performance

I. INTRODUCTION

The dynamics of civilization has resulted in increasingly complex health problems facing the community. Increasing the number of residents in an area and the high prevalence of disease will also increase the risk of health problems that result in increased demand for health services. The high demand for health services must be balanced by the increasing need for professional health workers. To provide maximum service, it is needed the performance of health workers who are able to carry out the function of their work or activities as well as possible to achieve organizational goals within a certain period of time [1]. Performance determines the overall success rate of employees in carrying out their duties and functions in accordance with work standards in meeting work targets or targets [2]. The achievement of organizational goals is strongly influenced by organizational behavior (organization behavior), which reflects the behavior and attitude of the workforce that is in the organization. A leader has certain characteristics in determining the direction and behavior of his organization. A leader must understand that leadership has three components, namely leaders, employees, and certain work situations [3]. A good leader will consider the competencies of his followers and adjust to the situation he faces in considering a decision and action to be taken in achieving organizational goals. The leader must master and carry out management functions in integrating the three components. Leading means to create an effective and efficient work culture, communicating goals to be achieved together, and considering input from employees / subordinates.

Leader's behavior is strongly influenced by the individual's character and the vision he has, this is what is called leadership style. Leader's behavior allows a person to influence, motivate and make employees / subordinates able to provide the maximum contribution to achieve the effectiveness and success of the organization [4]. Leadership is closely related to the personal motivation of leaders and subordinates. Many factors affect the success of a leader in leading an organization, one of which is the leadership style. Burns [5] divides leadership styles into two categories based on aspects of the situation, namely transformational leadership and transactional leadership. The House in Thoha [6] distinguishes leadership styles into four categories based on aspects of superiors-subordinates namely directive leadership, supportive leadership, participatory leadership, and achievement-oriented leadership. Whereas Harsey& Blanchard [3] distinguishes leadership styles based on aspects of leaders into leadership styles: instruction, consultation, participation, and delegation. The leadership style that a person uses is generally adjusted to the three leadership components above. Effective leadership will be able to influence subordinates to be optimistic, have high self-confidence, and be committed to organizational goals. If the level of transformational leadership style is high, the organizational commitment of each individual is higher, but it does not apply to the transactional leadership style [7]. As for the directive leadership style it should be applied to organizations that have clear operational procedures and have been entrenched [8]. Supportive, participatory and achievement-oriented leadership styles will significantly increase the motivation of their employees' work [8].

The leadership style develops according to the situation and its needs. Leaders who understand the organizational situation are effective leaders. Another factor that influences organizational performance is the individual organization's work poverty. Job satisfaction focuses on employee work attitudes in carrying out their duties. Job satisfaction is related to the emotional attitude of employees in the form of an attitude of pleasure and loving their work. Job satisfaction is usually related to the wages given by the organization to its employees, the greater the wages given, the more positive the job satisfaction of its employees. Job satisfaction also relates to job dimensions, such as job content that is in line with competence, remuneration, coworkers' attitudes, and job promotions. The more positive job satisfaction of an employee, the better the performance will be. Performance is the result of employee work that is assessed in terms of quality and quantity. An employee must be responsible for carrying out the tasks assigned to him. Assessments given generally include the quality of work performed, honesty of employees, and initiatives in solving problems, attendance, attitude, and collaboration between colleagues, reliability, and knowledge of work, responsibilities, and the use of time in completing their duties [9]. Achievement motives are one of the factors that encourage an employee to carry out his duties as well as possible and are able to achieve work performance [10]. Achievement motives need to be grown in the work environment so that they will support the achievement of better performance. Davis & Newstrom [11] revealed that there is a relationship between three variables, namely performance; ability and motivation. There are two factors that determine an employee's performance, namely ability, motivation and skill of someone in carrying out the tasks and responsibilities given while motivation is the result of interaction between attitudes and working environment conditions that allow for achievement.

The supporting factors for achieving an employee's performance are a comfortable work environment and the characteristics of employees who are able to work in a team. The matching role with employee competencies and resources, ongoing guidance and training activities allow for a comfortable work environment. While the ability, knowledge and skills of an employee will create the characteristics of employees who are able to work better in achieving organizational goals that support each other. Therefore, the purpose of this study is to find out whether there is a positive relationship between leadership style and job satisfaction on employee performance.

II. THEORETICAL BASIS

Leadership Style : Style means attitude, movement, behavior, good gestures, strength, ability to do good (Rivai and Mulyadi, 2013: 42). Furthermore, it is explained that leadership style is a set of characteristics used by leaders to influence subordinates so that organizational goals are achieved or it can also be said that leadership is a pattern of behavior and strategies that are liked and often applied by a leader. Ivancevich, et al. (2006: 213) states that transformational leadership is a leader who motivates his subordinates to work towards a goal, not for short-term personal gain, and to achieve achievement and self-actualization, not for the sake of feeling safe.

Employee performance : Samsudin in Rahadi (2010: 1) states that: "Performance is the level of implementation of tasks that can be achieved by a person, unit or division by using existing capabilities and limits that have been set to achieve organizational / company goals". Meanwhile, Maharjan (in Juniantara, 2015: 24) argues that performance is a result that is achieved because they are motivated by work and satisfied with the work they do. Every individual tends to be faced with things that may not be predicted beforehand in the process of achieving the desired needs so that through work and growth experiences, a person will gain progress in his life.

Job satisfaction : Herzberg with his theory of job satisfaction states that job satisfaction is related to the Motivator-Hygiene factor. Motivating factors relate to jobs that offer achievement, recognition, challenging work, responsibilities and prospects for advancement. Meanwhile, hygiene factors related to company policies, supervision, salary, work relations and working conditions. It is concluded that the hygiene factor can only eliminate dissatisfaction, it is not able to increase job satisfaction, while the motivating factor will be able to increase job satisfaction, if this factor is present. According to Herzberg (in Griffin, 2013: 93) classified as motivational factors include motivational factors such as achievement and recognition in a job that have an impact on satisfaction and motivation and hygiene factors that come out in response to dissatisfaction and lack of motivation.

III. RESEARCH METHODS

This type of research is a quantitative study with a cross sectional study approach [12] which aims to determine the relationship between variables by examining the causal relationship in the same time period. This research was conducted throughout the Health Office of Simalungun District, Province of North Sumatra. The population

in this study was all health workers who served in the Department of Health, amounting to 1384 people. The sample used was as much as 15% of the total population of 207 people [13]. The research data were analyzed with a simple correlation test, multiple regression and partial correlation to determine the relationship of the three variables of this study.

IV. RESEARCH RESULTS AND DISCUSSION

To find out the relationship, relative contribution and effective contribution regarding leadership style to employee performance can be seen in table 1 following anava test summary.

TABLE 1
Anova Test between Leadership Styles and Employee Performance

Variant Source	dk	JK	RJK	F _{count}	F _{table} (α=0,05)
Total	207	891678			
Regression (a)	1	848407,20			
Regression (b/a)	1	6207,94	6207,94	34,34	3,88
Residue (s)	205	37062,83	180,79		
Suitable (TC) Error (G)	42	873,97	20,81	0,02	1,45
	163	36188,86	222,02		

Table 1 shows that there is a linear relationship between leadership style and employee performance, where the amount of contribution given by the leadership style to employee performance is equal to 57.83% (relative) and 5.52% (effective). The linear regression equation of the equation is $Y = 34.03 + 0.36 X1$ (1).

To find out the relationship, relative contribution and effective contribution regarding job satisfaction to employee performance can be seen in table 2 following anava test summary.

TABLE 2
Annova Test between Job Satisfaction and Employee Performance

Variant Source	dk	JK	RJK	F _{count}	F _{table} (α=0,05)
Total	207	891678			
Regression (a)	1	848407,20			
Regression (b/a)	1	5970,92	5970,92	27,85	3,88
Residue	205	37299,85	214,37		
Suitable (TC) Error (G)	45	16981,62	97,59	0,62	1,45
	161	20318,23	157,50		

Table 2 shows that there is a linear relationship between job satisfaction and employee performance, where the amount of contribution is given by the leadership style to employee performance is 42.17% (relative) and 2.34% (effective). The linear regression equation of the equation is

$Y = 33.41 + 0.36 X2$ (2).

To find out the relative relationship, contribution (contribution) and effective contribution regarding leadership style and job satisfaction to employee performance can be seen in Table 3 summarizes the multiple regression test below.

TABLE 3
Result of Multiple Regression Test Analysis

Source Varians	Dk	JK	RJK	F _{count}	F _{table}
Regression	3	5089,63	1696,54	8,99	2,64
Residue	203	32432,37	188,56		
Total	206	37522	1885,10		

Table 3 shows that the calculation results are known that the value of the multiple regression coefficients for the leadership style variable is 0.16 and the multiple regression coefficients for the job satisfaction variable are 0.07. As for the regression constant value is 32.07 so that the double regression equation is:

$$Y = 32.07 + 0.16 X_1 + 0.07 X_2 \quad (3).$$

From the results of the multiple regression test obtained relative contributions and effective contributions together between the Regent leadership style and job satisfaction on employee performance is 13.59%, so that employee performance is strongly influenced by the Regent's leadership style and job satisfaction or in other words 86.41 Other% is determined by other variables partially.

V. CONCLUSION

1. There is a positive and significant linear relationship between the Regent leadership style and employee performance. The contribution given by the leadership style is 5.52% and the rest is partially influenced by other variables.
2. There is a positive and significant linear relationship between employee job satisfaction and employee performance. The contribution given by the leadership style is 2.34% and the rest is influenced partially by other variables.
3. There is a positive and significant linear relationship jointly between the Regent leadership style and employee job satisfaction with employee performance. The contribution given by the leadership style is 13.59% and the rest is influenced by other variables partially.

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