

The Influence of Leadership and Work Motivation on Performance Through Career Development of Health center staff in Konawe Islands Regency

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Abstract— This study aims to determine and analyze the influence of leadership and work motivation on performance through career development of health center employees in the Konawe Islands Regency. The sample in this study were some of the employees of health center employees in the Konawe Islands Regency, totaling 95 people. This study uses PLS analysis.

The results of the study show that: (1) Leadership has a positive and significant effect on employee career development. (2) Leadership has a positive and significant effect on employee performance. (3) Work motivation has a positive and significant effect on employee career development. (4) Work motivation has a positive and significant effect on employee performance. (5) Career development has a positive and significant effect on employee performance. (6) Career development can mediate the influence of leadership on employee performance. (7) Career development can mediate the effect of work motivation on employee performance.

Index Terms— Leadership, Work Motivation, Career Development, and Employee Performance.

1 INTRODUCTION

Human Resources (HR) is the most important asset in an organization that can mobilize other resources. Whatever the form and purpose, the organization is made based on various visions for the benefit of humans and in carrying out its mission it is managed and managed by humans. Therefore, humans are also a strategic factor in all institutional or organizational activities. It is not surprising that reliable HR uses the terminology of human capital in an organization so that organizations are aware that employees as HR have a large investment value, where at this time, gathering a workforce that performs well is increasingly difficult to obtain, especially in maintaining existing ones.

This condition also applies to government institutions, the high demand for maximum public services illustrates the seriousness of the government to continue to develop human resources so that they can achieve these demands, it is necessary to formulate a policy to improve employee performance as well as employees engaged in the health sector.

Performance can be described as a process function of the individual's response to the performance measures expected by the organization, which includes performance design, empowerment processes, and mentoring, as well as from the individual side which includes skills, abilities, and knowledge. Performance is the result of a process of combining individual

capabilities with individual attitudes towards aspects of work and organization. Employee performance is the result of a certain work process in a planned manner at the time and place of the employee and the organization concerned (Mangkuprawira and Hubeis, 2007:153).

Civil servants who work in the work environment in the organization are required to be able to show good performance. To improve good performance, it can be done by increasing work discipline, conditioning a supportive work environment so that they work harder and are passionate about their work in carrying out their duties well. This is by the opinion expressed by Ghoniyah and Masurip (2011:119) which states that if individuals in the company, namely their human resources, can run effectively, the company will continue to run.

The performance of employees greatly affects the success of an organization. A person's performance is a measure of the extent to which a person's success in performing his job duties (Sutiadi, 2003:6). If the employee's performance is good, the organizational performance will increase. Conversely, if the employee's performance is poor, it can cause a decrease in organizational performance. The results of this study are in line with previous research conducted by Wicaksono (2010) and Hamria Nur (2017) which stated that there was a positive

and significant influence between career development on employee performance.

Based on empirical phenomena, we can see that the performance of health center employees in the Konawe Islands Regency is still quite low. We can see that some employees show low work discipline which can be seen from attendance, employees who do not attend the apple at the health center due to delays, there are still employees who go home early, the discovery of employees who do not write down the patient's nursing status, there are still employees who like to sit relaxing while telling stories with colleagues during office hours, low enthusiasm for carrying out activities, slow patient service processes based on community complaints indicate the low performance of some employees towards the organization.

Another phenomenon that is also faced by the health center employees in Konawe Islands Regency is that there are still employees' perceptions of leaders who have not been able to maximize their leadership at work. Then, there are still employees' perceptions of the leadership where employees feel a lack of socialization regarding what their vision is to employees so that employees do not know what the goals and benefits for the organization are when the leader orders a job to employees. In addition, there are still employees' perceptions of the leadership where employees feel they have an unfavorable relationship with the leadership so of course, this situation can cause employees to feel uncomfortable at work.

2. LITERATURE REVIEW

2.1. Leadership Concept

Leadership is one way for leaders to influence the behavior of subordinates to be willing to work together and be productive to achieve organizational goals (Hasibuan in Lago, 2019). According to Badeni (2013:2), leadership can be interpreted as a person's ability to influence a group to achieve goals. Robbins and Judge (2015: 410) show that leadership refers to the ability to influence a team to achieve its vision or goals.

Kreitner and Kinicki in Lago (2019) define leadership as a process in which individuals influence others to achieve common goals. McShane and Von Glinow in Lago (2019) that leadership is to influence, inspire and enable others to contribute to the effectiveness and success of their organizations. Leadership is the process of influencing and supporting others to actively achieve their goals (Newstrom in Lago, 2019). Leadership is an important factor that helps individuals or groups determine their goals and then motivates them to achieve predetermined goals.

2.2. Work Motivation Concept

Pamela & Oloko (2015) motivation is the key to organizational success, can maintain the continuity of the organization's work in a certain way, and provide powerful assistance for survival. Motivation is to provide them with appropriate guidance or direction, resources, and rewards so that they are inspired and interested to work as they see fit. Chukwuma & Obiefuna

(2014) Motivation is a behavioral process that inspires, maintains the progress of behavior, and guides certain behaviors. Therefore motivation (needs, desires) encourages employees to take action.

Motivation is a process that starts from human needs and creates a void in a person (Chukwuma & Obiefuna, 2014). Motivation is a process where the need will encourage someone to do a series of activities to achieve certain goals. If successfully achieved, the goal will fulfill or fulfill these needs (Munandar in Yurizal, 2017).

Based on several opinions expressed by experts, it can be concluded that work motivation is a process in which a person needs to be encouraged to carry out a series of activities that lead to the realization of certain organizational goals and objectives and fulfill several needs. The strength of the worker's work motivation also determines the level of achievement.

2.3. Career Development Concept

A career is a person's work history or a series of positions held in work life, a career is a series of promotions or transfers to positions with higher job requirements or better positions in the hierarchy of employment relationships during one's working life. According to Marwansyah (2015: 170), there are two perspectives about a careers, namely from one perspective, career is a series of jobs that a person undertakes during his life which is called an objective career. Meanwhile, from another perspective, a career includes changes in values, attitudes, and motivations that occur with increasing age which are called subjective careers. Both of these perspectives put the focus on the individual. Both also assume that people have control over their destiny so that they can take advantage of opportunities to maximize the success and satisfaction of their careers. According to Rivai and Sagala (2016: 266), a career is all work owned or carried out by individuals during their lifetime.

According to Siagian (2015: 68) career development is the personal changes that a person makes to achieve a career plan. According to Widodo (2015: 53) "Career development is a series of lifelong activities that contribute to the exploration, consolidation, success, and fulfillment of one's career". According to Rivai and Sagala (2016: 274), career development is the process of increasing individual work abilities that are achieved to achieve the desired career.

2.4. Employee Performance

According to Mohamad Mahsun (2016: 25) states that: "Performance (performance) is a description of the level of achievement of the implementation of an activity or program or policy in realizing the goals, objectives, mission, and vision of the organization contained in the strategic planning of an organization".

According to Mangkunegara (2015: 67) performance (work achievement) is the result of work in quality and quantity achieved by an employee in carrying out his duties by the responsibilities given to him. From the description above, it can be concluded that performance is the result of an employee in carrying out his duties, both in terms of quality and quantity of work.

According to Hasibuan (2017: 87), performance appraisal is

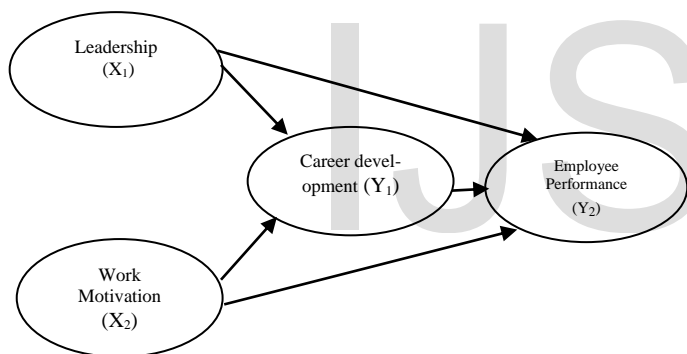
assessing the ratio of real work results to the quality and quantity standards produced by each employee. Setting policy means whether employees will be promoted, demoted, and/or their remuneration is increased. Meanwhile, according to Mangkunegara (2015: 69), employee performance appraisal is a process of evaluating employee performance appraisal carried out by company leaders systematically based on the work assigned to them.

3 CONCEPTUAL FRAMEWORK AND HYPOTHESES

3.1 Conceptual Framework

Based on the understanding and theories put forward in the literature review, a conceptual framework can be developed that will examine several variables, namely leadership variables (X_1), work motivation (X_2), career development (Y_1), and employee performance variables (Y_2). This study will examine and analyze the influence of leadership and work motivation on performance through career development of health center employees in the Konawe Islands Regency. The framework for thinking in this study is built based on the problem and study objectives, theoretical and empirical studies as the basis for formulating hypotheses.

Picture 1. Conceptual Framework



3.2 Research Hypotheses

Based on the problem formulation and literature review that has been described previously, the hypotheses in this study are as follows:

1. Leadership has a positive and significant effect on employee career development.
2. Leadership has a positive and significant effect on employee performance.
3. Work motivation has a positive and significant effect on employee career development.
4. Work motivation has a positive and significant effect on employee performance.
5. Career development has a positive and significant effect on employee performance.
6. Career development can mediate the influence of leadership on employee performance.
7. Career development can mediate the effect of work motivation on employee performance.

4. RESEARCH METHOD

Research Population and Respondents

The population in this study were all health center employees in Konawe Islands Regency. The total employees of health center employees in Konawe Islands Regency are 125 employees.

Given the large population in this study and also limited time and cost, in this study, the sample size was determined using the Slovin formula (Husein Umar, 2000:108) with an error rate of 10%.

Research Respondents

Based on the results of the calculation of the slovin formula, the researchers considered drawing a sample of 95 respondents. Determination of the sample of this study using stratified cluster random sampling technique.

Data Collection Techniques

The methods used in collecting data in this study are as follows:

1. A questionnaire, namely data collection by distributing a list of questions (questionnaires) of health center employees in Konawe Islands Regency.
2. Documentation, namely data collection by recording or copying various documents relevant to this research.

Data Analysis Techniques

This study uses two kinds of analysis, descriptive statistical analysis and inferential statistical analysis of the data obtained in the field. Descriptive analysis is used to describe in more depth each research variable. While quantitative techniques are used to see the strength of the influence between the independent variables and the dependent variable, namely by analyzing the data that has been scored according to the measurement scale that has been determined through multiple linear regression analysis using Microsoft Excel, SPSS, and SmartPLS software.

Descriptive Statistical Analysis

Description analysis aims to interpret the respondents' arguments against the choice of statements and the frequency distribution of respondents' statements from the data that has been collected. In this study, respondents' answers were classified into five statements using a Likert scale. Then describe each research variable, respondent characteristics, and general description of the research object in the form of reasons for the respondent's statement, number, average, and percentage.

Partial Least Square (PLS) Analysis

Partial least square (PLS) is a more appropriate approach for prediction purposes. PLS was first developed by Herman Wold, he was an employee of Karl Joreskog (who developed AMOS). This model was developed as an alternative for situations where the theory is weak or

The empirical model testing of this research is based on Partial Least Square (PLS) variance with SmartPLS software. The goodness of fit test is carried out both at the variable measurement stage (outer model) by looking at the estimated loading

value because in this study all latent variables were measured with reflective indicators, then the evaluation of the measurement model can be done through convergent validity if the estimated loading value is 0.50 and the critical point value (critical ratio/CR) is significant at the 95% confidence level or = 0.05. Discriminant validity by looking at the AVE (Average Variance Extracted) value, it is recommended that the AVE value is greater than 0.50 and the composite reliability value is greater than or equal to 0.70 (Hair et al., 2010 and Ghozali, 2015).

**Evaluation of the Measurement Model (Outer Model)
Discriminant Validity**

The discriminant validity test in this study uses the value of cross loading and the square root of average (AVE) to check whether the research instrument is valid in explaining or reflecting latent variables.

Discriminant validity by using the square root of average variance extracted (\sqrt{AVE}). If the value of the square root of average variance extracted (\sqrt{AVE}) for each variable is greater than the AVE value and the correlation between the latent variable and other latent variables, then the instrument variable is said to be a valid discriminant. The results of the calculation of the value of the square root of average variance extracted (\sqrt{AVE}) are presented in Table 1 below.

5. RESEARCH RESULTS AND DISCUSSION

5.1 Research Results

Table 1. Value of AVE, \sqrt{AVE} , and Correlation between Latent Variables

Research variables	AVE	\sqrt{AVE}	Correlation			
			Leadership	Work motivation	Career development	Employee Performance
Leadership (X ₁)	0,855	0,924	1,000			
Work motivation (X ₂)	0,937	0,967	0,842	1,000		
Career development (Y ₁)	0,846	0,919	0,836	0,793	1,000	
Employee Performance (Y ₂)	0,847	0,920	0,952	0,884	0,889	1,000

Source: Primary Data processed in 2021

The test results are in Table 1. shows the value of the square root of average variance extracted (\sqrt{AVE}) of all research variables is greater than the correlation between latent variables and other latent variables so that the instrument of each variable is said to be a valid discriminant. Discriminant validity by using the cross-loading value.

Table 2. Cross Loading Calculation Results

If the cross-loading value of each indicator of the latent variable is greater than the cross loading of other variables, then the indicator is said to be valid. The computational results of the PLS program with the value of Cross-Loading in this study are presented in Table 2. the following.

Table 2. Cross Loading Calculation Results

Symbol	X1 (Leadership)	X2 (Work motivation)	Y1 (Career development)	Y2 (Employee Performance)
X1.1	0,911712	0,800031	0,764569	0,876381
X1.2	0,886505	0,828179	0,83182	0,870967
X1.3	0,953623	0,73171	0,751549	0,882427
X1.4	0,938349	0,774355	0,754873	0,88698
X1.5	0,933903	0,758564	0,761025	0,886252
X2.1	0,803884	0,966262	0,769382	0,838835
X2.2	0,820324	0,975575	0,773044	0,864894
X2.3	0,823307	0,963428	0,763972	0,866984
Y1.1	0,772528	0,734813	0,944532	0,826409
Y1.2	0,768275	0,716859	0,950549	0,809571
Y1.3	0,759709	0,648539	0,898025	0,754392

Y1.4	0,784026	0,832482	0,891981	0,888923
Y1.5	0,758852	0,704239	0,91373	0,800642
Y2.1	0,790978	0,83382	0,885439	0,893716
Y2.2	0,916832	0,839086	0,793959	0,918371
Y2.3	0,853442	0,829355	0,823837	0,924449
Y2.4	0,894375	0,840635	0,820387	0,930117
Y2.5	0,850949	0,841391	0,829213	0,945098
Y2.6	0,895455	0,796347	0,829992	0,950989
Y2.7	0,931378	0,746189	0,750648	0,891529
Y2.8	0,877166	0,79152	0,820625	0,910514

Source: Primary Data processed in 2021

Based on Table 2. above, it can be seen that the overall value of the cross-loading indicator of the variables of leadership, work motivation, career development, and employee performance is above the cross-loading value of other latent variables so that the research instrument is said to be discriminantly valid.

Convergent Validity

Convergent validity measures the validity of indicators as constructs that can be seen from the outer loading. The indicator is considered valid if it has an outer loading value above 0.70 which is highly recommended, however, a loading factor value of 0.50-0.60 can still be tolerated with a t-statistic value above 1.96 or a p-value <0.05. From the outer loading value, the contribution of each indicator to the latent variable can also be interpreted. The outer loading of an indicator with the highest value means that the indicator is the strongest or most important measure of reflecting the latent variable in question.

Based on the results of data analysis in table 2. it can be seen that the estimated value of the outer loading obtained is above 0.70. Thus the latent construct predicts indicators of mutual influence and interdependence between one variable and another.

Composite Validity

Composite reliability tests the reliability value between the indicators of the constructs that make it up. The results of composite reliability are said to be good if the value is above 0.70. The results of testing the composite reliability of the measurement model in this study can be presented in Table 3.

Table 3. Instrument Measurement Model Reliability Test Results

Variables	Construct Reliability	Result
Leadership (X ₁)	0,967	Reliable
Work motivation (X ₂)	0,978	Reliable
Career development (Y ₁)	0,964	Reliable
Employee Performance (Y ₂)	0,978	Reliable

Source: Primary Data processed in 2021

The test results are in Table 3. The composite reliability values of leadership variables, work motivation, career development, and employee performance showed that the four latent variables analyzed had good composite reliability because their values were greater than 0.70. It can be concluded that all the

instruments used in this study have met the criteria or are appropriate to be used in measuring the overall latent variables, namely: leadership, work motivation, career development, and employee performance because they have high suitability and reliability.

Evaluation of Goodness of Fit Model

The structural model is evaluated by taking into account the Q² predictive relevance model which measures how well the observed values are generated by the model. Q² is based on the coefficient of determination of all endogenous variables. The magnitude of Q² with a range of 0 < Q² < 1, the closer the value to 1 means the better the model. The coefficient of determination (R²) of the two endogenous variables is presented in Table 4.

Table 4. Goodness of Fit Test Results

Structural Model	Endogenous Variables	R-Square
1	Career development (Y ₁)	0,726
2	Employee Performance (Y ₂)	0,947

Source: Primary Data processed in 2021

Based on the value of the coefficient of determination (R²) which is presented in table 4. above can be seen the value of Q² with the following calculations:

$$\begin{aligned}
 Q^2 &= 1 - (1 - R1^2) (1 - R2^2) \\
 &= 1 - \{(1 - 0.7262) (1 - 0.9472)\} \\
 &= 1 - \{(0.472) (0.103)\} \\
 &= 0.951
 \end{aligned}$$

Based on the calculation of perception data, it is known that the predictive-relevance value (Q²) = 0.951 or 95.1%. This means that the accuracy or accuracy of this research model can explain the diversity of variables of leadership, work motivation, career development, and employee performance by 95.1%. The remaining 4.9% is explained by other variables not included in this research model. In the end, the model can be used for hypothesis testing. That is, the Q² value obtained can be said to be a model that is formed and has good model accuracy or accuracy because the value is above 60%.

Path Coefficient Testing And Hypothesis Testing

Testing the hypothesis and the path coefficient of direct influence between the variables of leadership, work motivation, career development, and employee performance. The results of

testing the influence between variables can be seen from the path coefficient values and critical points (t-statistics) which are presented in the path diagram in Picture 2.

Picture 2. Path Chart

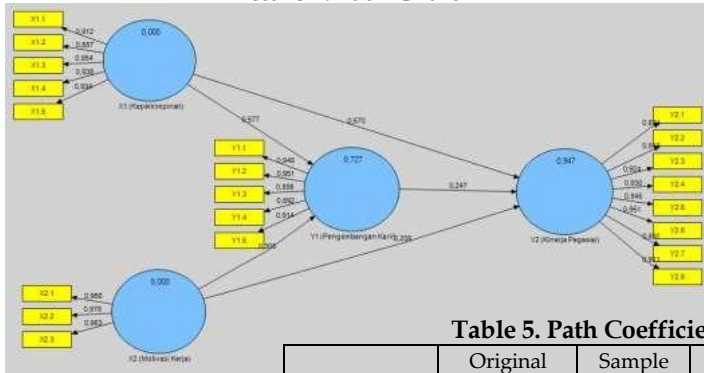


Table 5. Path Coefficient and Hypothesis Testing

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	Standard Error (STERR)	T Statistics (O/STERR)
X1 -> Y1	0,577024	0,564235	0,130465	0,130465	4,422845
X1 -> Y2	0,570115	0,564196	0,054547	0,054547	10,451730
X2 -> Y1	0,307716	0,321617	0,112429	0,112429	2,736978
X2 -> Y2	0,208338	0,202913	0,058362	0,058362	3,569786
Y1 -> Y2	0,247245	0,258161	0,052774	0,052774	4,684948

Source: Primary Data processed in 2021

Based on the results of data analysis in Table 5.14. above, the test of the direct influence path coefficient and the research hypothesis aims to answer whether the proposed hypothesis can be accepted or rejected. The results of testing the direct influence hypothesis can be explained as follows:

1. H1: The Effect of Leadership on Career Development
2. H2: The influence of leadership on employee performance.
3. H3: The Effect of Work Motivation on Career Development.
4. H4: The Effect of Work Motivation on Employee Performance.
5. H5: Effect of Career Development on Employee Performance.

Indirect Effect Path Coefficient Test (Mediation)

The indirect effect test (mediation) aims to detect the position of the intervening variable in the model. Mediation testing was carried out to determine the nature of the relationship between variables, either as a complete mediation variable, partial mediation, and not a mediating variable. The PLS approach to testing the mediating variable can be done by multiplying the path coefficient value of the influence of the exogenous variable on the mediating variable by the path coefficient of the influence of the mediating variable on the endogenous variable and the difference in the coefficient value.

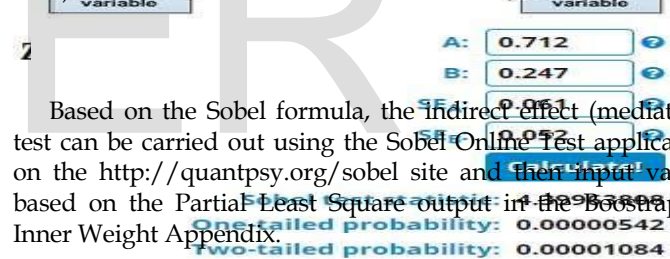
Career Development Can Mediate the Effect of Leadership on Employee Performance

The results of the path diagram analysis show that leadership has a direct effect on career development with a value of 0.577 with a positive direction. The following is the calculation

Source: Primary Data processed in 2021

Test results in picture 2. obtained from the five direct effects tested, all of which have a positive and significant effect, namely: (1) leadership has a positive and significant effect on career development, (2) leadership has a positive and significant effect on employee performance, (3) work motivation has a positive and significant effect on career development. , (4) work motivation has a positive and significant effect on employee performance, (5) career development has a positive and significant effect on employee performance. Completely can be presented in Table 5.

of the indirect effect using the Sobel test formula (Solimun, 2012) as follows:



Based on the Sobel formula, the indirect effect (mediation) test can be carried out using the Sobel Online Test application on the <http://quantpsy.org/sobel> site and then input values based on the Partial Least Square output in the Bootstrapping Inner Weight Appendix.

Source: <https://www.danielsoper.com>

Based on the results of the online Sobel test calculation, the results of the t-statistic (t count) with a value of 4,399> from t-critical 1.96. While the probability value (p-value) obtained a value of 0.0000 < (a) 0.05. Based on the results of this analysis, it can be explained that career development can mediate the in-

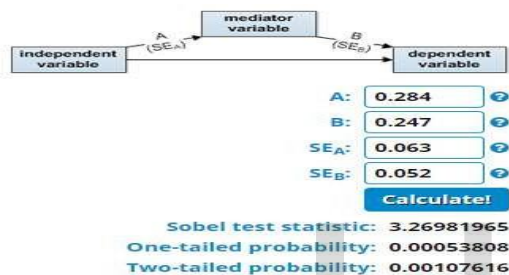
fluence of leadership on employee performance at the health center in the Konawe Islands Regency.

Career Development Can Mediate the Effect of Work Motivation on Employee Performance

The results of the path diagram analysis show that work motivation has a direct effect on employee performance with a value of 0.284 in a positive direction. The following is the calculation of the indirect effect using the Sobel test formula (Solimun, 2012) as follows:

$$Z\text{-Value} = \frac{ab}{\sqrt{b^2Sa^2 + a^2Sb^2}}$$

Based on the Sobel formula, the indirect effect (mediation) test can be carried out using the Sobel Online Test application on the <http://quantpsy.org/sobel> site and then input values based on the Partial Least Square output in the Bootstrapping Inner Weight Appendix.



Source: <https://www.danielsooper.com>

Based on the results of the online Sobel test calculation, the results of the t-statistic (t arithmetic) with a value of 3.269 < from t-critical 1.96. While the probability value (p-value) obtained a value of 0.000 > (a) 0.05. Based on the results of this analysis, it can be explained that career development can mediate the effect of work motivation on employee performance at the health center in the Konawe Islands Regency.

5.2 Discussion

The Influence of Leadership on Career Development

The results of testing the influence of leadership on career development can be proven by the estimated value of the perception data path coefficient of 0.577 with a positive direction. This means that the path coefficient is positive and has a significant effect. So it can be concluded that leadership has a positive and significant influence on career development.

The results of this study are in line with the opinion expressed by Ballout in Hassan (2019) which states that career development is the development of individual workers in the level of position or rank that can be achieved during their tenure in an organization. Career development is very important in each organization, where every employee who carries out their respective jobs will be very interested in one day he will be placed at the highest level, whether it is a position, material or non-material, on the other hand, the organization will be able to achieve its goals because every employee will see their potential to rise to a higher level. The results of this study are supported by research conducted by Kochan and Heinz (2012) that there is an influence of leadership on career development.

The Effect of Leadership on Employee Performance Kinerja

The results of testing the influence of leadership on employee performance can be proven by the estimated value of the perception data path coefficient of 0.712 with a positive direction. This means that the path coefficient is positive and has a significant effect. So it can be concluded that leadership has a positive and significant influence on employee performance.

The results of this study support the theory put forward by Gary Yukl (2014: 18) suggesting that leadership is a deliberate process of a person to emphasize his strong influence on others to guide, structure, and facilitate activities and relationships within a group or organization. In an organization or company, the leadership factor plays an important role because it is the leader who will move and direct the organization in achieving its goals and at the same time it is not an easy task. The results of this study are also in line with the results of previous research conducted by Irmayanti (2017) and M. Sarastia Adhi, Tarcisius T. Sipayung (2016) stating that leadership has a significant influence on employee performance.

The Effect of Work Motivation on Career Development

The results of testing the effect of work motivation on career development can be proven by the estimated value of the perception data path coefficient of 0.307 with a positive direction. This means that the path coefficient is positive. So it can be concluded that work motivation has a positive and significant influence on career development.

The results of this study are in line with the opinion expressed by Robbins in Suwardi (2020) which states that motivation is a process that causes individual intensity, to direct them continuously to achieve goals. There is a positive and significant influence between work motivation on career development. This shows that employees who have high work motivation, always have enthusiasm or encouragement to work hard, as energy to generate encouragement in themselves to achieve a standard of excellence performance, besides that this is because they have good self-control so they do not need supervision. strict standards in achieving predetermined work achievements to improve performance which has an impact on career advancement.

The Effect of Work Motivation on Employee Performance

The results of testing the effect of work motivation on employee performance can be proven by the estimated value of the perception data path coefficient of 0.284 with a positive direction. This means that the path coefficient is positive and has a significant effect. So it can be concluded that work motivation has a positive and significant influence on employee performance.

The results of this study are in line with the opinion expressed by Suharto and Cahyono in Hayun (2018) which states that there is one factor that affects performance, namely the motivation factor, where motivation is a condition that moves a person to try to achieve goals or achieve desired results. Rivai in Asrih (2017) shows that the stronger the work motivation, the higher the employee's performance. This means that every increase in employee motivation will provide a very significant increase for improving employee performance in carrying out

their work. The results of this study are supported by previous research conducted by Zuhria Husnia Hasibuan (2018), Intan (2017) and Hasdiah, Darsa, Rahmat and Adnan (2018) which states that work motivation influences on employee performance.

The Effect of Career Development on Employee Performance

The results of testing the influence of career development on employee performance can be proven by the estimated value of the perception data path coefficient of 0.247 with a positive direction. This means that the path coefficient is positive and has a significant effect. So it can be concluded that career development has a positive and significant influence on employee performance. Career development can significantly improve performance in a positive direction because its implementation when viewed from the aspect of career development indicators, namely career justice, attention to supervisors, awareness of opportunities, work interest and employee satisfaction can improve employee performance. This means that employees who can develop their careers will be more enthusiastic to improve their performance.

The results of this study support Abdul Hameed, et al in Yunus (2019) who say that the success or failure of an organization depends on the performance of employees, therefore the local government in this case the leadership at the Puskesmas in Konawe Islands Regency gives a positive response by being fair to employees to develop his career. The results of this study are in line with previous research conducted by Wicaksono (2010) which stated that there was a significant influence of career development on employee performance.

Research Limitations

The researcher realizes that the implementation of this research cannot be separated from the limitations experienced, in addition to the limitations of time and cost, namely:

1. This study uses a questionnaire so that sometimes the answers given by respondents do not show the real situation because they are not supported by in-depth interviews.
2. The data obtained are direct answers from research respondents, so that the acquisition of data in this study is strongly influenced by the perception and honesty of respondents in providing answers to the statements given in the questionnaire.
3. In answering, the meaning of the statement may not be clear, so there may be some answers that deviate somewhat from the intended purpose.

6. Conclusions and Suggestions

6.1 Conclusion

Based on the research results, problem formulation, research objectives, research hypotheses, results of data analysis and discussion of research results, the conclusions of this study can be stated as follows:

1. Leadership has a positive and significant effect on employee career development.
2. Leadership has a positive and significant effect on em-

ployee performance.

3. Work motivation has a positive and significant effect on employee career development.
4. Work motivation has a positive and significant effect on employee performance.
5. Career development has a positive and significant effect on employee performance.
6. Career development can mediate the influence of leadership on employee performance.
7. Career development can mediate the effect of work motivation on employee performance.

6.2 Suggestions

Based on the results of data analysis, discussion and conclusions of this study, suggestions that can be put forward are:

1. Leaders of health centre in Konawe Islands Regency should have the ability to guide their employees and must be willing to explain the policies they take to their subordinates.
2. Leaders of health centre in Konawe Islands Regency should always provide equal opportunities to their subordinates in developing their careers and be willing to delegate authority to their subordinates at any time if needed.
3. Leaders of health centre in Konawe Islands Regency should always instill a great interest in his subordinates to continue to develop their careers / abilities through existing official education and training.
4. Leaders of health centre in Konawe Islands Regency should continuously encourage their subordinates to have the initiative in completing their work and always provide opportunities for their subordinates to provide ideas/input whenever work problems occur.
5. Further researchers are expected to be able to utilize and develop the results of this study by using different variables or indicators used in each variable that needs to be developed, using larger objects and samples and it is recommended to use longitudinal data (combined data between cross section and time series) so that the research results obtained can be applied on a wider scale.

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