

## The Influence Of Leadership, Workload, And Job Placement On Employee Performance At North Banjarbaru Community Health Center, Banjarbaru City

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ARTICLE INFO	ABSTRACT
<p>Keywords: Leadership, Workload, Work Placement, Employee Performance</p>	<p>This study aims to determine the effect of simultaneously, partially, and dominant variables of leadership variables, workload, and work placement on the performance of the employees of Puskesmas Banjarbaru Utara. The research population is 58 respondents. The results of the research on the analysis of the Simultaneous Regression Coefficient Test (Test F) show that all independent variables, namely leadership (X1), workload (X2), and work placement (X3) have a simultaneous effect on employee performance (Y). The results of the t-test of the leadership variable (X1). The results of the t-test of the workload variable (X2). The results of the t-test of the work placement variable (X3). Then all the independent variables partially have a significant effect on the performance of the employees of Puskesmas Banjarbaru Utara. The independent variable that has a dominant effect on the performance of the employees of North Banjarbaru Community Health Center is the workload variable (X2). The result of the Coefficient of Determination (Adjusted R square) test is 58.4%, which means that the employee's performance (Y) can be explained by the independent variable which has a strong influence, and the remaining 41.6% by other influences not included in this study with.</p>
<p>Email : <a href="mailto:sitikhadijah.skm71@gmail.com">sitikhadijah.skm71@gmail.com</a>, <a href="mailto:melaniasjachrani@yahoo.com">melaniasjachrani@yahoo.com</a></p>	<p>Copyright ©2022 Jurnal Multidisiplin Sahombu. All rights reserved is Licensed under a <a href="https://creativecommons.org/licenses/by-nc/4.0/">Creative Commons Attribution- NonCommercial 4.0 International License (CC BY-NC 4.0)</a></p>

### INTRODUCTION

Human resources are a valuable asset and become a central factor in managing an organization or agency. It can be interpreted as a person who contributes energy, thoughts, and expertise, creativity, and effort to jointly manage assets owned by an organization. It cannot be denied, without human resources as system managers, an organization will certainly fail to achieve its goals. However, it is not only about having human resources but also human resources who have quality are highly prioritized. with the term "the right man in the right place at the right time". Good performance will be produced by competent human resources which will make an agency successful. But if an agency or organization has incompetent human resources with poor performance, it will position an agency or organization in a disadvantageous position in competitive matters. Likewise, agencies or organizations operating in the health sector require health human resources. Which competent in their fields. so that it will produce good quality performance in providing excellent service to the community. improve the quality of employees in providing services, and efforts to the institution. In an organization, a policy is needed to regulate the procedures for motivating the workforce to work more productively according

to the plan that has been made. Therefore, a set guideline is needed. This guideline is in the form of Implementation Instructions (Juklak), and Technical Instructions (Juknis) which are stipulated in the form of official decisions in an organization. (Yakub, 1998:2) "Use of effective, and focused workforce is the key to improving employee performance". The role of a leader is very important in influencing subordinates to achieve organizational or institutional goals, for this, it is necessary to involve several groups of organizations, and other resources.

Style leadership is "performance "a leader in the relationship para subordinates as member organization in completing organizational tasks. The various styles/methods/types/ styles of leadership applied by leaders are not all the same, but their meaning, and essence aim to encourage work enthusiasm, job satisfaction, and high employee work productivity, in order to achieve maximum goals. Situational leadership is closely related to achieving organizational goals, including subordinates' achievements, and performance, including the functions of conveying information (telling), guiding (selling), participating (participation), and delegating (delegating). (Performance) situational leadership style where the leader is expected to be able to identify signals that occur in the surrounding environment, and adapt to environmental demands so that the leader has varying flexibility, the strategic role of the leader in the organization is required before making a decision, first considering each situation variable according to the level of maturity of his subordinates (need motives) Hersey, and Blanchard (2004:101) Hasibuan (2205:169) explains that leadership is determined by a leader in an organization in creating harmonious integration in encouraging employee work enthusiasm to achieve maximum targets. Leaders can act as caregivers who encourage, guide, protect, and guide their subordinates. Performance is a work result achieved by an employee in terms of quantity, and quality. in carrying out his job according to the responsibility given to him, it can also be interpreted as a result of efforts achieved by a person due to his abilities, and actions in certain situations. Performance is the result achieved by a worker in a certain period. According to (Simanjutak: 2015) performance is the level of achievement of what is produced by a certain task. F other factors that affect performance are both physical workload, and mental workload. Workload is very important for agencies/organizations. By providing an effective workload, we can determine to what extent employees can be given the maximum workload, and to what extent this will affect the performance of the agency/organization itself.

Burden Work is a group /a series or number of activities that must be completed by an organizational unit or job holder within a certain period. The conclusion of the definition above is that workload is the result of the multiplication of work volume, and work norms, and the amount of work that must be carried out by a position or organizational unit. The amount of work in order to obtain good results needs to be analyzed. Workload Analysis is the process of completing a job for a certain time, and determining the number of hours of work required.

In other words, workload analysis aims to determine how many personnel, and how much responsibility or workload should be appropriate. The expected end result of workload analysis can be used as a benchmark in increasing work productivity, and steps. furthermore, in the framework of supervising the development, and improvement of the

Empowerment, and Utilization of the State Civil Apparatus in terms of institutions, administration, and personnel. Placement Employee is placing employees as elements of work implementers or managers of a work program according to their abilities, skills, and expertise. Placement means placing personal positions in the right position, how suitable an employee is for the job being held according to the tasks, and functions will affect the quantity, and quality of the work. Employee job placement affects a person's performance, both directly, and indirectly, and also affects the performance of the institution or organization. Strategy to produce health care products, and services that require skilled human resources, have high motivation, and loyalty, and high performance sportsmanship in building institutional quality. One of the crucial factors for developing the quality of human resources in an agency or organization is the leadership factor. The sustainability of an organization or institution cannot be separated from the elements that influence it, one of which is human resources. An employee's performance is declared successful if one of the elements is quality human resources.

### **Literature Review**

Management is A process coordination consisting of process planning, organizing, implementing, and source control organizational power in achieving effective and efficient goals. Or in other words, management is a way through science, and art to foster, and managing human resources so that they can be directed effectively, and efficiently, usefully, and effectively. According to (Hasibuan: 2013), Management Resource Man is a science and art in arranging connection, and function power Work reach realization company goals employees, and the community so that effective, and efficient

Meanwhile (Dessler: 2010) argues, Human resource management is a policy, and practice in meet the needs of employees or elements that exist on source Power man like procurement employee or recruitment, and positions management, filtering, training, compensation, evaluation performance Work employee.

Leadership according to Siagian (1999:5) is a variety of sources, and tools that exist in the organization as a driving force based on individual characteristics, and individual influence on others, how the pattern of interaction between individuals, and other people's perceptions of the legitimacy of the government, and administrative position. Meanwhile, according to Sugiyono (2013:154) Leadership is someone who able to be motivator Which effective for subordinates so that they can produce disciplined performance, effective, efficient, productive, and planned, and able to make plans or goals as an organizer who is tough, and agile in determining the right strategy.

### **Connection Leadership To Performance Employee**

Sutrisno (2013:213) states that leadership is a process of a person's activities in motivating other people to do something in order to achieve the desired results by influencing, lead, guide. The importance leadership very in the sense by employee Because the ability that owned by a person leader in influencing his subordinates so that Want to develop, and achieve the company's goals. Performance appraisal aims to assess how well employees have done their jobs, and what they have to do they do to be better in the future.

## Connection Placement Work To Performance Employee

According to Suwatno (2013:116), employee placement is not only just to put adapt, and compare qualification of an employee with the needs and requirements of a position or job. Process placement is a very important factor in obtaining competent employees that the company needs, because placement in the right position will help company in reach objective certain ones expected For completed.

### Previous Research

Study Which made into reference in study This is Endang's research Hendrayanti About Load Analysis Work As Base Planning Need HR (2011) Resources human.a) Determine O'clock work. b) Number of units work. c). Researcher do analysis workload For set wages or incentives. d). Analysis burden Work made into as a too evaluation application technology Which can reduce burden Work. Another study was conducted by Raissa Putri Nanda Wibawa, Mr. Sugiono, and Remba Yanuar Efranto, Load Analysis Work with method Workload Analysis as consideration worker incentives. (Case study in the field PPIP PT West Indonesia) Umi Khasanah, and M Mukery Warso (2016) PT. New March Semarang also conducted research on the Influence leadership, work discipline, and communication towards motivation Work employees with independent variables of Leadership, Communication, work discipline, employee work motivation as dependent variables. Early Dwi Augustine (2019) Cv. Talita The group conducted research with the title Influence Leadership, discipline, and placement Work to performance employees with the independent variable Leadership (X1), Discipline Work (X2), Placement Work (X3) Performance employee (Y) as the dependent variable. Brother Rizali Hadi (2021) with thesis entitled Influence Leadership Motivation, and Satisfaction Work Against Performance of the Employees On Service Youth Sport Culture, and tourism Regency Barito Marabahan. Obtained Conclusion Between variables Leadership, Motivation, and Satisfaction Work then the variable Leadership is the variable that have influence dominant to the variables Performance Employee.

## METHOD

The research uses a quantitative correlational approach with the Explanatory Research method. According to Kuncoro (2007), Explanatory Research is a research that explains the relationship between dependent variables (X), and independent variables (Y), while Singarimbun & Effendi (2011) argue that this Explanatory Research is a causal relationship between dependent variables (X), and independent variables (Y) proven by testing the hypothesis based on the previous formula, and described on the basis of assessment data on leadership, workload, and job placement, and employee performance results at the North Banjarbaru Health Center, Banjarbaru City. Therefore, theoretical studies, and literature reviews are the most important parts as a way to examine the influence between the two indicators.

Population according to Arikunto (2008:130) overall object study. Population of this study is all over employee in Health Center English North City English as many as 58 person consists of: civil servant 49 Person and contract 9 Person. Arikunto (2013:174) to argue that sample is a portion or representative of the population being studied, if less from

100 more Good taken all so that his research is study population, If amount the subject big can be taken 10-15% depends on the researcher. In research This Because amount population not enough from 100, so amount sample or respondents who investigated is overall Employee Health Center EnglishNorth (saturated sample) or census as many as 58 Person.

Measurement data in study This is using a questionnaire (questionnaire) or a list of questions arranged based on a theoretical grid in form scale Likert. Consideration use list questions because in survey research, the use of questionnaires is matter the main thing in data collection.

### Hypothesis

As for the hypothesis that will be For know eachvariable free on variable boundneed done testing significance from each coefficient regression that is with use t-test, and Test-F. Submitted in This research is:

- H1. There is influence Which significant in a way Simultan between leadership, burden Work, and placement to performance employee in Health Center English North City English
- H2. There is influence Which significant in a way Partial between leadership, burden Work, and placement to performance employee in Health Center English North City Banjarbaru.
- H3. Leadership has a dominant influence on performance employee in Health Center English North City Banjarbar u

### Analysis Regression Multiple

It is an analysis method that will be used in order to prove a hypothesis with using the device computer program "Statistical Product, and Service Solutions (SPSS) For Windows s Version 22.0 ". Multiple regression analysis is used to determine the influence of independent variables on dependent variables (dependent) for changes in each increase or decrease in the independent variable that affects the dependent variable.

Formula:

$$Y = 5.287 + 0.274 X_1 + 0.347 X_2 + 0.318 X_3 + e$$

To find out each independent variable in the dependent variable, it is necessary to test the significance of each regression coefficient, namely by using the t-test, and F-test.

### Coefficient Determination

The coefficient of determination (R<sup>2</sup>) essentially measures how far the model's ability to explain the variation of the dependent variable (Ghozali, 2005). The value of the coefficient of determination is between zero, and one. A small R<sup>2</sup> value means that the ability of the independent variables (Leadership, Workload, Job Placement) to explain the variation of the dependent variable (Employee Performance) is very limited. Likewise, a value approaching one means that the independent variables provide almost all the information needed to predict the variation of the dependent variable

### Research Result and Discussion

Based on the results of the research analysis, the influence of leadership, workload, and job placement on employee performance at the North Banjarbaru Health Center, Banjarbaru City is

### Analysis Regression Linear Multiple

Equality multiple regression i between leadership, Work load, work placements are as follows:

$$Y = 5.287 + 0.274 X_1 + 0.347 X_2 + 0.318 X_3 + e$$

Equality regression thehave meaning as here t

- The constant of the positive performance variable is 5.287 shows that if the variable leadership, workload, placement Work considered constant or fixed, then performance employee occurs improvement.
- Leadership have coefficient of 0.274. This means that every change leadership as big as 1% so performance employee will experience improvement or decrease has
- This means that leadership can have a positive or negative influence on employee performance. with a significance level of 0.274%.
- Workload have coefficient regression of 0, 347. Matter This show every time there is an increase workload or a reduction in workload by 1% so influential on performance employee will positive can also be negative, namely increasing can also decrease by 0.347%.
- Placement Work have a coefficient regression of 0.318. This shows that every change job placement of 1% then the impact on performance the employee will increase can also decrease by 0.318%

### Testing Hypothesis

#### Testing hypothesis in a way simultaneous (U test-F).

The F-test was performed to see some meaning influence variable independent in a way simultaneous on the dependent variable or often called a test linearity equality regression. The F value obtained = 27,724, and sig = 0,000 < 5% this means variable independent leadership, workload, job placement simultaneous truly influential significant to variable dependent performance employee. With say other variables independent leadership, workload, placement Work able to explain the magnitude of the meaning of variables dependent performance employee

#### Testing Hypothesis In general Partial

##### (U-t test)

t-test done For know whether in a way individual (partial) variable independent influence variable dependent in a way significant or No.

Results testing statistics with SPSS For Windows s Version 22.0 ".on variables:

- $X_1$  (Leadership) obtained mark  $t_{count} = 2.313$ , and sig = 0.025 < 5% So  $H_0$  rejected. This means variable leadership in a way statistics influential positive or negative, and significantly to variable dependent performance employee.
- $X_2$  (Workload). obtained mark  $t_{count} = 2,826$ , and sig = 0.007 < 5% So  $H_0$  rejected. This means variable independent workload statistically has a positive or negative effect, and significant to the dependent variable performance employee.
- $X_3$  (placement Work) obtained mark  $t_{count} = 2.566$ , and sig = 0.013 < 5% so  $H_0$  rejected. This means variable independent placement Work in a way statistics influential positive or negative, and significant to the dependent variable performance employee.

### Coefficient Determination (Adjusted R<sup>2</sup> Square)

For see the magnitude Contribution ability variable independent in explain variable dependent. The Adjusted R<sup>2</sup> value is obtained = 0, 584 = 58, 4% This means variable free leadership, workload, placement Work in a way together influence variable dependent performance employee as big as 58.4%, and the rest 41.6% influenced by variable other Which No enter in this research.

### Determination of Dominant Variables

This test is to see the independent variables that have the most dominant significant influence on employee performance. shown by the value of the t<sub>count</sub> of 2,826. with The level of significance produced is 0.007 < 5%, which means that partially the workload variable (X<sup>2</sup>) has the most dominant significant influence on employee performance variables (Y) at the North Banjarbaru Health Center, Banjarbaru City because it has the highest regression coefficient, namely the independent variable (X<sup>2</sup>) with a workload significance level of 0.007, this independent variable has a dominant influence over the other independent variables, namely X<sup>1</sup>-X<sup>3</sup>, on performance (Y).

## RESULTS AND DISCUSSION

### Influence Leadership To Performance Employees at the North Banjarbaru Health Center.

Results analysis study show that leadership meaningful influence either positive or negative, and significant to performance employees at the North Banjarbaru Health Center. The influence of leadership on subordinates has a very real influence, meaning that the relationship with subordinates has been going well, only a little improvement is needed in carrying out coordination, and as a leader, it is necessary to provide strong enthusiasm or support so that a sporty, and responsible work pattern arises with the tasks given, a more persuasive approach to foster a sense of mutual respect, and being respected, leaders also need to foster two-way relationships so that the influence of leadership has a real impact on the performance of North Banjarbaru Health Center Employees. Thus it can be concluded that the leadership given contributes to the influence on the performance of the employees of the North Banjarbaru Health Center, Banjarbaru City. Therefore, if the leadership is carried out properly, and correctly, it can be used as a basis for increasing work enthusiasm. Coupled with the leadership Which charismatic have mark characteristics cash personality, and authority Which good. That way employees can No direct will motivated, and have desire For Work more Good Again with existence attitude from leader Which charismatic the Which Can made into example, and example Which Good For for his employees. By Because That, leader Which charismatic will have influence Which big to performance his subordinates, so that employee performance is expected will the more Good, and Keep going increased. These results indicate that if leadership Which started from indicator wise in taking decision, No differentiate differentiate all employee, and can finish problem. with Good, need maintained. Whereas Which need be noticed that is about indicator that is leader must more Good in solve those problems It is in Institution or organization. According to perception Respondent mark average 2 leadership own perception Which Good. Furthermore, other findings based on results statistics show that

leadership influential on performance employee, so that variable leadership for employee becomes factor Which can change performance employee.

### **Influence Workload To Performance Employee At the North Banjarbaru Community Health Center, Banjarbaru City**

Results analysis study show that workload has an effect positive or negative, and significant the most dominant towards Employee performance At the North Banjarbaru Community Health Center, Banjarbaru City. If work planning is also based on the large amount of workload, there is a difference between the capacity or ability of the officer, and the demands of the work that must be faced mentally, and physically, then Each person has a different burden. If the level of burden is too high or excessive, an overdose occurs. Conversely, if the burden is too low, it can lead to boredom, and saturation. Therefore, efforts are needed to determine the optimum level of intensity of burden that is between the two extreme limits between individuals, and others in the form of determining the number of hours a person works to complete work in a certain time, in other words, workload analysis. In order for the success in carrying out the duties for the North Banjarbaru Health Center Employees of Banjarbaru City to be closely related to the additional workload that can be passed well, it is necessary to take into account the services of officers in the form of additional incentives if there is a burden outside the relevant duties so as to increase independence in the organization. The workload can also be used as a way to determine the quality of tasks that can be completed so that work related to the number of North Banjarbaru Health Center Employees of Banjarbaru City who carry out the duties can be accounted for.

### **Influence of Job Placement On Employee Performance at the North Banjarbaru Health Center, Banjarbaru City**

Results analysis study shows that job placement influential positive or negative, and significant to employee performance. The placement of employees at the North Banjarbaru Health Center is basically linear with the level of education for health workers, but because the Health Center also has administrative management in carrying out activities, there are limited personnel, even though requests have been submitted, they have not been met, while recruiting employees requires costs, and time, so there are personnel who are empowered in this function, therefore, to empower personnel who are beyond their scientific capacity so that they can be effective, the personnel who are assigned need to receive training or capacity building in new assignments so that the employees can understand what needs to be done. Education, and training can be more specific according to the program currently being managed or The nature of OJT (On The Job Training) is if it is not possible to add staff or recruit staff, so that existing staff can be empowered. Thus, it can be concluded that placement contributes to the performance of employees at the North Banjarbaru Health Center in Banjarbaru City. Therefore, if the placement that has been implemented can be carried out properly, and correctly, it can be used as a basis for implementing work that is considered more effective.

## **CONCLUSION**

Based on results study which is done by evaluating results analysis regression, so can

concluded as follows: Leadership, Workload, Job placement influential significant simultaneously to Performance Employees at the North Banjarbaru Health Center, Banjarbaru City. Leadership ( $X_1$ ) Has a Partial Significant Influence on Employee Performance at the North Banjarbaru Health Center, Banjarbaru City. Workload ( $X_2$ ) Has a Partial Significant Effect on Employee Performance at the North Banjarbaru Health Center, Banjarbaru City. Job Placement ( $X_3$ ) Has a Partial Significant Influence on Employee Performance at the North Banjarbaru Health Center, Banjarbaru City. Among the Independent Variables (X): Leadership ( $X_1$ ), Workload ( $X_2$ ), and Employee Job Placement ( $X_3$ ), the Workload Variable is the Variable that has the Most Dominant Significant Influence on Employee Performance Variables at the Banjarbaru Health Center, Banjarbaru City.

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