
Leadership Style, Career Development and Work Satisfaction to Employee's Performance

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Abstract:

This study aims to determine the effect of three variables namely, leadership style, career development and job satisfaction on employee performance at the headquarters of PT. Waskita Karya (Persero) Tbk.

The sample taken in this study amounted to 74 respondents selected by accidental sampling of employees of PT. Waskita Karya (Persero). The data analysis method used is multiple linear regression analysis conducting validity tests, reliability tests, testing of classic assumptions and hypothesis testing.

The results showed that leadership style had a partial positive and significant effect on the performance of employees of PT Waskita Karya (Persero), career development has a positive and significant effect on the performance of employees of PT Waskita Karya (Persero), and job satisfaction had a positive and significant effect on the performance of employees of PT Waskita Karya (Persero).

Simultaneously, leadership style, career development and job satisfaction affect the performance of employees of PT Waskita Karya (Persero).

Keywords: *Leadership Style, Career Development, Job Satisfaction, Employee's Performance.*

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1. Introduction

All organizations, both private organizations and government organizations, have goals that can be achieved through the implementation of work, by using all the resources that exist within that organization. The success of an organization can be seen from the ability of the organization to manage its resources in order to produce as much as possible. The organization is a consciously coordinated social unit with an identifiable boundary, working continuously to achieve its goals. Employee performance is one of the most dominant factors in improving company performance. Therefore, the declining performance of employees can affect the overall performance of the company.

Leadership plays a very important role in an organization and is a determinant of success in achieving the vision, mission and goals of the organization and improve employee performance. An ideal leader should have a leadership style that can influence, direct his subordinates and coordinate the goals of the company's organization, because the style of leadership can affect the survival of the organization. Leadership style, in principle, can motivate subordinates to do a better job than they usually do, in carrying out their duties in accordance with the provisions set by the company. Each employee has different characteristics, so the level of job satisfaction is different. Job satisfaction reflects one's feelings toward one's work.

Therefore, the company strives to foster healthy work satisfaction where employees' rights and obligations are aligned with the role and responsibilities of employees. PT Waskita Karya (Persero) is committed to provide the best service to customers based on BMW principles (cost effective, accurate, and timely). Through the annual report data, PT Waskita Karya (Persero) provides information related to strategic policy for the current year, challenges faced, and future business prospects.

Below are the results of PT. Waskita Karya (Persero) Tbk. PT. Waskita Karya (Persero) is one of the State-Owned Enterprises (SOEs) engaged in construction. PT. Waskita Karya (Persero) has a vision to become Indonesia's leading company in construction, engineering, investment, infrastructure and property or realty.

Table 1. Performance Achievement in PT. Waskita Karya (Persero) 2013 - 2015

| Description | Years | | |
|-------------------------|-----------|-----------|-----------|
| | 2013 | 2014 | 2015 |
| Growth of Asset | 8.788,30 | 12.542,04 | 8.168,48 |
| Income achievement | 9.686,61 | 10.286,81 | 7.320,56 |
| Net Income increasing | 367 | 501 | 483 |
| The contract increasing | 13.317,29 | 22.645,28 | 19.257,25 |

Source: HC Department & System PT. Waskita Karya (Persero) Tbk.

Based on Table 1, one can observe that the performance of PT Waskita Karya (Persero) from 2013 to 2015 has fluctuated every year. This is because the leadership is less effective in managing subordinates, lacks a sense of socialization between the leadership and subordinates, and therefore lacks good communication. Lack of regulations that bind employees has also become one of the obstacles which is creating a discipline issue. All these issues are impacting on performance of the company.

Career development in PT Waskita Karya (Persero), is still not implemented and is not handled well. There are still employees who have not been given a position that is appropriate to their level of education, even though they seem to meet all the criteria. Below is the table of employee performance appraisal for the last 4 (four) years. Company leaders are also required to influence their subordinates and direct them to the goals that have been set. Good leaders should always take care of the needs of their subordinates.

2. Theoretical Review

Leadership style:

a. Definition of leadership style

Leadership is the backbone of organizational development because without good leadership it is very difficult to achieve organizational goals. If a leader seeks to influence the behavior of others, then the person needs to think about his leadership style. Every leader, in carrying out his duties, has his own way and style. The leader has his own character, habits, temperament, character and personality, so that his behavior and style distinguish him from others.

b. Various styles of leadership

According to White and Lippit in Pasolong (2013:46), there are three kinds of leadership styles that affect the organization's goals, which are:

1. Autocratic Leadership Style (Authoritarian): in this type of leadership, the leader defines his own "policy" and in the plans for his group, makes his own decisions, but takes full responsibility. Subordinates must obey and follow his instructions, so the leader determines or dictates the activities of its members.
2. Democratic Leadership Style; this style of leadership often holds consultations with subordinates and is active in determining work plans related to the group. Here a leader is like a moderator or coordinator and does not play such an authoritarian role.
3. Free Leadership Style (Laissez Faire); this approach does not mean the absence of any leadership. This style assumes that a task is presented to a group that usually determine their own techniques to achieve that goal in order to achieve organizational success.

c. Dimensions and indicators of leadership style

According to Robbins and Judge (2014), there are three dimensions of leadership style, namely:

1. Charismatic Leadership Style; Followers are encouraged by heroic or extraordinary leadership abilities when they mimic certain leaders' behaviors. The advantage of this charismatic leadership style is being able to attract people.
2. The Transformational Leadership Style is a transformational leader devoting attention to the things and development needs of each follower.
3. Visionary Leadership Style; this is a leadership pattern that is intended to give meaning to the work and efforts are made jointly by the members of the company and by providing direction and meaning based on a clear vision.

Career development:

a. Definition of career development

Career development is very important for an organization, because a career is a need that must be developed in an employee, so as to motivate employees to improve their performance. According Marwansyah (2012), career development is a self-development activity undertaken by a person to realize his personal career plan. According to Sunyoto (2015), career development is the process of enhancing an individual's work ability which is done in order to achieve the desired career. The purpose of all career development programs is to adapt the needs and objectives of employees with career opportunities available in the company today and in the future. From some of the above definitions, it can be concluded that career development is a process of improving and enhancing the ability of an employee to achieve his career goals and objectives.

b. Forms of career development

The forms of career development depend on the career path planned by each organization. However, the below are things companies often do, namely:

1. Education and training are intended to improve and develop attitudes, behaviors, skills and knowledge of employees as desired by the company concerned.
2. Promotion is a change in position, from a lower level to a higher level. This change will usually be accompanied by an increase in responsibility, rights and social status of a person.
3. Mutations can be understood as replacing the tasks an employee does for other jobs that exist within the same organization.

c. Stages of career development

According to Rivai and Sagala (2011) career development in an organization refer to the stages a person goes through since entering the organization until retirement age. Individual needs and expectations change through the stages, among others:

1. Initial phase / Stage forming is the stage where the emphasis is on the attention to obtain fulfillment of needs in the early years.
2. The Advanced Phase is the stage where the consideration of security guarantees has begun to decrease, but rather emphasizes the attainment of self-esteem and freedom.
3. Maintaining Phase is the stage where the individual maintains the benefits he has achieved as a result of past work. Individuals feel satisfied both psychologically and financially.
4. The Retirement Stage is a Stage where individuals have completed one career and will move on to another. Individuals have the opportunity to express self-actualization that previously could not be done.

d. Objectives and benefits of career development

According to Mangkunegara (2011), the purposes and benefits of career development are namely:

1. Assist in achieving individual and company goals. Career development helps achieve company goals and individual goals. A successful employee with excellent job performance then occupies a higher position, meaning that the company's goals and those of the individual are achieved.
2. Shows the employee welfare relationship. The company plans employee careers by improving their welfare so that employees increase their loyalty to the company.
3. Helping employees realize their potential abilities. Career development helps to alert employees to their ability to occupy a particular position according to their potential and expertise.

e. Factors affecting career development

The success of the career development process is not only important for the organization as a whole. According to Hasto and Meilan in Sunyoto (2015) there are several factors that influence career development, namely:

1. Employee and Organization Relations
2. The employees of the organization are in a mutually beneficial relationship, both employees and organizations can achieve high work productivity.

f. Career development dimensions and indicators

According to Rivai and Sagala (2011), there are two dimensions of career development, namely:

1. Career management: the process to enable employees to understand and develop better their career skills and interests and to utilize these skills and interests in the most effective way.
2. Career planning: planning done both by individual employees and by organizations regarding employee careers, especially regarding the preparation that an employee must have to achieve certain career goals.

Job satisfaction:

a. *Definition of job satisfaction*

Robbins and Judge (2014) describe job satisfaction as a positive feeling about a job, as a result of evaluation of its characteristics. Jobs require interaction with co-workers and superiors, must follow organizational rules and policies, meet performance standards, and strive in less than ideal working conditions.

b. *The theories of job satisfaction*

Wexley and Yukl in Priansa (2014) state there are several theories about job satisfaction, namely:

1. Theory of non-conformity (discrepancy theory). This theory measures a person's job satisfaction by calculating the difference between what should be and the perceived reality. So, if the satisfaction is obtained beyond what is desirable, then people will become more satisfied, so there is a Discrepancy, which is a positive Discrepancy. A person's job satisfaction depends on the difference between what is deemed to be achieved and what is accomplished.
2. Theory of equity (equity theory) is a theory that suggests that employees will feel satisfied or not satisfied, depending on the presence or absence of an equity (a) in a situation, especially the work situation.
3. The two-factor theory. According to this theory, job satisfaction and job dissatisfaction are different things. Satisfaction and dissatisfaction with the job is not an ongoing variable. This theory divides the situation that affects employee attitudes toward their work into two important groups: Satisfiers or Motivators and groups of Dissatisfiers or Hygiene Factors.

Dimensions and indicators of job satisfaction:

According to Rivai and Sagala (2011), there are various dimensions of job satisfaction, namely:

1. The work itself is the content of work done by someone whether it has a satisfactory element or not.
2. Supervision / Supervisor is someone who always gives instructions in the implementation of work.
3. Organization and management that is able to provide stable working conditions, to provide satisfaction to employees.
4. Opportunity to move forward.

Employee performance:

a. *Definition of performance*

Performance can be defined as the level of success of employees in completing the a piece of work. According to Wibowo (2011) performance is the relationship between output or organization results and the input required. Performance is often compared to predetermined standards.

b. *Factors affecting employee performance*

According to Prawirosentono in Sutrisno (2014), the factors that affect employee performance are as follows:

1. Effectiveness and Efficiency; in relation to organizational performance, this is measured by effectiveness and efficiency. Performance is said to be effective when it reaches the goal and it is efficient when it is satisfactory as a driver of achieving goals.
2. Authority and Responsibility; employee performance is strong when both authority and responsibility have been delegated well, without overlapping of tasks. Clarity of authority and responsibility for everyone in an organization will support employee performance.
3. Discipline; the discipline of both superiors and subordinates will give a style to the performance of the organization. Organizational performance will be achieved, if individual performance and group performance is improved.
4. Initiative refers to one's initiative to think and be, creative in the form of ideas and plan something in relation to organizational goals. The existing employees within the organization are the driving forces of progress that will ultimately affect performance.

c. *Dimensions and performance indicators*

According to Bangun (2012) there are three dimensions of performance, namely:

1. Number of Occupations i.e. this dimension shows the number of jobs produced by individuals or groups, as the requirements of standard work.
2. Quality of work i.e. every work has certain quality standards that must be adopted by employees to be able to perform in accordance with the provisions.
3. Timeliness refers to the fact that each job has different characteristics and has to be completed on time, because other work depends on it.

3. Hypotheses

Based on the above, the hypothesis are described as follows:

1. H₁: Styles of leadership, career development and job satisfaction effect employee performance at PT. Waskita Karya (Persero) Tbk.
2. H₂: Leadership style effects employee performance at PT. Waskita Karya (Persero) Tbk.
3. H₃: Career development effects employee performance at PT. Waskita Karya (Persero) Tbk.
4. H₄: Job satisfaction effects employee performance at PT. Waskita Karya (Persero) Tbk.

4. Method

a. Time and place of study

This research was conducted between April 2016 and July 2016. The research took place at Head Office of PT. Waskita Karya (Persero) Tbk having its address at Jl. MT. Haryono Kav 10 Cawang, Jakarta. The research consisted of data collection, data presentation and data processing.

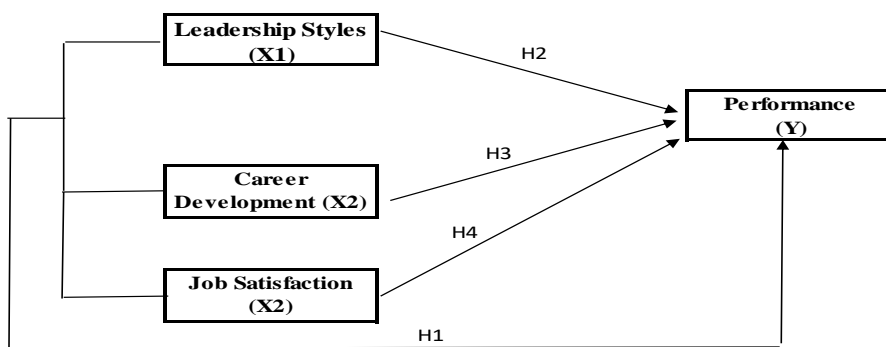
b. Variables

This study uses both dependent and independent variables. Variable operationalization refers to how one defines the variables in a study.

c. Variable Measurement

This research uses a Likert scale using an Ordinal scale method. A Likert scale is used to measure attitudes, opinions, and perceptions of a person or group of people about social phenomena.

Figure 1. Thought Framework



5. Population and sample research

5.1 Population research

According to Sugiyono (2014) a population is a generalized region consisting of objects or subjects that have certain qualities and characteristics which are sought by researchers to be studied. The population in this research are all the permanent employees of PT. Waskita Karya (Persero) which amounted to 277 people.

5.2 Sample research

In this research, the sampling technique used is Non-Probability Sampling. According Sugiyono (2014:154) non-probability sampling is a sampling technique that does not provide the same opportunities for each element or member of the population to be selected or to be sampled. To determine the sample size of a known population, the Slovin formula was used as follows:

Where:

n = Number of samples; N = population; e2 = Limit of fault tolerance (10%)

$$n = \frac{N}{1 + ne^2}$$

In determining the sample to be selected, the author uses a 10% error rate, because in each study it is impossible to achieve a perfect result. The greater the standard deviation, the less conclusive the results. Based on the Slovin formula, the research sample amounted to:

$$n = 277 / \left[\frac{1 + 277 (0,1)}{1} \right]^2$$
$$n = 73,478 \quad n = 277 / 3,77 \quad n = 277 / (1 + 277 (0.01))$$

From the calculation process, it was determined that the sample had to consist of 73.4748 respondents. This was rounded up to 74 respondents.

5.3 Reliability Testing

According to Ghazali (2013) reliability is a tool to measure the internal validity of a variable or construct. A questionnaire is said to be reliable if one's response to a statement is consistent or stable over time. Testing to measure reliability is performed using the Cronbach Alpha statistical test. A construct or variable is said to be reliable if it gives a Cronbach Alpha value > 0.70 (Ghozali, 2013).

5.4 Classic assumption test

Multiple linear regression models can be termed as good models if they meet the assumptions of data normality and are free from classical, normality, multicollinearity and heteroscedasticity assumptions. The explanations of each is described below as follows:

5.5 Normality test

A Normality test aims to test whether in the regression model, dependent and independent variables have a normal distribution or not (Ghozali, 2013). A good regression model has a normal data distribution, i.e. on the histogram or normal probability plot. According to Ghozali (2013) basic decision-making includes: If the data spreads around the diagonal line and follows the direction of the diagonal line or the histogram graph shows the normal distribution pattern, then the regression model meets the assumption of normality.

5.6 Test multicollinearity

According to Ghazali (2013) the multicollinearity test aims to test whether the regression model found the existence of correlation between independent variables. In a good regression model, there should be no correlation between independent variables. Multicollinearity can be detected by analyzing the correlation matrix of independent variables or by calculating Tolerance and VIF (Variance Inflation

Factor) values through SPSS. If the SPSS VIF result shows a value of 0.1, then it can be said there is no multicollinearity, otherwise if VIF is more than 1.0, then multicollinearity occurs. According to Santoso (2012: 236), to detect the existence of multicollinearity, one must calculate the *VIF (Variance Inflation Factor) and Tolerance*. A multicollinearity-free regression model has a VIF value of about 1 (one) and has a tolerance value approaching 1 (one). VIF values can be obtained by the following formula: $VIF = 1 / \text{Tolerance}$

One must also calculate the magnitude of correlation between independent variables. A free multicollinearity regression model happens when the correlation coefficient between the free variables is weak (below 0.5). If the correlation is strong, a multicollinearity problem occurs. This is calculated by the formula below:

$$Y = \alpha + b_1X_1 + b_2X_2 + b_3X_3 + \epsilon$$

Where:

Y: Employee performance style

α : Constants development

X1: Leadership Style satisfaction

X2: Career Development

X3: Job Satisfaction

b1: Regression coefficient of leadership style

b2: Regression coefficient of career development

b3: Regression coefficient of job satisfaction

ϵ : Standard error

6. Hypothesis testing

6.1 Coefficient of determination test (R^2)

According to Ghozali (2013) the coefficient of determination (R^2) measures the ability of the model to explain variations of the dependent variables. The coefficient of determination is between 0 (zero) and 1 (one). The smaller the value of R^2 , the more limited the ability of the model is to explain the variation between the dependent variables. A value approaching 1 (one) means that the independent variables provide almost everything needed to predict the variation of the dependent variable.

6.2 Simultaneous effect test (*F statistic Test*)

According to Ghozali (2013: 177), the Simultaneous effect test is used to determine whether the independent variables simultaneously or not affect the dependent variable. The result of this F-test in SPSS output can be seen in the ANOVA table. The F-test results show that independent variables simultaneously affect the dependent variable if the P-value is smaller than the specified level of significance, or if the F-count is greater than F-table.

6.3 Partial test (test statistic t)

According to Ghozali (2013), the Partial test is used to determine if the independent variable partially influences the dependent variable. The result of this test on the SPSS output can be seen in the P value table (on the sig. column) for each independent variable, if P-value is smaller than the specified level of significance, or the t-count is greater than t-table (calculated from two tailed $\alpha = 5\%$ df-k, k is the number of independent variables), thus having a significant meaning.

7. Results and discussion

7.1 Overview of research objects

Waskita Karya is one of the leading State-Owned Enterprises in Indonesia that plays a leading role in the development of the country. Waskita Karya was established on January 1, 1961 through the nationalization process of a foreign company originally named "Volker Maatschapij N.V Aannemings", which was taken over by governmental decree no.62 / 1961. Waskita Karya originally participated in related water development projects, including reclamation, port dredging and irrigation. Since 1973, Waskita Karya's legal status has been changed to "Persero" PT. Waskita Karya, is more familiarly called "Waskita".

7.2 Place and time of research

This research too place between April 2016 and July 2016. The research was conducted at the Head Office of PT. Waskita Karya (Persero) Tbk which is located at Jl. MT. Haryono Kav 10 Cawang, Jakarta. The following presents descriptive statistics of the total responses of respondents:

Based on the descriptive statistical test results, the number of respondents amounted to 74 people. With reference to Variable X1 (Leadership style), based on the results of the respondent's answers to 8 different statements and five alternative options (1, 2, 3, 4 and 5) this yielded a minimum score of 23 and a maximum value of 40, with the average value of respondent's answer being 31,68 and a standard deviation of 4,288. With reference to Variable X2 (career development), based on respondent's answer to 8 statements and five alternative options (1, 2, 3, 4 and 5) this yielded a minimum value of 20 and a maximum score of 38, with average answer value of 31,16 and a standard deviation of 4,792.

With reference to Variable X3 (job satisfaction), based on results of respondent answer to 12 statement and five alternative options (1, 2, 3, 4 and 5), this yielded a minimum value of 36 and a maximum value of 56 with the average value of respondent answer being 45,84 and a standard deviation of 5.034. With reference to Variable Y (employee performance), based on results of respondents to 10 statement and five alternative options (1, 2, 3, 4 and 5), this resulted in a minimum value of 27 and a maximum value of 47, with average value of 39,16 and a standard deviation of 5,221.

7.3 Validity Test

The questionnaire is said to be valid if the statements in the questionnaire can reveal what needs to be measured by the said questionnaire. This study used the validity test to measure each statement submitted in the questionnaire. To measure the validity, the significance test was done by comparing the r count to the degree for freedom (df) = $n-2$, in this case n is the number of samples used (n) = 74. Therefore, the calculation (df) = $n-2$ or $74-2 = 72$, where $N = 74$ or $df = 72$ with a significance of 0.05. In r table, the value obtained was of 0,228, so that r table value for testing the validity of these variables is 0,228.

7.4 Reliability Test

Reliability test is a tool to measure the reliability of a variable or construct. The test performed to measure reliability is the Cronbach Alpha (α) statistic test. A construct or variable is said to be reliable if it gives a Cronbach Alpha value > 0.70 (Ghozali, 2013).

Table 2. *The Result of Reliability Test*

| No | Variable | Cronbach Alpha | Note |
|----|------------------------------|----------------|----------|
| 1 | Leadership Style (X_1) | 0,818 | Reliable |
| 2 | Career Development (X_2) | 0,842 | Reliable |
| 3 | Job Satisfaction (X_3) | 0,832 | Reliable |
| 4 | Employee Performance (Y) | 0,848 | Reliable |

Source: Pengolahan data primer dengan SPSS Ver 21, 2016.

Based on Table 2 above, one can see that the constructs are reliable since the values of the Cronbach Alpha are greater than 0.70. It can be concluded that the data used is feasible for use in the analysis in subsequent research.

7.5 Classic assumption test results

7.5.1 Normality test

Normality test is used to test whether in the regression model, the dependent and independent variables have a normal distribution or not. Basic decision-making normality test are as follows: If the data (point) spreads around the diagonal line and follows the direction of the diagonal line or the histogram graph and shows a normal distribution pattern, then the regression model meets the assumption of normality. If the data (point) spreads far from the diagonal and or does not follow the direction of the diagonal line or histogram graph does not show the normal distribution pattern, then the regression model does not meet the assumption of normality.

Based on the normality test of Kolmogorov-Smirnov, we can see that the value of Kolmogorov-Smirnov is 0.058 and the significance (2-tailed) value is $0,200 > 0,05$.

This suggests that standardized residual values are normally spread, which supports the normality test with the histogram and normal p-plot regression. To detect the presence or absence of multicollinearity in the regression model, one can look at the value of Variance Inflation Factor (VIF) and Tolerance on the regression model. If the VIF value <10 and tolerance value > 0.1 then the regression model is free from multicollinearity, otherwise if the value of VIF > 10 and tolerance value <0.1 then there is multicollinearity.

Table 3. Result Kolmogorov - Smirnov

| Model | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. | Collinearity Statistics | |
|------------------|-----------------------------|------------|---------------------------|-------|------|-------------------------|-------|
| | B | Std. Error | Beta | | | Tolerance | VIF |
| 1 (Constant) | 3.495 | 2.897 | | 1.206 | .232 | | |
| Leadership Style | .374 | .140 | .307 | 2.676 | .009 | .263 | 3.799 |
| Career Dev. | .463 | .134 | .425 | 3.463 | .001 | .230 | 4.341 |
| Job Satisfaction | .205 | .101 | .198 | 2.022 | .047 | .363 | 2.753 |

a. Dependent Variable: Employee Performance

Based on Table 3 above, one can see that the Tolerance value of leadership style variables is 0.263, career development is 0.230 and job satisfaction is 0.363, while the VIF value Variable for leadership style is of 3.799, career development is 4,341 and job satisfaction is 2.753. Each independent variable has a tolerance value > 0,1 and a VIF value <10. It can be said that there is no multicollinearity between independent variables in this regression model.

7.6 Hypothesis test result

7.6.1 Coefficient of determination test (R^2)

The coefficient of determination (R^2) test essentially measures the extent of the model's ability to explain variations in dependent variables. The coefficient of determination value is between zero and one. If the value of R^2 approaches 1 (one), then it can be said that the model the stronger in explaining the variation of independent variables to the dependent variables. Conversely, if R^2 approaches 0 (zero), then the model is weaker in explaining the variation of the independent variable to the dependent variable.

The results of Coefficient Determination (R Square) show a value of 0.747. This shows that the independent variables - leadership style, career development, and job

satisfaction - explain employee performance up to 74,7%, while the rest (100% - 74,7%), that is 25,3%, is explained by other factors not examined in this study.

7.6.2 Simultaneous significance test (test statistic F)

The simultaneous test (Test F) is used to find out whether the independent variables simultaneously or non-simultaneously affect the dependent variable. In this test we use a level of significance ($\alpha = 5\%$). The hypothetical model used in the F test is as follows:

- a. Hypothesis H_0 : The independent variables together have no significant effect on the dependent variable.
- b. Hypothesis H_1 : The independent variables together have a significant effect on the dependent variable.

7.6.3 Analysis of effect of leadership style on employee performance PT. Waskita Karya (Persero)

Based on the results of calculations performed using SPSS, for the variable X_1 , the t-count value is of 2.676 and the t-value is of 1.994 using the formula $t\text{-table} = (a / (2) : n-k)$. This means that the result of $t\text{-count} > t\text{-table}$, therefore H_0 is rejected. The position of t-count for variable X_1 is in the rejection area H_0 and the significance value $0,009 < 0,05$, meaning that partially, variable X_1 (leadership style) has a significant effect on employee performance at PT. Waskita Karya (Persero) Tbk. Based on the results of calculations performed using SPSS, for the variable X_2 , the t-count value is of 3.463 and the t-value is of 1.994, using the formula $t\text{-table} = (a / (2) : n-k)$. This means that the result of $t\text{-count} > t\text{-table}$, therefore H_0 is rejected.

Based on the results of calculations performed using SPSS, for the variable X_3 , the value of t-count is 2.022 and the t-value is of 1.994, using the formula $t\text{-table} = (a / (2) : n-k)$. This means the result of $t\text{-count} > t\text{-table}$, therefore H_0 is rejected.

7.7 Discussion of research results

Based on the results of this research, one can determine that simultaneously or together, the style of leadership, career development and job satisfaction have a positive influence on employee performance. This means that all three factors are the determinants of employee performance. The better leadership style, career development opportunities and job satisfaction received by employees, the better the employee performance at PT. Waskita Karya (Persero). Also, according to the results of this research, leadership style has a positive and significant impact on employee performance at PT. Waskita Karya (Persero). This shows that one of the factors affecting employee performance is leadership style.

The results also showed that career development has a positive and significant impact on employee performance at PT. Waskita Karya (Persero). This means that career development is one of the factors that affect employee performance, and when employees are given the opportunity to attend training, their knowledge and career

prospect increases. Based on the results, one can also see that job satisfaction has a positive and significant impact on employee performance at PT. Waskita Karya (Persero).

8. Conclusion and suggestion

8.1 Conclusion

Based on the theoretical framework and the results of this research on the influence of leadership style, career development and job satisfaction on the performance of head office employees of PT Waskita Karya (Persero), the following conclusions can be drawn:

- Leadership style, career development and job satisfaction have a positive and significant impact on employee performance of head office of PT Waskita Karya (Persero).
- Leadership style has a positive and significant impact on employee performance of head office employees of PT Waskita Karya (Persero). Career development also has a positive and significant impact on employee performance at PT Waskita Karya (Persero) head office. Job satisfaction has a positive and significant impact on employee performance at PT Waskita Karya (Persero) head office.

8.2 Suggestion

Based on the results of the conclusions that have been described, the following suggestions can be recommended:

- Leaders are expected to build a better communication pattern so that better communication can occur between leaders and employees so that things can run smoothly. For example, through the human resource department, one must establish programs that can improve good communication between superiors and subordinates within a department. The company should also conduct a communication day program at least once a month that serves as a medium for exchanging ideas between superiors and subordinates.
- Companies can be a good place for career development which will improve employee performance. This requires leadership to improve their efforts in a way to help employees in achieving their objectives. For example, companies should plan employees' careers appropriately and reasonably, all employees are given equal opportunities to work hard by the company in achieving the desired career, as well as providing training that can improve employee performance and be able to take advantage of opportunities that exist within the company.

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