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THE EFFECT OF LEADERSHIP HUMAN RESOURCES CAPABILITIES AND JOB SATISFACTION ON EMPLOYEE PERFORMANCE

Acih*, A Harits Nu'man, H Dadang Kusnadi

Faculty of Economics and Business, Management Study Program, Universitas Islam Bandung

Emails: acih685@gmail.com, haritsnuman.djaohari@gmail.com, dadangkusnadi@ymail.com

ABSTRACT:

Employee performance in an effective and efficient organization can be influenced by Human Resources, who have good capabilities and leadership styles that follow the organization's character. Job satisfaction is closely related to employee performance attitudes. This study aims to determine the effect of leadership human resource capabilities and job satisfaction on employee performance. This type of research is quantitative research with a cross-sectional design. The survey was conducted on respondents using a quasi-questionnaire. Data analysis using the SEM (Structural Equating modeling) method using SmartPLS, the use of PLS is chosen in addition to being able to confirm the theory, it can also describe whether or not there is a relationship between latent variables and appropriate for a small sample, respondents who were sampled were 37 people, from the results Descriptive data processing respondents' perceptions about human resource capabilities, leadership, job satisfaction and employee performance are in the good category and from the results of hypothesis testing, it is found that there is a positive and significant influence between human resource capabilities on employee performance with a t statistic value of 2.704, and there is an influence There is a positive and significant relationship between the capabilities of human resources on job satisfaction with a t-statistic value of 3.121, there is a positive and significant influence between leadership on job satisfaction with a t-statistic value of 2.606, there is a positive and significant influence between the variables of leadership. Leadership and employee performance with a t-statistic value of 2.101, there is a positive and significant influence between the variables of job satisfaction and employee performance with a t-statistic value of 2.276. From the results of data processing, it can be concluded that the better the capabilities of human resources, leadership and job satisfaction, the better the performance of employees in an organization

Keywords: human resource capability, leadership, job satisfaction, employee performance

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INTRODUCTION

An organization will achieve superior performance and gain a competitive advantage if it can obtain difficult resources for competitors to imitate. Human resources are used as a source of competitive advantage. Therefore, human resources must be related to organizational needs. Qualified personnel enable it to respond better to market needs in terms of service and product quality produced, innovation differentiation and technology products (Nu'man, 2017b). Human resources are the central figure in an organization, and a good organization is an organization that seeks to maximize the capabilities of its human resources because it is the main factor in maximizing employee performance.

Continuous organizational performance is very important because it will determine whether the targets previously set by the organization can be achieved or vice versa. In measuring performance in organizational culture to ensure organizational efficiency and sustainable development and dealing with changes, it is very important to optimize the employees' performance (Nu'man, 2017).

Human resources are resources owned by the company. The four requirements in human resources are human capability and commitment, the strategic importance of

human resources, human resource management by specialists, and the integration of human resource management in business strategy. The Resource-Based View (RBV) identifies the dimensions of Human Resource Capability (HRC) as innovative resources, skilled resources, competent employee training, and human resource commitment. It also defines a skilled workforce as HRC while including managerial skills such as development self (Nu'man, 2017b).

Human resource management is the art and science of managing the relationships and roles of the workforce so that they are effective and efficient in encouraging the fulfilment of community, employee and company goals. According to (Hasibuan, 2011), to control and manage various subsystem functions within the organization so that they remain consistent with organizational goals, leaders are needed because leaders are the most important part of optimizing the performance of their workers (Bass & Avolio, 1994).

Leader behaviour has a significant influence on employee performance, behaviour and attitudes. Leader effectiveness is influenced by the characteristics of subordinates and is related to the communication process between

subordinates and their leaders. The leader's failure is caused by the leader's inability to satisfy and move employees in a particular environment and job. (Lodge & Derek, 1993) explained that the task of a leader is to encourage his subordinates to have competence and opportunities to develop in facing every opportunity and challenge in their work, (Gibson et al., 1995) explained that the task of HR management revolves around efforts to process the human element with its potential so that sufficient and satisfied human resources can be obtained for the organization. According to (Lodge & Derek, 1993) (and Waridin, 2004), Work has goals, one of which is to get job satisfaction. In this case, job satisfaction is closely related to employee attitudes towards various factors in their work, including leadership, social influence at work, work situations, and other factors. Several factors influence employee performance, namely organizational strategy (economic conditions, company culture, long-term and short-term goal values) and individual attributes, including skills and capabilities.

Health Service Facility is a place used to carry out health service efforts, whether curative, preventive, promotive or rehabilitative, by the local government and the central government. The Community Health Center from now on referred to as the Puskesmas is a health service facility that carries out public health efforts as well as first-level individual health efforts, with more emphasis on preventive and promotive efforts in the region (Hargiani et al., 2022).

Puskesmas is the health administration unit in the sub-district area. Puskesmas have the most important role in maintaining public health in their working area. In order to fulfil these objectives, puskesmas are

required to be able to solve the problems they encounter first, employment problems both in terms of network availability, government policies, and community perceptions regarding the quality of Puskesmas services (Fatimah, 2019).

Administratively, the Sukaraya Health Center is located in the Karang Bahagia District area and is an expansion area of the Karang Bahagia Health Center in 2015. The Sukaraya working area consists of 3 villages: Sukaraya Village, Karang Raahayu Village and Karang Setia Village. It fosters 50 Posyandu, 9 Hamlets, 20 RWs and 94 RTs with a population of 71,230 people in 2021, with lots of housing in the working area of the Sukaraya Health Center, the population will continue to increase every year, a large population and heterogeneous character of the community, the readiness of the health centre is needed to provide quality services starting with readiness and capability of human resources in providing services and leadership policies that are directed to be effective and efficient in directing their team.

Based on the performance assessment results, the Sukaraya Health Center was in a good category. However, the management achievements the Puskesmas and the achievements of the Puskesmas program remained the same. Performance achievement results and success of a health service program in a puskesmas are highly dependent on the performance of the employees of each puskesmas. The performance of the puskesmas is assessed once a year with PKP (Puskesmas performance assessment).

There are several definitions of management put forward by experts that are widely used in the literature, including:

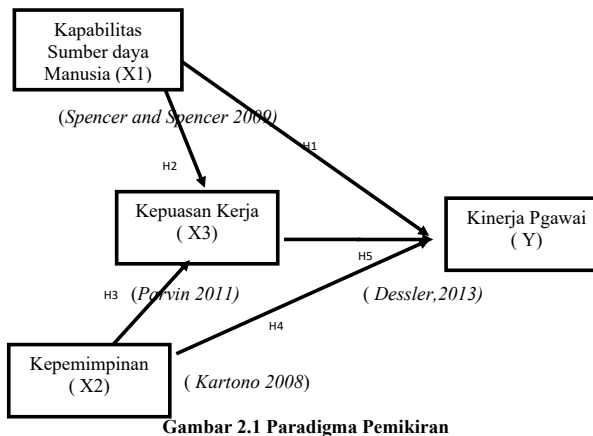
Management is the process of planning, organizing, leading and controlling

the work of members of the organization by using all organizational resources to achieve organizational goals that have been set (Raymond, 2014).

According to (Hasibuan, 2011), Human resource management is the science and art of managing the relationships and roles of the workforce so that they effectively and efficiently help achieve company, employee and community goals. (Sudarmanto, 2009) explains that Competence or Capability of Human Resources is the basic characteristic of a person's behaviour related to superior situations or performance at work or effective reference criteria and is influenced by knowledge, skills, attitudes, values and attitudes, motives, character (Traits), self-concept (Self-Concept).

Leadership is the ability to influence a group the fulfilment of predetermined goals (Robbins & Judge, 2011). Job satisfaction is a pleasant or positive emotional condition obtained from work results or individual experiences, or the attitudes and feelings of employees at work (Michael, 2009). (Dessler, 2000) states that performance can be defined as work performance, namely the comparison between work results based on facts and predetermined work standards

Paradigma Penelitian di gambarkan seperti pada gambar 1 berikut:



Gambar 2.1 Paradigma Pemikiran

Based on the identification of the

problems and the framework of thought, the hypotheses are formulated as follows:

- H1: There is an influence of human resource capabilities on employee performance
- H2: There is an influence of human resource capabilities on job satisfaction
- H3: There is an influence of leadership on job satisfaction
- H4: There is an influence of leadership on employee performance
- H5: There is an influence of job satisfaction on employee performance

RESEARCH METHODS

The type of research used is quantitative research with a survey approach, which takes samples from the population using quasi-energy as a means of data collection. The population is all employees of the Sukaraya Health Center, and the sample is all employees of the Sukaraya Health Center, which is limited by exclusion criteria. Those who have worked for more than one year and are not the head of the Sukaraya Health Center, totalling 37 people. By using a questionnaire and from each variable using questions that can be measured directly with smart PLS

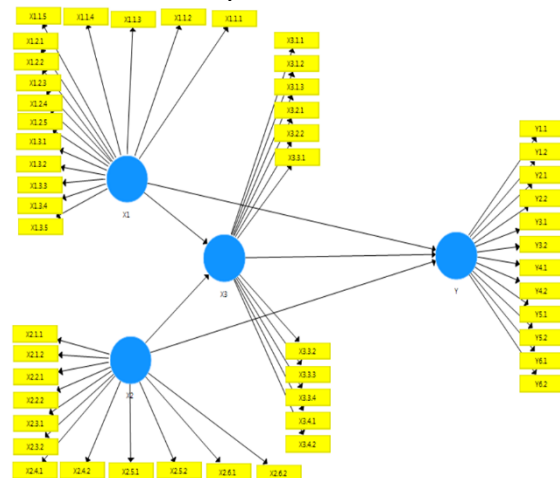


Figure 2. The Construction Variable Model of the Measurement System

The data that has been collected is then tested and analyzed using the PLS method using SmartPLS version 3. PLS is an SEM (Structural Equation Modeling) solution method that is better than other SEM techniques.

Research Instruments

The Q Square value is predictive of relevance for the constructive model. In this case, Q Square is used to test how well the model produces observed values and parameter estimates. A Q-square value of 0 indicates the model has predictive relevance; conversely, a Q-Square value ≤ 0 indicates the model has less predictive relevance.

The goodness of the Fit Criteria Test (GoF). The Goodness of Fit Criteria Test (GoF) is used to evaluate structural and measurement models and provides a simple measure for the overall prediction of the model (Abadi et al., 2020). The formula used to test this criterion is:

$$GoF = \sqrt{R^2 \times AVE}$$

Information:

R² = R-Square average value.

AVE = Average Variance Extracted (AVE) Value.

Recommended communality value = 0.50
 Fornel and Larcker 1981 in Ghozali 2015 and R-Square Small = 0.2, Medium = 0.13, and Large = 0.26

RESULTS AND DISCUSSION

After the data was collected using a questionnaire, the data was processed using smart PLS to obtain data from 37 people. Most respondents were female, namely 28 people (75.7%), and the most respondents with the last S1/D4 education, namely 20 people (54,1%). Most respondents aged between 31 to 40 years, namely as many as 13 people (35.1%).

Results of Descriptive Analysis of Human Resources Capability Variable (X1) variable X1 is 2286 with an average of 4.12. This average value is in the range of 3.40 – 4.20. Therefore, from the results of the continuum line above, it can be concluded that the respondent's perception of X1 is in a good category.

Results of Descriptive Analysis of the Leadership Variable (X2) The total score for the X2 variable is 1803, with an average of 4.06. This average value is in the range of 3.40 – 4.20. Therefore, from the results of the continuum line above, it can be concluded that the respondent's perception of X2 is in a good category.

Results of Descriptive Analysis of the Job Satisfaction variable (X3) The total score for the X3 variable is 1657, with an average of 4.07. This average value is in the range of 3.40 – 4.20. Therefore, from the results of the continuum line above, it can be concluded that the respondent's perception of X3 is in a good category.

Results of Descriptive Analysis of Employee Performance Variable (Y) The total score for variable Y is 1757, with an average of 3.96. This average value is in the range of 3.40 – 4.20. Therefore, from the results of the continuum line above, it can be concluded that the respondent's perception of Y is in a good category.

Test Results of Partial Least Square Structural Model)

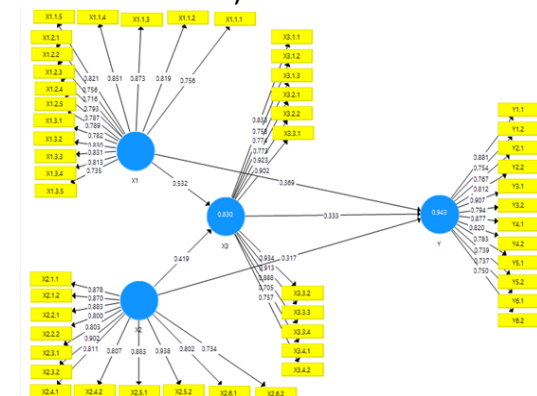


Figure 3. Full Structural Model (PLS Algorithm)

Through this figure, it can be seen that the yellow box shows each indicator, and the blue circle shows latent variables. Furthermore, there are numbers on each arrow that show the validity value of each indicator and test the reliability of the construct variables studied. An indicator is valid if it has a factor weight value greater than 0.50.

Table 1. Convergent validity test

Indicator	loading factor (> 0.7)	Conclusion
Health Science level related to disease or treatment (X1.1.1)	0.756	Valid
Level of Service Method with competence (X1.1.2)	0.819	Valid
Level of implementation of existing service flows at the Puskesmas (X1.1.3)	0.873	Valid
Effective Level of Communication. (X1.1.4)	0.851	Valid
Information level related to the most updated issues (X1.1.5)	0.821	Valid
Skill level in providing services (X1.2.1)	0.756	Valid
Skill level in doing administration (X1.2.2)	0.716	Valid
Communication skill level (X1.2.3)	0.793	Valid
Teamwork skill level (X1.2.4)	0.787	Valid
Educational Skill Level (X1.2.5)	0.789	Valid
Level of attention to patient interests (X1.3.1)	0.782	Valid
Level of self-development and attending training as needed (X1.3.2)	0.830	Valid
Reliability level (X1.3.3)	0.831	Valid
Level of compliance with applicable regulations (X1.3.4)	0.813	Valid
Level of task implementation according to main tasks and functions (X1.3.5)	0.735	Valid
Level of decision-making ability (X2.1.1)	0.878	Valid

Policy determination level (X2.1.2)	0.870	Valid
Employee motivating ability (X2.2.1)	0.883	Valid
Level of support for subordinates (X2.2.2)	0.800	Valid
Level of ability to communicate across sectors (X2.3.1)	0.803	Valid
Level of communication ability to direct subordinates (X2.3.2)	0.902	Valid
Level of ability to control subordinates in carrying out their duties (X2.4.1)	0.811	Valid
The level of compliance of subordinates with superior policies (X2.4.2)	0.807	Valid
Level of responsibility for the policies taken (X2.5.1)	0.883	Valid
The level of responsibility for the quality of services provided by subordinates (X2.5.2)	0.938	Valid
The level of emotional control over subordinates' mistakes (X2.6.1)	0.802	Valid
The level of emotional control in solving problems that occur (X2.6.2)	0.734	Valid
Level Comfortable and safe working conditions (X3.1.1)	0.833	Valid
Healthy working environment (X3.1.2)	0.758	Valid
Level of understanding work planning (X3.1.3)	0.774	Valid
Officer Satisfaction Level with the incentive system (X3.2.1)	0.773	Valid
Employee satisfaction level Getting a promotion according to his abilities (X3.2.2)	0.923	Valid
Level of Justice according to ability (X3.3.1)	0.902	Valid
Level of Justice in the system of reward and punishment (X3.3.2)	0.934	Valid
Level of Equalization in workload (X3.3.3)	0.913	Valid
The same level of enforcement for all employees. (X3.3.4)	0.888	Valid
Good level of relationship with immediate	0.705	Valid

supervisor. (X3.4.1)		
Respect all decisions of superiors (X3.4.2)	0.757	Valid
Service level according to SOP (Y1.1)	0.881	Valid
Job priority level (XY.1.)	0.754	Valid
Rate of late attendance at work (Y2.1)	0.767	Valid
The level of the number of patients served (Y2.2)	0.812	Valid
Level of activity planning in determining work schedule (Y3.1)	0.907	Valid
Activity planning completion rate in 1 month (Y3.2)	0.794	Valid
Level of employee initiative in making work plans (Y4.1)	0.877	Valid
Level of employee initiative in completing his work (Y4.2)	0.820	Valid
Level of employee creativity in achieving activity targets (Y.5.1)	0.783	Valid
Level of employee creativity in providing education (Y5.2)	0.739	Valid
Level of cooperation between teams in completing work (Y.6.1)	0.737	Valid
Level of communication with team members (Y.6.2)	0.750	Valid

Table 1 above provides information about the loading factor values for each manifest variable. The loading factor values of all indicators for latent variables show >0.7 so that all indicators are declared valid and can measure variables precisely.

Table 2. AVE and Community

Variable	Average Variance Extracted (AVE)
Human Resources Capability (X1)	0.637
Leadership (X2)	0.713
Job Satisfaction (X3)	0.700
Employee Performance (Y)	0.646

In the table above, it can be seen that the four latent variables have an AVE value

that is greater than the specified value of 0.5. So that all variables are declared valid in explaining the latent variables, which indicates that the use of these manifest variables fulfils the AVE requirements

Table 3. Composite Reliability (CR) and Cronbach's Alpha Test Results

Variable	Cronbach's Alpha	Composite Reliability
(X1)	0.959	0.963
(X2)	0.963	0.967
(X3)	0.956	0.962
(Y)	0.950	0.956

From the test results above, it can be seen that the Composite Reliability value is greater than 0.7 and the Cronbach Alpha value is greater than 0.6, so it can be concluded that the data is reliable, indicating that all indicators have consistency in measuring each variable.

Table 4. Path Significance Test

Hi	Latent Variable	Original Sample	T Statistics	P Values	Ket.
H1	X1>Y	0.369	2,704	0.007	Be accepted
H2	X1 > X3	0.532	3,121	0.002	Be accepted
H3	X2 > X3	0.419	2,606	0.009	Be accepted
H4	X2>Y	0.317	2011	0.045	Be accepted
H5	X3>Y	0.333	2,276	0.023	Be accepted

Table 4. The results of data processing are concluded
H1: There is a positive and significant influence between human resource capability variables on employee performance with a t-value of 2,704. The hypothesis is accepted

H2; There is a positive and significant influence between human resource capability variables on job satisfaction with a t-count value of 3,121. The hypothesis is accepted

H3: Leadership variables positively and significantly influence job satisfaction, with a t-value of 2,606. The hypothesis is accepted

H4: Leadership positively and significantly influences employee performance, with a t-value of 2,704. The hypothesis is accepted

H5: There is a positive and significant influence between job satisfaction on employee performance with a t-value of 2,704. The hypothesis is accepted

Discussion

1. The Relationship between Human Resource Capability and Employee Performance.

From the results of data processing, there is a positive and significant influence between the human resource capability variable on employee performance. In an organization, it is required to have quality human resources accompanied by educational background and knowledge that meet the standard requirements of human resources in the organization.

It has a vital position, and the quality of the people in it determines the organization's success. Based on global and social demands, human resources must be capable of carrying out their duties and responsibilities. In order to form apparatus of human resources who have these competencies, it is necessary to optimize the quality of professionalism, develop insight, a spirit of unity and unity, loyalty, and dedication to the country's struggle. and the nation (Suharto, 2012).

2. The Relationship between Human Resource Capability and Job Satisfaction.

The data processing results show a

positive and significant influence between human resource capabilities on job satisfaction. This is in line with the results of (El-Abidi et al., 2019) that work capability is in the same direction or directly proportional to job satisfaction. The partial test (t-test) results show that work capability has a significance of $0.033 < 0.05$. This means that work capability has a significant effect on job satisfaction, thus indicating that the better the work capabilities provided by Bank Syariah Mandiri employees at the Kendal branch office to the company, the more able to maximize employee job satisfaction, thus the hypothesis stating that work capability has a significant positive effect on job satisfaction can be accepted.

3. The Relationship between Leadership and Job Satisfaction

From the results of data processing, there is a positive and significant influence between leadership and job satisfaction. The better the leader manages his subordinates, the more the job satisfaction of his employees will also increase. Leadership is how leaders can appropriately guide organizational and individual goals (Hani Handoko, 1995). In comparison, job satisfaction is the general attitude of individuals to their work. Wexley and Yulk (1992) (and Waridin, 2004) explained that the more aspects that match the person's expectations, the higher his job satisfaction. Based on the definition of job satisfaction and leadership style above, if the leadership style implemented can appropriately move organizational goals with various aspects that a person wants for the job he has, the higher the person's job satisfaction. These results are similar to the research of Glisson and Durick (1998), that leadership style is a predictor of

organizational commitment and job satisfaction.

4. Relationship between Leadership and Employee Performance

The data processing results found a positive and significant influence between leadership and employee performance. Leaders' capabilities in empowering and mobilizing employees will affect their performance. Leader behaviour significantly affects employee performance, behaviour, and attitudes (Lodge & Derek, 1993). The effectiveness of the leader is influenced by the characteristics of the subordinates and is related to the communication process that occurs between the subordinates and the leader

5. Relationship between Job Satisfaction and Employee Performance

The data processing results show a positive and significant influence between job satisfaction and employee performance. Job satisfaction has a significant relationship with performance. Employees who feel job satisfaction will generally work harder and better than employees who suffer stress and dissatisfaction at work (Ostroff, 1992). Employee attitudes and satisfaction are the most important factors in determining work response and behaviour. With this, an effective organization can be fulfilled.

CONCLUSSION

From data processing and analysis, hypothesis testing, analysis and discussion of research results, it can be concluded as follows:

1. The description of the human resource capabilities at the Sukaraya Health Center, Bekasi Regency, the respondent's perception is in a good

category.

2. In the description of the leadership in the Sukaraya Health Center, Bekasi district, the respondents' perceptions were in a good category.
3. The respondent's perceived job satisfaction at the Sukaraya Health Center in Bekasi Regency is good.
4. Description of Employee Performance at the Sukaraya Health Center, Bekasi Regency, the respondent's perception is in a good category.
5. Human Resource Capability has a positive and significant effect on employee performance, and it can be concluded that the better the resource capability, the better the employee performance will be.
6. Human Resource Capability has a positive and significant effect on Job Satisfaction. The better the human resource capability, the higher the job satisfaction.
7. Leadership has a positive and significant effect on job satisfaction. The better an organization's leadership, the better its employees' job satisfaction.
8. Leadership has a positive and significant effect on employee performance. The better the leadership, the better the employee performance.

Job satisfaction has a positive and significant effect on employee performance, so high job satisfaction will affect performance improvement.

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