
EFFECT OF COMPETENCE, ORGANIZATIONAL CLIMATE, JOB SATISFACTION, ORGANIZATIONAL COMMITMENT, WORK DISCIPLINE, WORK MOTIVATION, LEADERSHIP STYLE, AND CAREER DEVELOPMENT ON PERFORMANCE HEALTH SERVICE OFFICERS KUTAI BARAT DISTRICT

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ABSTRACT

Introduction: This study aims to analyze and determine the magnitude of the influence of competence, organizational climate, job satisfaction, organizational commitment, work discipline, work motivation, leadership style, and career development on the performance of the employees of the Health Office of West Kutai Regency partially or simultaneously. **Methods:** This research is a quantitative study using an associative approach. Research with this associative approach is used to identify the extent to which the independent variable affects the dependent variable. This research was started in early January 2022 to early February 2022 with the research location at the Health Office of West Kutai Regency and the number of samples as many as 49 people. This study uses the SPSS instrument, which discusses validity and reliability testing, multiple linear regression analysis, t-test, F test, and coefficient of determination to determine the extent to which the independent variable contributes to the dependent variable. **Results:** The results showed that simultaneously the variables of competence (X1), organizational climate (X2), job satisfaction (X3), organizational commitment (X4), work discipline (X5), work motivation (X6), leadership style (X7) and career development (X8) has a positive and significant effect on employee performance (Y) with an influence contribution of 93.5% while the remaining 6.5% is influenced by other variables not included in this study. However, partially, only organizational climate variables (X2) and leadership style (X7) do not affect employee performance at the Health Office of West Kutai Regency. In contrast, the remaining variables are Competence (X1), job satisfaction (X3), organizational commitment (X4), and work discipline (X4). X5), work motivation (X6), and career development (X8) have a positive and significant influence on the performance of the employees of the Health Office of West Kutai Regency.

Keywords: Competence, organizational climate, job satisfaction, organizational commitment, work discipline, work motivation, leadership style, career development, performance

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INTRODUCTION

Organizations are usually understood as a group of people who work together in a structured way to achieve a common goal or goal. Human resources are indispensable in every organization because human resources have an essential role in every organizational activity; even though the organization is supported by facilities and infrastructure as well as adequate funding sources,

without support from the human resource side, the implementation of activities will not be completed usually. Human resources refer to reliable resources in all fields, including reliability in carrying out efforts to achieve the organizational goals that have been set.

Job satisfaction felt by employees can also influence their performance. Employees who are satisfied at work will tend to have better performance than employees who are dissatisfied with their agency (Sageer et al., 2012). Job satisfaction is an emotional attitude shown by someone for the remuneration he receives from the agency so that he is happy and loves his job. Employee satisfaction guaranteed satisfaction at work can strengthen various aspects and will help maximize the potential that exists in the agency.

Employee performance improvement can also be made by creating work discipline because a well-managed work discipline will result in employee compliance with various agency regulations to improve performance. Work discipline is a person's behavior following the existing work rules and procedures in the organization, both written and unwritten. Discipline is essential for the progress of the agency because it can be used as a motivating tool to be able to self-discipline in carrying out work both individually and in groups, in addition to being helpful in educating employees to comply with existing regulations, procedures and policies to produce good performance.

Various ways can be done by a leader to realize good employee work attitudes, namely by using the right leadership style (Pawirosumarto et al., 2017). Based on the background that has been described, the authors are interested in conducting research with the title on the influence of competence, organizational climate, job satisfaction, organizational commitment, work discipline, work motivation, leadership style, and career development on the performance of the employees of the West Kutai Regency Health Office.

Based on the problem formulation that has been stated previously, the objectives of this research are as follows:

1. Analyzing and knowing the influence of competence on the performance of the employees of the Health Office of West Kutai Regency.
2. Analyzing and knowing the influence of organizational climate on the performance of the employees of the Health Office of West Kutai Regency.
3. Analyzing and knowing the influence of job satisfaction on the performance of the employees of the Health Office of West Kutai Regency.
4. Analyzing and knowing the influence of organizational commitment on the performance of the employees of the Health Office of West Kutai Regency.
5. Analyzing and knowing the influence of work discipline on the performance of the employees of the Health Office of West Kutai Regency.
6. Analyzing and knowing the influence of work motivation on the performance of the Health Office of West Kutai Regency employees.
7. Analyzing and knowing the influence of leadership style on the performance of the employees of the Health Office of West Kutai Regency.
8. Analyzing and knowing the influence of career development on the performance of the employees of the Health Office of West Kutai Regency.

9. Analyzing and knowing the influence of competence, organizational climate, job satisfaction, organizational commitment, work discipline, work motivation, leadership style, and career development simultaneously on the performance of the employees of the Health Office of West Kutai Regency.

(Suriati, 2018) . "The influence of competence on employee performance at PT. PLN (Persero) Rayon Sungguminasa." This study aims to determine the effect of competence on employee performance at PT. PLN (Persero) Rayon Sungguminasa. The type of research used in this research is descriptive quantitative research. Some interpret competence as commensurate with abilities or skills; others interpret competence as commensurate with skills, knowledge, and higher education. For more details, several definitions of competence will be presented (Hidayat & Sembiring, 2022).

According to (Agustian et al., 2018) explaining that competence is an ability to carry out or perform a job or task based on skills and knowledge and supported by the work attitude required by the job.

METHOD

This study uses an associative approach which is a problem formulation that is asking the relationship between two or more variables. Research with this associative approach is used to identify the extent to which the independent variable affects the dependent variable. This study uses nine variables, namely competence, organizational climate, job satisfaction, organizational commitment, work discipline, work motivation, leadership style and career development as independent variables and employee performance as the dependent variable. Valid shows the degree of accuracy between data that actually occurs on the object and data that can be collected by researchers. The validity test in this study used the help of the SPSS program by comparing the calculated r-value with the r table value. According to (Wartono, 2017) states that the reliability test is the extent to which the measurement results using the same object will produce the same data. The tool to measure reliability is Cronbach Alpha.

RESULTS AND DISCUSSION

A. Overview of research object

1. Profile of the West Kutai District Health Office

West Kutai Regency is one of the expansion areas of Kutai Kartanegara Regency with an area of 20,381,59 Km² . Geographically, West Kutai Regency is a very strategic area because it borders the Province of Central Kalimantan. Administratively, the boundaries of the West Kutai Regency are:

- In the north it is bordered by Mahakam Ulu Regency,
- In the east, it is bordered by Kutai Kertanegara Regency.
- To the south, it is bordered by North Penajam Paser Regency,
- In the west it is bordered by the province of Central Kalimantan .

Geographically, West Kutai Regency is located between 113°48'43" East Longitude to 116°32'43" East Longitude and between 1°03'05" North Latitude to 1°09'33" South Latitude, with an area of 20,381.59 KM² consisting of 16 Districts and 194 villages. The area of West Kutai Regency is dominated by undulating topography, from gentle to steep slopes with an altitude ranging from 0-1,500 meters above sea level with a slope of 0-60 percent. The formation of a new autonomous region, namely Mahakam Ulu Regency in June 2013 was a division of West Kutai Regency (Rusdiana et al., 2017). This resulted in the reduction of 5 (five) sub-districts that were merged into Mahakam Ulu District, namely Long Apari District, Long Pahangai District, Laham District, Long Hubung District and Long Begun District. Only a few villages are located on the edge of the Mahakam river that have not been reached by road, so you have to take river transportation to come to the sub-district or district capital (Moeliono & Limberg, 2012).

In addition to these functions, through the Office of the Health Service, the government is also responsible for conducting health education, counseling on healthy living with exercise and mental health for the community and families. The Health Office also serves as a guarantor and supervisor of health facilities in its working area, both hospitals, medical devices, medicines, doctors, clinics, pharmacies, and so on (Rahmadi, 2020). The vision of the Health Office is "The Realization of Quality West Kutai Human Resources through Health, Equitable, and Independent Services".

2. Health Facilities and Health Human Resources

Health facilities and Health Human Resources recorded at the Health Office of West Kutai Regency can be seen in the following tables and diagrams:

Table 1. Health facilities

No	Health facility	Amount	Type
1	General Hospital	1	RS
2	Special Hospital	18	RS
3	Inpatient Health Center	13	Public health center
4	Non-Inpatient Health Center	6	Public health center
5	Mobile Health Center	14	Mobile health center
6	Auxiliary health center	84	Posts
7	Pharmacy	34	Pharmacy

Source: Health Office Profile, 2020

Sarana Kesehatan

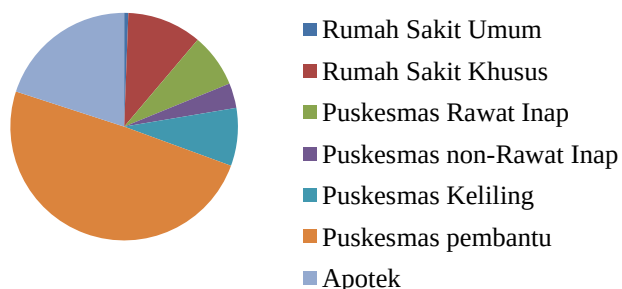


Figure 1. Pie chart Health facilities
Source: processed by researchers, 2022

Health Human Resources recorded at the West Kuta District Health Office can be seen in the table below and the diagram is as follows:

Table 2. Health Human Resources

No	Health Human Resources	Amount
1	Number of Specialists	18
2	Number of General Practitioners	48
3	Doctor Ratio (specialist+general)	12
4	Number of Dentists + Specialist Dentists	12
5	Dentist Ratio (including Specialist Dentist)	8
6	Number of Midwives	294
7	Ratio of Midwives per 100,000 population	198
8	Number of Nurses	521
9	Ratio of Nurses per 100,000 population	351
10	Number of Public Health Workers	56
11	Number of Sanitation Workers	21
12	Total Nutrients	30
13	Number of Pharmacists	64

Source: Health Office Profile, 2020

Health Human Resources

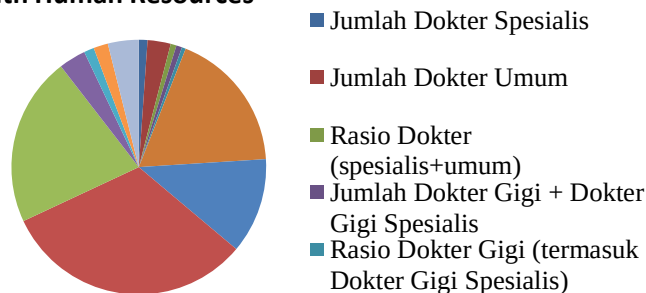


Figure 2. Pie chart of Health Human Resources
Source: processed by researchers, 2022

3. Organizational Structure

Based on Regent Regulation No. 38 of 2020 concerning the position, organizational structure, duties and functions as well as the work procedure of the Health Service, the organizational structure of the West Kutai District Health Office consists of:

- a. Head;
- b. Secretariat, in charge of:
 1. General Sub-Section; and
 2. Sub Division of Program Planning and Finance.

- c. Public Health Sector, in charge of:
 - 1. Section of Family Health and Community Nutrition;
 - 2. Promotion and Community Empowerment Section; and
 - 3. Section of Environmental Health, Occupational Health and Sports,
- d. Disease Prevention and Control Division, in charge of:
 - 1. Surveillance and Immunization Section;
 - 2. Communicable Disease Prevention and Control Section; and
 - 3. Section of Prevention and Control of Non-Communicable Diseases and Mental Health,
- e. Health Services and Health Resources, in charge of:
 - 1. Health Services Section;
 - 2. Pharmaceutical, Medical Devices and PKRT Section; and
- f. Functional Position Group.

Organizational structure is very important in an organization or agency. This is because with a good organizational structure, the delegation of authority and responsibility of each member of the organization becomes clearer and facilitates the implementation of agency activities so that the expected goals can be achieved. The organizational structure of the West Kutai District Health Office is based on the West Kutai Regent Regulation Number 38 of 2020 concerning the position, organizational structure, duties and functions as well as the work procedure of the health office can be seen in the following chart:

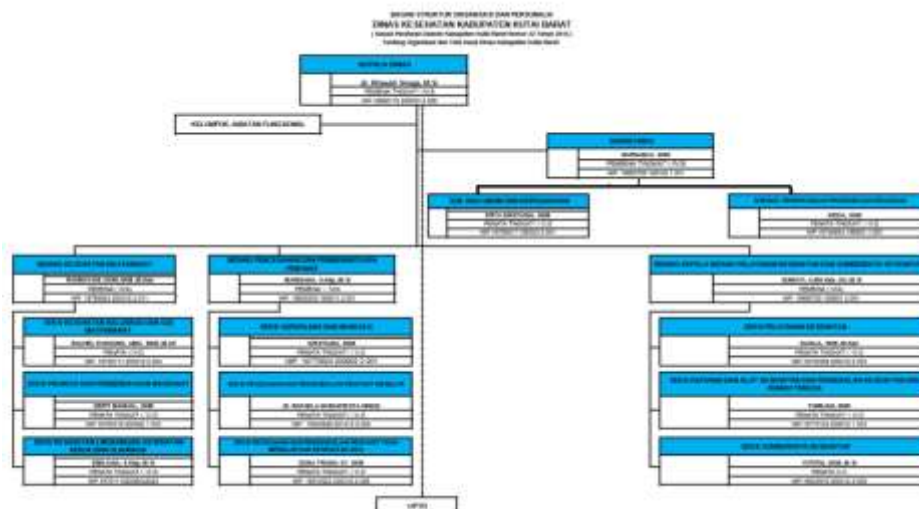


Figure 3. Structure of the Health Office of West Kutai Regency

Source: Health Office Profile, 2020

B. Respondent 's response

The general description of the variables obtained will be analyzed descriptively based on the respondents' answers to the indicators on the questionnaires that have been distributed. The researcher will describe in detail the answers of 49 respondents regarding research indicators

grouped in descriptive statistics by categorizing based on interval calculations to determine each variable. Respondents' perceptions of statement items in research variables will be known through the index value. Where the value is obtained from the scale range number (RS), with the scale range formula (RS) as follows:

$$A = \frac{m - n}{b} = \frac{5 - 1}{5} = 0,8$$

Where:

RS = Scale Range

m = Maximum number of scale points in the questionnaire

n = The minimum number of scale points in the questionnaire

b = Number of scale points in the questionnaire

The results of the calculation of the scale range will be used as the basis for interpreting the average rating for each indicator on the research variable. The assessment is contained in the form of an average index as follows:

Table 3. Average Index

No	Index Value	Category
1	1.00 – 1.79	Very Low / Very Poor
2	1.80 – 2.59	Low / Bad
3	2.60 – 3.39	Enough / Moderate
4	3.40 – 4.19	High / Fine
5	4.20 – 5.00	Very High / Very Good

Source: Processed by Researchers, 2022

Based on the category table, it is necessary to determine the interpretation value of the variable with the average value (mean) of each indicator. Respondents' responses to the competency variable (X1) will be described in the following table:

Table 4. Respondents' responses to the competency variable (X1)

No	Indicator	Score	Frequency	Percent	S*F	mean
1	Knowledge (<i>knowledge</i>).	4	23	46.9	92	4.53
		5	26	53.1	130	
		Total	49	100.0	222	
2	Understanding (<i>understanding</i>).	3	2	4.1	6	4.57
		4	17	34.7	68	
		5	30	61.2	150	
		Total	49	100.0	224	
3	Ability/Skill (<i>skill</i>).	4	22	44.9	88	4.55
		5	27	55.1	135	
		Total	49	100.0	223	
4	Value (<i>value</i>).	3	1	2.0	3	4.39
		4	28	57.1	112	
		5	20	40.8	100	
		Total	49	100.0	215	
5	Attitude (<i>attitude</i>).	4	20	40.8	80	4.59
		5	29	59.2	145	
		Total	49	100.0	225	

6	Interest (<i>interest</i>).	4	12	24.5	48	
		5	37	75.5	185	4.76
		Total	49	100.0	233	
	Average score					4.56

Source: processed by researchers, 2022

These results indicate that there is a very high or very good perception of competence for the Civil Servants of the Health Office of West Kutai Regency. Respondents' responses to the organizational climate variable (X2) will be described in the following table:

Table 5. Respondents' responses to organizational climate variables (X2)

No	Indicator	Score	Frequency	Percent	S*F	mean
1	Leadership.	4	20	40.8	80	
		5	29	59.2	145	4.59
		Total	49	100.0	225	
2	Trust .	4	20	40.8	80	
		5	29	59.2	145	4.59
		Total	49	100.0	225	
3	Joint decision making or support.	3	1	2.0	3	
		4	18	36.7	72	4.59
		5	30	61.2	150	
		Total	49	100.0	225	
4	Honesty.	4	21	42.9	84	
		5	28	57.1	140	4.57
		Total	49	100.0	224	
5	Communication.	4	25	51.0	100	
		5	24	49.0	120	4.49
		Total	49	100.0	220	
6	Flexibility or autonomy.	4	18	36.7	72	
		5	31	63.3	155	4.63
		Total	49	100.0	227	
7	Job risk.	4	18	36.7	72	
		5	31	63.3	155	4.63
		Total	49	100.0	227	
	Average score					4.59

Source: processed by researchers, 2022

These results indicate that there is a very high or very good perception of the organizational climate for the Civil Servants of the Health Service of West Kutai Regency. Respondents' responses to the job satisfaction variable (X3) will be described in the following table:

Table 6. Respondents' responses to the variable job satisfaction (X3)

No	Indicator	Score	Frequency	Percent	S*F	mean
1	Work.	4	18	36.7	72	
		5	31	63.3	155	4.63
		Total	49	100.0	227	
2	Wages.	4	15	30.6	60	
		5	34	69.4	170	4.69
		Total	49	100.0	230	
3	Promotion.	4	23	46.9	92	
		5	26	53.1	130	4.53

		Total	49	100.0	222	
4	Supervisor.	4	23	46.9	92	
		5	26	53.1	130	4.53
		Total	49	100.0	222	
5	Work colleague.	4	26	53.1	104	
		5	23	46.9	115	4.47
		Total	49	100.0	219	
		Average score				4.57

Source: processed by researchers, 2022

These results indicate that there is a very high or very good perception of job satisfaction for Civil Servants of the Health Service of West Kutai Regency. Respondents' responses to the organizational commitment variable (X4) will be described in the following table:

Table 7. Respondents' responses to the organizational commitment variable (X4)

No	Indicator	Score	Frequency	Percent	S*F	mean
1	Keep staying	4	20	40.8	80	
		5	29	59.2	145	4.59
		Total	49	100.0	225	
2	Willing to do additional work	4	24	49.0	96	
		5	25	51.0	125	4.51
		Total	49	100.0	221	
3	Maintain company confidentiality	4	28	57.1	112	
		5	21	42.9	105	4.43
		Total	49	100.0	217	
4	Using company products	4	22	44.9	88	
		5	27	55.1	135	4.55
		Total	49	100.0	223	
5	Willing to sacrifice.	3	1	2.0	3	
		4	18	36.7	72	4.59
		5	30	61.2	150	
		Total	49	100.0	225	
		Average score				4.53

Source: processed by researchers, 2022

These results indicate that there is a very high or very good perception of organizational commitment for the Civil Servants of the Health Service of West Kutai Regency. Respondents' responses to the work discipline variable (X5) will be described in the following table:

Table 8. Respondents' responses to the work discipline variable (X5)

No	Indicator	Score	Frequency	Percent	S*F	mean
1	Goals and abilities	4	21	42.9	84	
		5	28	57.1	140	4.57
		Total	49	100.0	224	
2	Leadership exemplary	4	21	42.9	84	
		5	28	57.1	140	4.57
		Total	49	100.0	224	

3	Justice	3	1	2.0	3	
		4	28	57.1	112	4.39
		5	20	40.8	100	
	Total	49	100.0	215		
4	Supervision attached	4	21	42.9	84	
		5	28	57.1	140	4.57
	Total	49	100.0	224		
5	Penalty sanction	4	20	40.8	80	
		5	29	59.2	145	4.59
	Total	49	100.0	225		
6	Firmness	4	20	40.8	80	
		5	29	59.2	145	4.59
	Total	49	100.0	225		
7	Human relations.	4	19	38.8	76	
		5	30	61.2	150	4.61
	Total	49	100.0	226		
Average score					4.56	

Source: processed by researchers, 2022

These results indicate that there is a very high or very good perception of work discipline for the Civil Servants of the Health Service of West Kutai Regency. Respondents' responses to the work motivation variable (X6) will be described in the following table:

Table 9. Respondents' responses to work motivation variables (X6)

No	Indicator	Score	Frequency	Percent	S*F	mean
1	Physical Needs.	3	2	4.1	6	
		4	23	46.9	92	4.45
		5	24	49.0	120	
	Total	49	100.0	218		
2	Security needs.	4	21	42.9	84	
		5	28	57.1	140	4.57
	Total	49	100.0	224		
3	Social needs.	4	29	59.2	116	
		5	20	40.8	100	4.41
	Total	49	100.0	216		
4	The need for appreciation.	3	1	2.0	3	
		4	26	53.1	104	4.43
		5	22	44.9	110	
	Total	49	100.0	217		
5		3	1	2.0	3	
		4	26	53.1	104	4.43
	Need for encouragement to achieve goals.	5	22	44.9	110	
	Total	49	100.0	217		
Average score					4.46	

Source: processed by researchers, 2022

These results indicate that there is a very high or very good perception of work motivation for the Civil Servants of the Health Service of West Kutai Regency. Respondents' responses to the leadership style variable (X7) will be described in the following table:

Table 10. respondents' responses to the leadership style variable (X7)

No	Indicator	Score	Frequency	Percent	S*F	mean
1	Motivating Ability.	4	24	49.0	96	4.51
		5	25	51.0	125	
		Total	49	100.0	221	
2	Decision Making Ability.	4	24	49.0	96	4.51
		5	25	51.0	125	
		Total	49	100.0	221	
3	Communication Skills.	4	27	55.1	108	4.45
		5	22	44.9	110	
		Total	49	100.0	218	
4	Ability to Control Subordinates.	4	20	40.8	80	4.59
		5	29	59.2	145	
		Total	49	100.0	225	
5	Leadership Responsibilities	3	2	4.1	6	4.43
		4	24	49.0	96	
		5	23	46.9	115	
		Total	49	100.0	217	
6	Emotional Control Ability.	4	23	46.9	92	4.53
		5	26	53.1	130	
		Total	49	100.0	222	
Average score						4.50

Source: processed by researchers, 2022

These results indicate that there is a very high or very good perception of the leadership style for the Civil Servants of the Health Office of West Kutai Regency. Civil Affairs obtained from the research data have been fulfilled very well. Respondents' responses to the career development variable (X8) will be described in the following table:

Table 11. Respondents' responses to career development variables (X8)

No	Indicator	Score	Frequency	Percent	S*F	mean
1	Assessment and Evaluation.	3	1	2.0	3	4.39
		4	28	57.1	112	
		5	20	40.8	100	
		Total	49	100.0	215	
2	Work performance.	4	27	55.1	108	4.45
		5	22	44.9	110	
		Total	49	100.0	218	
3	Educational background.	4	27	55.1	108	4.45
		5	22	44.9	110	

		Total	49	100.0	218	
4	The training that has been followed.	4	22	44.9	88	
		5	27	55.1	135	4.55
		Total	49	100.0	223	
5	Work experience.	4	29	59.2	116	
		5	20	40.8	100	4.41
		Total	49	100.0	216	
6	Loyalty to the Company	4	24	49.0	96	
		5	25	51.0	125	4.51
		Total	49	100.0	221	
	Average score					4.46

Source: processed by researchers, 2022

These results indicate that there is a very high or very good perception of career development for Civil Servants of the Health Service of West Kutai Regency. Respondents' responses to the performance variable (Y) will be described in the following table:

Table 12. Respondents' Responses to Performance Variables (Y)

No	Indicator	Score	Frequency	Percent	S*F	mean
1	Quality of Work	4	21	42.9	84	
		5	28	57.1	140	4.57
		Total	49	100.0	224	
2	Number of Work	4	21	42.9	84	
		5	28	57.1	140	4.57
		Total	49	100.0	224	
3	Responsibility	4	25	51.0	100	
		5	24	49.0	120	4.49
		Total	49	100.0	220	
4	Cooperation	4	29	59.2	116	
		5	20	40.8	100	4.41
		Total	49	100.0	216	
5	Initiative	4	21	42.9	84	
		5	28	57.1	140	4.57
		Total	49	100.0	224	
	Average score					4.52

Source: processed by researchers, 2022

These results indicate that there is a very high or very good perception of the performance for Civil Servants of the Health Service of West Kutai Regency. The initiative indicator (Y1.5) has the highest mean value among other indicators, this explains that the Civil Servants of the Health Office of West Kutai Regency have very good initiatives in their work.

C. Results of data analysis

The results of data analysis include validity analysis, reliability analysis, multiple linear regression analysis, t test analysis, F test analysis and coefficient of determination analysis.

1. Validity test results

Validity test is used to determine whether or not a research questionnaire is valid. The results of the validity of this study can be seen in the following table:

Table 13. Validity Test Results

Variable	Indicator	rtable	rcount	Information
Competence (X₁)	X1.1	0,282	0.687	Valid
	X1.2	0,282	0.422	Valid
	X1.3	0,282	0.523	Valid
	X1.4	0,282	0.631	Valid
	X1.5	0,282	0.518	Valid
	X1.6	0,282	0.331	Valid
Organizational climate (X₂)	X2.1	0,282	0.715	Valid
	X2.2	0,282	0.690	Valid
	X2.3	0,282	0.441	Valid
	X2.4	0,282	0.330	Valid
	X2.5	0,282	0.561	Valid
	X2.6	0,282	0.375	Valid
	X2.7	0,282	0.560	Valid
Job satisfaction (X₃)	X3.1	0,282	0.607	Valid
	X3.2	0,282	0.455	Valid
	X3.3	0,282	0.569	Valid
	X3.4	0,282	0.427	Valid
	X3.5	0,282	0.315	Valid
Organizational commitment (X₄)	X4.1	0,282	0.343	Valid
	X4.2	0,282	0.665	Valid
	X4.3	0,282	0.344	Valid
	X4.4	0,282	0.659	Valid
	X4.5	0,282	0.512	Valid
Work discipline (X₅)	X5.1	0,282	0.686	Valid
	X5.2	0,282	0.739	Valid
	X5.3	0,282	0.379	Valid
	X5.4	0,282	0.322	Valid
	X5.5	0,282	0.355	Valid
	X5.6	0,282	0.376	Valid
	X5.7	0,282	0.658	Valid
Work motivation (X₆)	X6.1	0,282	0.460	Valid
	X6.2	0,282	0.591	Valid
	X6.3	0,282	0.509	Valid
	X6.4	0,282	0.746	Valid
	X6.5	0,282	0.554	Valid
Leadership style (X₇)	X7.1	0,282	0.410	Valid
	X7.2	0,282	0.558	Valid
	X7.3	0,282	0.320	Valid

	X7.4	0, 282	0.313	Valid
	X7.5	0, 282	0.398	Valid
	X7.6	0, 282	0.529	Valid
Career development (X₈)	X8.1	0, 282	0.440	Valid
	X8.2	0, 282	0.626	Valid
	X8.3	0, 282	0.573	Valid
	X8.4	0, 282	0.605	Valid
	X8.5	0, 282	0.373	Valid
	X8.6	0, 282	0.751	Valid
Performance (Y)	Y1.1	0, 282	0.704	Valid
	Y1.2	0, 282	0.418	Valid
	Y1.3	0, 282	0.630	Valid
	Y1.4	0, 282	0.393	Valid
	Y1.5	0, 282	0.628	Valid

Source: processed by researchers, 2022

The formula to find the r_{table} is $df = N - 2$ ($df = 49 - 2 = 47$) so that the table is 0, 282. From the results of these calculations, it can be seen that all questionnaires have a value of $r_{count} > r_{table}$ so that all indicators are declared valid.

2. Reliability test results

Validity test is used to measure whether the questionnaire is consistent or not in the study. The results of the reliability test of this study can be seen in the following table:

Table 14. Reliability Test Results

Variable	Value standard	Cronbach's alpha	Information
Competence (X₁)	0.60 _	0.664	Valid
Organizational climate (X₂)	0.60 _	0.788	Valid
Job satisfaction (X₃)	0.60 _	0.713	Valid
Organizational commitment (X₄)	0.60 _	0.675	Valid
Work discipline (X₅)	0.60 _	0.758	Valid
Work motivation (X₆)	0.60 _	0.625	Valid
Leadership style (X₇)	0.60 _	0.668	Valid
Career development (X₈)	0.60 _	0.801	Valid
Performance (Y)	0.60 _	0.734	Valid

Source: processed by researchers, 2022

Based on the table of reliability test results above, it is known that each variable has a *Cronbach's alpha* value $>$ from the standard value of 0.60, so it can be concluded that the measuring instrument used in all research variables meets the reliable criteria.

3. Multiple linear regression analysis results

Multiple linear regression analysis was used to test the hypothesis. The results of multiple linear regression analysis can be seen in the following table:

Table 15 . Multiple linear regression analysis results

Variable	Coefficient
Constant	0.164
competenceX1	0.184
Organizational ClimateX2	0.080
job satisfactionX3	0.063
commitmentorganizationX4	0.641
work disciplineX5	0.050
work motivationX6	0.318
leadership styleX7	0.046
career developmentX8	0.504
R= 0.967	R2 = 0.935

Source: processed by researchers, 2022

Based on the table above, the regression equation obtained is as follows:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + b_4X_4 + b_5X_5 + b_6X_6 + e$$

$$Y = 0.164 + 0.184 X_1 + 0.080 X_2 + 0.063 X_3 + 0.641 X_4 + 0.050 X_5 + 0.318 X_6 + 0.046 X_7 + 0.504 X_8.$$

The interpretation of the above equation is as follows:

- A constant of 0.164 means that if the variables are competence (X1), organizational climate (X2), job satisfaction (X3), organizational commitment (X4), work discipline (X5), work motivation (X6), leadership style (X7), career development (X8) is 0 then employee performance (Y) is 0.164.
- The regression coefficient for the independent variable competence (X1) is positive indicating a unidirectional relationship between competence (X1) and employee performance (Y). The regression coefficient for the X1 variable is 0.184, indicating that if the competence (X1) increases by 1 percent, the employee's performance (Y) will increase by 0.184 percent, assuming the other independent variables are constant.
- The regression coefficient for the independent variable organizational climate (X2) is positive indicating a unidirectional relationship between organizational climate (X2) and employee performance (Y). X2 variable regression coefficient of 0.080 indicates that if the organizational climate (X2) increases by 1 percent, then employee performance (Y) will increase by 0.080 percent with the assumption that the other independent variables are constant.
- The regression coefficient for the independent variable job satisfaction (X3) is positive indicating a unidirectional relationship between job satisfaction (X3) and employee performance (Y). X3 variable regression coefficient of 0.063 indicates that if job satisfaction (X3) increases by 1 percent, then employee performance (Y) will increase by 0.063 percent with the assumption that the other independent variables are constant.
- The regression coefficient for the independent variable organizational commitment (X4) is positive indicating a unidirectional relationship between organizational commitment (X4) and employee performance (Y). X4 variable regression coefficient of 0.641 indicates that if

organizational commitment (X4) increases by 1 percent, then employee performance (Y) will increase by 0.641 percent with the assumption that the other independent variables are constant.

- f. The regression coefficient for the independent variable of work discipline (X5) is positive indicating a unidirectional relationship between work discipline (X5) and employee performance (Y). X5 variable regression coefficient of 0.050 indicates that if work discipline (X5) increases by 1 percent, then employee performance (Y) will increase by 0.050 percent with the assumption that the other independent variables are constant.
- g. The regression coefficient for the independent variable of work motivation (X6) is positive indicating a unidirectional relationship between work motivation (X6) and employee performance (Y). X6 variable regression coefficient of 0.318 indicates that if work motivation (X6) increases by 1 percent, employee performance (Y) will increase by 0.641 percent with the assumption that the other independent variables are constant.
- h. The regression coefficient for the independent variable leadership style (X7) is positive indicating a unidirectional relationship between leadership style (X7) and employee performance (Y). X7 variable regression coefficient of 0.046 indicates that if the leadership style (X7) increases by 1 percent, then employee performance (Y) will increase by 0.046 percent with the assumption that the other independent variables are constant.
- i. The regression coefficient for the career development independent variable (X8) is positive indicating a unidirectional relationship between career development (X8) and employee performance (Y). X8 variable regression coefficient of 0.504 indicates that if career development (X8) increases 1 percent, then employee performance (Y) will increase by 0.504 percent assuming the other independent variables are constant.

4. t-test results

The t-test was conducted to determine how the influence between the independent variables (competence (X1), organizational climate (X2), job satisfaction (X3), organizational commitment (X4), work discipline (X5), work motivation (X6), leadership style (X7), career development (X8)) partially with the dependent variable (performance (Y)). The results of the t test can be seen in the following table:

Table 16 . t-test results

Variable	Value t count	Sig
Constant	0.689	0.495
competenceX1	2,350	0.004
Organizational ClimateX2	0.804	0.426
job satisfactionX3	2,710	0.002
commitmentorganizationX4	4,176	0.000
work disciplineX5	2,612	0.005
work motivationX6	2,884	0.006
leadership styleX7	0.482	0.633
career developmentX8	3,780	0.001
T-table = 2 , 021		Sig=0.05

Source: processed by researchers, 2022

Determination of the t-table with a significance of 0.05 with the formula $df = nk$ in this study n with the number of respondents, namely 49 and k the number of variables, namely 9, the results obtained $df = 49-9 = 40$ then obtained a t-table of 2.021. The results of testing the effect of the independent variable on the dependent variable are as follows:

a. The influence of competence on performance

Based on the table of t-test results above, it is known that the t-count value is 2.350 when compared to the t-table value of 2.021, the t-count obtained is greater than the t-table value so that the hypothesis is accepted, thus it can be concluded that the competency variable has a significant effect on performance. employee.

b. The influence of organizational climate on performance

Based on the table of t-test results above, it is known that the t-count value is 0.804 when compared to the t-table value of 2.021, the t-count obtained is smaller than the t-table value so that the hypothesis is rejected, thus it can be concluded that the organizational climate variable has no effect on employee performance.

c. The effect of job satisfaction on performance

Based on the t-test results table above, it is known that the t-count value is 2.710 when compared to the t-table value of 2.021, then the t-count obtained is greater than the t-table value so that the hypothesis is accepted, thus it can be concluded that the job satisfaction variable has a significant effect on employee performance.

d. The effect of organizational commitment on performance

Based on the t-test results table above, it is known that the t-count value is 4.176 when compared to the t-table value of 2.021, the t-count obtained is greater than the t-table value so that the hypothesis is accepted, thus it can be concluded that the organizational commitment variable has a significant effect on employee performance.

e. The effect of work discipline on performance

Based on the table of t-test results above, it is known that the t-count value is 2.612 when compared to the t-table value of 2.021, the t-count obtained is greater than the t-table value so that the hypothesis is accepted, thus it can be concluded that the work discipline variable has a significant effect on employee performance.

f. The effect of work motivation on performance

Based on the t-test results table above, it is known that the t-count value is 2.884 when compared to the t-table value of 2.021, the t-count obtained is greater than the t-table value so that the hypothesis is accepted, thus it can be concluded that the work motivation variable is .

g. The influence of leadership style on performance

Based on the t-test results table above, it is known that the t-count value is 0.482 when compared to the t-table value of 2.021, the t-count obtained is smaller than the t-table value so that the hypothesis is rejected, thus it can be concluded that the leadership style variable has no effect on employee performance.

h. Effect of career development on performance

Based on the table of t-test results above, it is known that the t-count value is 3.780

when compared to the t-table value of 2.021, the t-count obtained is greater than the t-table value so that the hypothesis is accepted, thus it can be concluded that career development variables have a significant effect on employee performance.

5. F . test results

The F test was conducted to determine the effect of the independent variables together on the dependent variable. The results of the F test can be seen in the following table:

Table 17 . F . test results

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	5.445	8	.681	71 , 683	.000 ^a
Residual	.380	40	.009		
Total	5.825	48			
				Ftable=	2,449

Source: processed by researchers, 2022

It can be concluded that simultaneously the variables of competence (X1), organizational climate (X2), job satisfaction (X3), organizational commitment (X4), work discipline (X5), work motivation (X6), leadership style (X7), career development (X8) has a very significant effect on employee performance (Y)

D. Discussion

The results of the data that have been analyzed show that Fount is 71,683 > from Table 2,449 and the coefficient of determination carried out on the determination test is obtained by the value of r square of 0.935. This result also shows that the independent variables studied have an influence on performance of 93.5% while the rest are 6.5% influenced by variables not included in this study.

Partially, the organizational climate variable (X2) has no effect on employee performance with the results of the t-test < t-table. The results of testing this hypothesis are not in line with previous research conducted by (Danayasa et al., 2021) which said the organizational climate variable had an effect on the performance variable of Bayu Merta Sari's KSP in Gianyar .

Partially the leadership style variable (X7) has no effect on employee performance with the results of the t-test < t-table. The results of testing this hypothesis are in line with previous research conducted by (Efhendy et al., 2021) which said that the leadership style variable had no effect on the employee performance variable at the Murung Raya District Health Office . The results of the study prove that leadership style has no significant effect on employee performance at the Murung Raya District Health Office. The results of this study indicate that the implementation of the Participatory Leadership Style and Directive Leadership Style activities that have not had a good impact on the organization. The implementation of more leadership style activities towards suppressing employees may cause an employee to achieve optimal performance at work, but it may not necessarily have a positive influence on the personality of subordinates to do work sincerely to achieve organizational goals. This shows that the leadership style has no effect on the performance of the leader without being based on awareness within the leader himself, to optimize his performance. In other words, the application of each

leadership style will be effective if it is applied according to the conditions needed and has different working conditions. In this case, employee performance is not influenced by leadership style.

CONCLUSION

Based on empirical evidence of statistical testing and discussion, several conclusions can be drawn, including the following: 1. Competence has a positive and significant effect on the performance of the employees of the Health Office of West Kutai Regency. 2. Organizational climate has no effect on the performance of the employees of the Health Office of West Kutai Regency. 3. Job satisfaction has a positive and significant effect on the performance of the employees of the Health Office of West Kutai Regency. 4. Organizational commitment has a positive and significant effect on the performance of the employees of the Health Office of West Kutai Regency. 5. Work discipline has a positive and significant effect on the performance of the employees of the Health Office of West Kutai Regency. 6. Work motivation has a positive and significant effect on the performance of the employees of the Health Office of West Kutai Regency. 7. Leadership style does not affect the performance of the employees of the Health Office of West Kutai Regency. 8. Career development has a positive and significant effect on the performance of the employees of the Health Office of West Kutai Regency. 9. Competence (X1), organizational climate (X2), job satisfaction (X3), organizational commitment (X4), work discipline (X5), work motivation (X6), leadership style (X7), career development (X8) have a positive effect and significant to employee performance (Y)

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