



## The Effect of Reward, Career Development and Task-Oriented Leadership Style on Employee Performance with Job Satisfaction as Intervening Variables

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### ABSTRACT

The Increasingly fierce competition requires every party in the business world to always be responsive to changes that occur. To respond to this competition requires companies including hospitals to make various improvements in all aspects including in the field of human resources in addition to other resources such as capital and technology. This research was conducted to determine the effect of reward, career development and task-oriented leadership style on employee performance with job satisfaction as an intervention variable. The research design is descriptive quantitative and purposive sampling. Causality analysis with the SEM-Partial Least Square model to test the hypothesis of the effect of reward, career development, and task-oriented leadership style on employee performance and the role of job satisfaction as an intervention variable. The result of this research is reward and leadership style has a positive and significant effect on job satisfaction and employee performance. Job satisfaction mediates the influence between reward and task-oriented leadership style. Career development has not positive and significant effect on job satisfaction and job satisfaction does not mediate the effect of career development on performance.

### Kata kunci:

Reward

Pengembangan Karir

Gaya Kepemimpinan Berorientasi Tugas

Kepuasan Kerja

Kinerja Pegawai

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### ABSTRAK

Kompetisi yang semakin ketat menuntut setiap pihak di dunia bisnis untuk selalu tanggap terhadap perubahan yang terjadi. Untuk merespons persaingan tersebut menuntut pihak perusahaan termasuk rumah sakit melakukan berbagai peningkatan di segala aspek termasuk dalam bidang sumber daya manusia di samping sumber daya yang lain seperti modal dan teknologi. Penelitian ini dilakukan untuk mengetahui pengaruh reward, pengembangan karir dan gaya kepemimpinan berorientasi pada tugas terhadap kinerja karyawan dengan kepuasan kerja sebagai variabel intervening. Design penelitian ini merupakan deskriptif kuantitatif dan *purposive sampling*. Analisis kausalitas dengan model SEM-Partial Least Square untuk menguji hipotesis pengaruh reward, pengembangan karir, dan gaya kepemimpinan berorientasi tugas terhadap kinerja pegawai dan peran kepuasan kerja sebagai variabel intervening. Hasil penelitian adalah reward dan gaya kepemimpinan berorientasi pada tugas berpengaruh positif dan signifikan terhadap kepuasan kerja dan kinerja pegawai. Kepuasan kerja memediasi efek antara reward dan gaya kepemimpinan berorientasi tugas. Pengembangan karir tidak berpengaruh positif dan signifikan terhadap kepuasan kerja dan kepuasan kerja tidak memediasi pengaruh pengembangan karir terhadap kinerja.

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## INTRODUCTION

The Increasingly fierce competition requires every party in the business world to always be responsive to changes that occur. Respond to this competition requires companies including hospitals to make various improvements in all aspects including in the field of human resources in addition to other resources such as capital and technology. Quality human resources in terms of skills and expertise can make a company a competitive advantage that other competitors do not have (Mangkunegara, 2017).

The success of an organization including a hospital is strongly influenced by the individual performance of its employees. Performance is an illustration of the level of achievement of the implementation of an activity or policy in realizing the goals, objectives, and mission of the organization (Sedarmayanti, 2019). Problems that are often studied related to performance are burnout syndrome, low job satisfaction, increased turnover rates, and others.

Several factors that are thought to increase employee performance include motivation, organizational commitment, and job satisfaction. And one of the most dominant is job satisfaction (Saleem & Amin, 2013). These feelings of satisfaction and dissatisfaction are formed supported by an adequate superior leadership style, career development, and reward giving will be used as an employee's assessment of how much respect the hospital has, sacrifice, and rights. - rights that must be received by employees (Hersberg, 2011). Where the hospital is a business entity engaged in the field of health services that are needed by the community so it requires human resources that have the potential to work well in carrying out health services.

## Review of Literature

According to the "Two Factor Theory" of Herzberg (2011) regarding motivation states that there are two factors that can move a person to achieve satisfaction and set aside dissatisfaction, including motivator factors (intrinsic factors), namely motivating a person to move to achieve satisfaction and hygiene factors (extrinsic factors), namely motivate someone to get out of dissatisfaction. Where job satisfaction is a positive emotion resulting from the assessment of one's work or experience (Mangkunegara, 2017). Meanwhile, performance is a record of the final results obtained after a job or activity has been carried out for a certain period of time (Bernardin & Russell, 2018).

There are several aspects that affect job satisfaction including the work itself, quality of supervision, relationships with co-workers, promotion opportunities, and payment (Luthans et al., 2021). This study examines more deeply the influence of reward, career development, and task-oriented leadership style on employee performance through job satisfaction.

## Development of Hypothesis

Reward is a hospital step in providing reciprocity to employees who have carried out work properly and quickly (Rahim & Daud, 2012). Rewards given in accordance with workload and responsibilities will lead to a sense of satisfaction in employees. This is in line with the Two Factor Theory from Herzberg (2011) which states that there are two factors that can move a person to achieve satisfaction and set aside dissatisfaction, one of which is extrinsic factors, namely rewards such as salary. This is also supported by the

research of Javed et al (2012) which shows that both intrinsic and extrinsic rewards have a significant positive effect on job satisfaction. Therefore, the researcher takes the following hypothesis:

H1: Reward has a positive effect on job satisfaction.

Career development is a staffing activity that supports employees in preparing for their careers in the hospital so that they can develop themselves optimally. Hospitals that assist employees in achieving goals such as career advancement can increase job satisfaction. This is in line with the research of Salem & Amin (2013); Kadek et al (2018) which show that career development has a significant positive effect on job satisfaction. Therefore, the researcher takes the following hypothesis:

H2: Career development has a positive effect job satisfaction.

The task-oriented leadership style is a leader who focuses on carrying out work to achieve organizational goals. (Huynh & Hua, 2020). Leaders who are able to direct and supervise the implementation of employee work in accordance with procedures can increase job satisfaction. This is in line with research by Amin & Lalu (2019) which shows that leadership has a positive effect on job satisfaction. Therefore, the researcher takes the following hypothesis:

H3: Task-oriented leadership style has a positive effect on job satisfaction.

The reward is a hospital step in providing reciprocity to employees who are able to carry out work properly and quickly (Rahim & Daud, 2012). A reward system that encourages employees to continue their education can improve employee performance. This is in line with research by Ge et al., (2021); Javed et al (2012); and Sejjaka & Kaawaase (2014) which shows that rewards have a positive and significant effect on performance. Therefore, the researcher takes the following hypothesis:

H4: Reward has a positive effect on employee performance.

Career development is a staffing activity that supports employees in preparing their careers so that hospitals and employees can develop themselves to the fullest (Mangkunegara, 2017). Hospitals that assist employees in improving their skills can improve employee performance. This is in line with several other studies from Saleem & Amin, (2013); Mangosteen et al. (2018); Sofia (2020) shows that career development has a positive and significant effect on employee performance. Therefore, the researcher takes the following hypothesis:

H5: Career development has a positive effect on employee performance.

The task-oriented leadership style is a leader who focuses on carrying out work to achieve organizational goals. (Huynh & Hua, 2020). Leaders who are able to coordinate the implementation of work to employees in accordance with procedures can improve employee performance. This is in line with Fayyaz's research (2015) which shows that task-oriented leadership styles affect employee performance. Therefore, the researcher takes the following hypothesis:

H6: Task-oriented leadership style has a positive effect on employee performance.

Job satisfaction is a feeling of satisfaction that employees feel about a job or experience (Mangkunegara, 2017). Employees who are satisfied with the reward, career development system and leadership style provided by the

hospital can improve employee performance. This is in line with research by Khan et al (2012) which shows job satisfaction has a positive and significant effect on employee performance. Therefore, the researcher takes the following hypothesis:

H7: Job satisfaction has a positive effect on employee performance.

Satisfaction is a happy emotional state or positive emotion that comes from evaluating one's work or experience (Mangkunegara, 2017). Employee satisfaction with the rewards given in accordance with work performance and career advancement opportunities can improve employee performance. This is supported by the research results of Syahril & Nurbiyati (2016) showing that both extrinsic and intrinsic rewards have a significant positive effect on job satisfaction and performance. Therefore, the researcher takes the following hypothesis:  
 H8: Job satisfaction mediates the effect of rewards on employee performance.

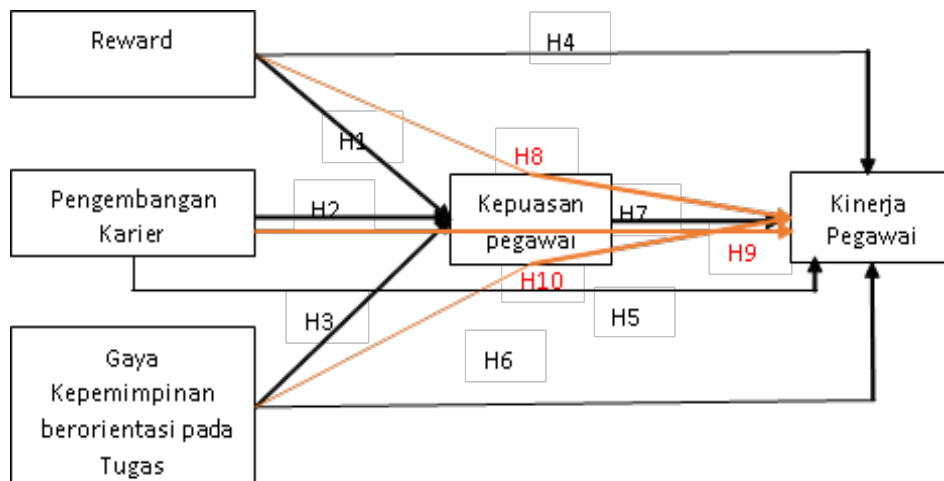
Job satisfaction is a positive emotion that results from evaluating one's work or experience (Mangkunegara, 2017).

Employee satisfaction with the career development system that helps support career advancement and provides opportunities for employees to attend training can improve performance. This is in line with research by Kadek et al (2018) showing job satisfaction mediates the positive and significant effect of career development on employee performance. Therefore, the researcher takes the following hypothesis:

H9: employee satisfaction mediates the effect of career development on employee performance.

Satisfaction is a feeling of pleasure that comes from evaluating one's work or experience (Mangkunegara, 2017). Employee satisfaction with a leadership style that is able to direct, coordinate and strictly supervise the implementation of employee work can improve performance. This is in line with the research of Pawirosumarto et al (2017) which shows that the task-oriented leadership style has a positive and significant effect on performance through employee satisfaction. Therefore, the researcher takes the following hypothesis:

H10: Job satisfaction mediates the effect of task-oriented leadership style on employee performance.



Gambar 1. Model Penelitian

## METHODS

### Procedure Samples

Purposive sampling technique. The sample in this study was a nurse employee at a private hospital in the Special Region of Yogyakarta. The sample criteria used in this study consisted of inclusion criteria, namely hospital employees, medical staff nurses, and permanent employees. Meanwhile, the exclusion criteria included medical doctors, midwives, pharmacists, health analysts, physiotherapists, clinical psychologists and training staff, and contract employees.

### Sample Size

The number of samples in the study was 100 respondents. Measurements using a questionnaire compiled by the researchers themselves with a Likert scale with answers in the range 1-5. The scale describes a rating from "strongly disagree" to "strongly agree".

## Analysis Techniques

Test the validity and reliability of this study using confirmatory factor analysis to test the influence of constructs and indicators. Meanwhile, reliability testing uses Cronbach's alpha and composite reliability. The results of the validity and reliability tests are presented in Figure 2 and Table 1. Statistical testing to determine the validity value with a loading factor value > 0.70 and a reliability value, namely Cronbach's alpha > 0.70 and composite reliability > 0.80. Hypothesis testing was carried out using the PLS-based Structural Equation Modeling (SEM) approach.

## RESULTS

To find out whether the hypothesis testing is rejected or accepted, bootstrapping is done on the PLS software and then the significant value between the constructs, t-statistic, and p-value is seen. The hypothesis can be accepted if it has a significant value > 1.96 or a p-value < 0.05. There are ten hypotheses in this research. The results of hypothesis testing can be seen in table 2. Figure 2 shows that after re-testing

the statements that have been tested in stage 1 and are valid, all statements are valid and can be used in this study.

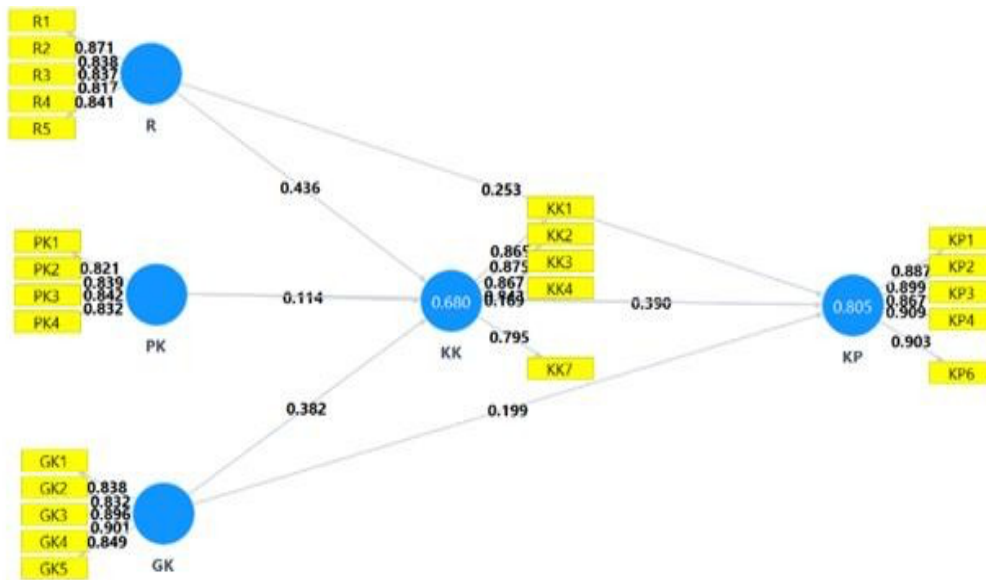


Figure 2. Measurement Model Stage 2

Table 1. Reliability Of Test Results

Variable	CronbachAlpha	ReliabilityComposite	Description
Reward	0.897	0.923	reliable
Career Development	0.855	0.901	reliable
Task-Oriented Leadership Style	0.915	0.936	reliable
Job Satisfaction	0.903	0.928	reliable
Employee Performance	0.937	0.952	reliable

Based on Table 1 shows that the five variables have Cronbach's alpha above 0.70 and have composite reliability

above 0.80 so the measuring instruments used are reliable and appropriate for use in research.

Table 2. Path Coefficient Variables

Of Construct	Original Sample (O)	T-Statistic ( O/STERR )	P Value	Results
Reward → Job Satisfaction	0.436	3.881	0.00	Significant
Career Development → Job Satisfaction	0.114	1.178	0.24	Not Significant
Task-Oriented Leadership Style → Job Satisfaction	0.382	5.582	0.00	Significant
Reward → Employee Performance	0.253	2.136	0.03	Significant
Career Development → Employee Performance	0.169	2.297	0.02	Significant
Task-Oriented Leadership Style → Employee Performance	0.199	2.861	0.00	Significant
Job Satisfaction → Employee Performance	0.390	3.906	0.00	Significant
Reward → Job Satisfaction → Employee Performance	0.17	2.608	0.01	Significant
Career Development → Job Satisfaction → Employee Performance	0.044	1.160	0.25	Not Significant
Task-Oriented Leadership Style → Job Satisfaction → Employee Performance	0.149	3.229	0.00	Significant

Based on table 2 above, the test results for each hypothesis are as follows:

The effect of rewards on job satisfaction with the results of calculating the t statistic (3.881) or > 1.96 and p-value (0.00 <0.05) so it was concluded that hypothesis 1 had a positive and significant effect. Second, the effect of career development on job satisfaction with the calculation results

of t-statistic (1.178) or > 1.96 and p-value (0.24 <0.05) so that it can be concluded that hypothesis 2 has not positive and significant effect. Furthermore, the influence of task-oriented leadership style on job satisfaction with the results of calculating the t statistic (5.582) or > 1.96 and p-value (0.00 <0.05) so that it can be concluded that hypothesis 3 has a positive and significant effect.

Fourth, the effect of rewards on employee performance with the results of t-statistic calculations (2.136) or  $> 1.96$  and p-value (0.03  $< 0.05$ ) so that it can be concluded that hypothesis 4 has a positive and significant effect. Fifth, the effect of career development on employee performance with the results of calculating t- statistic (2.297) or  $> 1.96$  and p-value (0.02  $< 0.05$ ) so that it can be concluded that career development has a positive and significant effect. Furthermore, the effect of task-oriented leadership style on employee performance with the results of calculating the t-statistic (2.861) or  $> 1.96$  and p-value (0.00  $< 0.05$ ) so that it can be concluded that hypothesis 6 has a positive and significant effect. Seventh, the effect of job satisfaction on employee performance with the results of calculating the t-statistic (3.906) or  $> 1.96$  and p-value (0.00  $< 0.05$ ) so that it can be concluded that hypothesis 7 has a positive and significant effect.

Job satisfaction mediates the effect of reward on employee performance with the results of calculating t-statistic (2.608) or  $> 1.96$  and p-value (0.01  $< 0.05$ ) so it can be concluded that hypothesis 8 mediates the effect of reward on employee performance. Ninth, job satisfaction does not mediate the effect of career development on employee performance with the results of t-statistic calculations (1.160) or  $> 1.96$  and p-value (0.25  $> 0.05$ ) so it can be concluded that hypothesis 9 does not mediate the effect of reward on employee performance. Furthermore, job satisfaction mediates the effect of task-oriented leadership style on employee performance with the results of calculating the t statistic (3.229) or  $> 1.96$  and p- value (0.00  $< 0.05$ ) so it can be concluded that hypothesis 10, namely job satisfaction mediates the effect of task-oriented leadership style on employee performance.

## DISCUSSION

After testing the hypothesis with SEM-PLS, the results of the discussion in this study are as follows:

The first finding explains that hospitals that provide salaries, career opportunities, and opportunities for employees to learn and develop can have an impact on increasing job satisfaction. This is in line with the research of Javed et al (2012) which states that both intrinsic and extrinsic rewards have a significant positive effect on job satisfaction. It is also supported by the two-factor theory from Herzberg (2011) which states that two factors can move a person to achieve satisfaction and set aside dissatisfaction, including motivator factors (intrinsic factors) and hygiene factors (extrinsic factors).

The second finding, explains that in hospitals that do not help employees achieve their goals and realize their abilities and potential, employee job satisfaction also decreases. Conversely, if the hospital helps employees achieve their goals, realizing their abilities and potential, employee job satisfaction will increase. This is different from previous research from Amin & Lalu (2019) which stated that career development has a positive and significant effect on job satisfaction.

Furthermore, the third finding explains that leaders who can direct, coordinate and supervise the tasks or work of their subordinates can increase employee job satisfaction. These findings are in line with the research of Amin et al, (2019); Perdhana & Fadlilah (2019), and Harlen et al (2019) which state that leadership has a positive and significant effect on job satisfaction.

The fourth finding explains that hospitals that provide wages, career opportunities, and opportunities to learn and develop for employees will improve employee performance. This is in line with research by Ge et al., (2021); Javed et al (2021), and Sejjaaka & Kaawaase (2015) which show that rewards have a positive and significant effect on employee performance. The fifth finding explains that hospitals that support employees in realizing their goals, realizing their capabilities and potential, and improving employee welfare will improve employee performance. This is in line with the research by Kadek et al, (2018) and Manggis et al (2018) showing that career development has a positive and significant effect on employee performance.

The sixth finding, explains that leaders who can direct, organize and supervise the work of their subordinates can improve employee performance so that hospital performance also increases. This is in line with the research of Fayyaz (2015), Akbar et al (2020); Chandra & Proyono (2015) shows that there is a positive and significant effect of task-oriented leadership style on employee performance. The seventh finding explains that employees who are satisfied with the salary, career development opportunities, good relations between the hospital and employees, and the quality of supervision can improve employee performance. This is in line with research by Khan et al (2012); Priyono and Chandra (2015)) which show that employee job satisfaction has a positive and significant influence on employee performance.

The eighth finding explains that employee satisfaction with the feedback that has been given by the hospital for work that has been done correctly and quickly can improve employee performance. This is in line with the research of Syahril & Nurbiyati (2016) which states that job satisfaction mediates the effect of rewards on employee performance.

The ninth finding explains that job satisfaction does not mediate the influence between career development and employee performance. It can be concluded that job satisfaction in career development does not improve employee performance. These findings are not in line with previous research conducted by Dewi K & Katharina P (2020) and Kadek et al (2018).

The tenth finding explains that leaders who can direct, coordinate and strictly supervise the work of their subordinates can increase job satisfaction. Employees who are satisfied with the leadership style of their superiors will improve their performance by doing work optimally so that the goals of the hospital can be achieved. This is in line with the research of Pawirosumarto et al (2017); Ghifary T et al (2020) which state that there is an influence of leadership style on employee performance through employee satisfaction.

## CONCLUSIONS

1. Reward has a positive and significant effect on hospital job satisfaction. This means that rewards can affect employee job satisfaction.
2. Career development has no effect on job satisfaction of hospital employees. This means that career development does not affect employee job satisfaction.
3. The task-oriented leadership style has a positive and significant effect on the job satisfaction of hospital employees. This means that the task-oriented leadership style can influence employee job satisfaction.

4. Reward has a positive and significant effect on the performance of hospital employees. This means that rewards can improve employee performance.
5. Career development has a positive and significant effect on the performance of hospital employees. This means that career development can improve employee performance.
6. Task-oriented leadership style has a positive and significant effect on the performance of hospital employees. This means that the task-oriented leadership style can improve employee performance.
7. Job satisfaction has a positive and significant effect on the performance of hospital employees. This means that employee job satisfaction is able to improve employee performance.
8. Job satisfaction mediates the effect of rewards on hospital employee performance. This means that job satisfaction is able to mediate the effect of rewards on employee performance.
9. Job satisfaction does not mediate the effect of career development on hospital employee performance. This means that job satisfaction does not mediate the effect of career development on employee performance.
10. Job satisfaction mediates the influence of task-oriented leadership styles on hospital employee performance. This means that job satisfaction is able to mediate a task-oriented leadership style on employee performance.

## SUGGESTIONS

1. For hospital management to always try to motivate employees, especially nurses to always improve their performance by providing rewards commensurate with employee performance.
2. Heads of rooms in each hospital ward/unit can apply a task-oriented leadership style so that medical personnel, especially nurses, can be controlled in carrying out their duties so that employee performance will increase.
3. For further research to be able to use other variables, such as variables of motivation and organizational commitment which are more relevant than in this study and can affect the performance of employees, especially the nursing staff in hospitals.

## LIMITATION OF RESEARCH

The instrument used in this study was a questionnaire so the research data obtained might give rise to bias.

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**Author Contributions:** Conceptualization, methodology, validation, formal analysis, investigation, resources, writing—original draft preparation, write-review and editing,

**Conflicts of Interest:** The authors declare no conflict of interest.

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