

THE EFFECTS OF LEADERSHIP STYLE, REWARD AND CAREER DEVELOPMENT ON THE PERFORMANCE OF PUBLIC SERVANTS IN THE RESIDENCE OF POSO

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ABSTRACT

The study was conducted in order to test and analyze: 1) The effects of leadership style on the performance of Public Servants in the Residence of Poso; 2) The effects of reward on the performance of Public Servants in the Residence of Poso; 3) The effects of career development on the performance of Public Servants in the Residence; and 4) Reward is a dominant variable in affecting the performance.

Analyses method used in the study was a double-regression quantitative method testing both validity and reliability tests from each variable asked as well as classical assumption test before the best model of study obtained. Variables of the study are leadership style, reward and career development as independent variables and performance as dependent variable of the study. Sample of the study were all – 55 people - of public servants of Local Employment Agency in the residence of Poso.

Results of the study showed that: 1. The variable of leadership style has a significant effect on the performance of public servants; 2. The variable of reward has no significant effect on the performance of public servants; 3. The variable of career development has significant effects on the performance of public servants; and 4. Of the three independent variables that been studied, leadership style, reward, and career development, the last variable is the most significant in affecting the performance of public servants of Local Employment Agency in the Residence of Poso.

Keywords: Leadership style, reward, career development and performance of public servants.

INTRODUCTION

Efforts in order to increase worker's achievement are related to efforts in improving the performance of Local Employment Agency. Many factors relating to the performance of work, however, there are two essential factors influencing it – environment and individual factor. Cushway and Derek (1995), in individual factor stated that both ability and motivation of employer have significant effects on the performance of any organization. In sum, in order to improve the performance of local government, both factors deserved to be main focus in the development of human resource.

The performance of local government applied in the form of services to the society has not resulted in the optimum results yet. It could be seen from complaints of the society through printed media about the behavior of bureaucracy that tend to be arrogant and did not showing an image as public servant since what they showed is image of been served-side rather than serving-side (Rasyid, 1997:144). It is caused by more executive-oriented bureaucracy of government (Dwiyanto, 1995:38). Therefore, first image of most people who have to come to government offices/agencies is that they will meet with someone who not pleasant, unprofessional, money-oriented, give not much information and uniformed (Rasyid, 1997:142). Furthermore, there is an assumption seeing the trait of bureaucracy that always

make a simple thing become more complicated (Siagian, 1994:116). In response of the condition, it is not surprising if there is a statement said that having relationship with government people would only create disappointment since the quality of given services that unsatisfied the society.

Those conditions are found in Local Civil Service Agency in the Residence of Poso. It is a governmental organization performing governmental, development and societal things particularly to assist the Counselor in providing civil administration services to all of Local Governments in the Residence of Poso.

As an organization, it has to be consistent and hard in performing their tasks to make everything well done. However, several problems were found including the low performance of employers and the poor quality of services provided to the society.

In order to improve the performance, there should be a management to be taken as a booster in achieve Human Resource Empowerment that will related to the expected goals of organization. This management should be focused in development rather than one-side judgment so that human resource empowerment will provide more chances for the combination of successful management and increase productivity to the achievement of efficient services (Brotoharsojo, 2003).

Based on the outline above, backgrounds of the performance are needs to be figured out both in performing the tasks and the responsibilities as public servants. To get higher achievement, public servants need to be guided and directed by the leader.

In the context of management, interaction among various resources require the element of leadership since it is a process containing several implication of planning, organizing, managing and supervising (Stoner, 1996). In this case, leadership is an effort to influence the way of interaction among various resources into the direction that organization expected. This effort could not be seen as a self-sustained element since the leadership only be effective when there is interaction among the resources.

Ralph M. Stogdill (Pamuji, 1992:23) defines leadership as a medium in obtaining the expected goals where in this definition leader is an individual with several programs in his/her mind and work together with the member of organization in defined ways. Thus, leadership contains a dynamic power in encouraging, motivating and coordinating the organization in obtaining the expected goals.

Basically, a leader has different behavior in manage the member; this behavior is called as leadership style. A leadership style is the way of leader in influence his/her sub-ordinate stated either in behavior or personality. House and Mitchel (Yuki, 1998:131) described two factors influencing the leadership style, the personality of subordinate and environmental factor. Both have classified four types of leadership style:

1. Directive Leadership
2. Supportive Leadership
3. Participative Leadership
4. Achievement-oriented Leadership

Besides a leader directing and guiding public servants to get higher achievement, career development is also required for the sake of public servants to have both skills and ability that in accordance with their job. Career development is one of essential investments provided by the organization in accelerate the activities wheel. The most effective medium for this spiritual mental is through educative and training activities (Siagian, 1997).

In performing various authorities in the realization of regional autonomy in the Residence of Poso, skillful and high-integrated employee is needed particularly in developing their creativity in conducting various kinds of task in accordance with their own authority and responsibility. Many ways could be taken in obtain employee with required skill in the residence of Poso including through the training and educating activities and public recruitment according to the needs of organization using correct recruitment model. Besides this effort, other efforts are required in order to improve the performance including through career development on their presence as employees in the environment of Poso's government organization.

The other side of civil service aspect is career development. It could be seen when division rules are applied. Often, career development of structural functions in the government of Poso experienced serious problem since the low decision in divisioning. It seems that the desire to develop regional autonomy in the residence of Poso is not accordance with the decision of divisioning. The obstruction in the career development will caused in unwillingness among the employees to be placed in certain areas and one day, those with certain functions will not be able to develop their career since the limitation of divisioning decision. Therefore, achievement employees have to moved to higher level for the sake of their further career development.

Apart from career development, reward is also play an essential role in improve the performance of public servants. Reward is a gift to individual for the compensation of the achievement he/she had made for such institution in performing their tasks. Economic rewards are usually given in the form of salary, fee, allowance, bonuses, intensives, etc.

Generally, experts divided reward into two, intrinsic and extrinsic reward. Intrinsic reward is reward stemmed from the employee him/herself such as tasks completion, achievement, and autonomy and personality development. Conversely, extrinsic reward stemmed from outside factor of employee including salary and allowances, interpersonal factors (state and acknowledgement) as well as promotion (Gibson, James L. et al., 1994; Davis, Keith, 1995).

Salary and incentives always served as the main cause of low performance of public servants and their career improvement. This is not fully correct since there are many processes should be taken before individual become a public servant – recruitment process. Next after the process is completed, there are many functions offered and in order to move from one function to another, a clear career development is required. The aim of career development is to make both functions and goals of organization effectively achieved as well as resulted in excellent prospect for the future of employees. In fact, career development is not work properly. Nepotism has reduced selection system should be applied. Similarly, promotion is not run automatically but should be asked by related individual through bureaucracy lines that in turn, sometimes, slowing the promotion of employee.

Employee is an essential asset in government organization since their role is not only as an object that need to be provided attention and protection from the government but also as a subject that decide the life of such government organization. In order to realize these roles, they need direction, guidance, motivation, counseling, etc. so that expected functions of organization could be achieved.

However, the main problems are how far the improvement level of performance could be achieved, what strategy that should be takes in anticipating the condition of organization, as well as what climate of organization and most effective and relevant leadership style should be applied in order to improve human resources to the achievement of high performance of

public servants so that efficient and effective service levels provided to the society are obtained.

Those factors influencing the performance of local government provides background for the writer to give limitation in the study to focus only in the effects of leadership style, career development and rewards on the performance of Local Government in the Residence of Poso.

RESEARCH METHOD

Type of Method

The study used quantitative analyses as survey technique to test the effects of one variable on others so that considered correct with research model that will be used.

According to the expected goals, the study used explanation pattern – a study aimed to explain the position of studied variables and the relation between one variable to another. In this study, identification is in the effects of leadership style, rewards and career development on the performance of Local Civil Service Agency in the Residence of Poso. This design of method is expected to answer the previous hypotheses.

Population and Sample

Population is the total of analysis units that will be defined (Singarimbun, 1989:155). Based on this assertion, population of the study is those who work in Local Civil Service Agency in the Residence of Poso with total of 55 people (data of 2009). Rendering the small size of population, the study will use census method treating all of population as sample or respondent.

Data Analysis

Used techniques in order to analyze data of the study consisted of two, including:

1. Statistic descriptive analysis, meant to obtain value of each variable
2. Statistic inferential analysis, meant to test hypotheses. However, before data analyses taken, there are several conditions needs to be met first. They are:
 - a. Normality test to figure out whether each variable is following normal distribution. Normality test conducted using a 17.0 version of computer program called SPSS.
 - b. Homogeneity test performed to find out whether group of taken sample have similar variances. The test conducted using a 17.0 version of SPSS.
 - c. Linearity test performed to find out whether the relationship between leadership style, rewards, career development and the performance of employee has linear relationship. The test performed using a 17.0 version of SPSS.

Analysis technique used in the study is double-regression analysis (Usman, 1995) with the formulation as follows:

$$Y = a + b_1x_1 + b_2x_2 + b_3x_3 + \varepsilon$$

Where: Y = Variable of performance

X1= Variable of leadership style

X2= Variable of rewards

X3= Variable of career development

a= Constanta

b= path coefficient of linear regression

ε = error terms

RESULTS AND DISCUSSION

Results

Variable of Leadership Style

Variable of leadership style is behavior of leader as a whole as perceived by the employee or such way of leader in influencing subordinates stated in the form of behavior or personality. Indicators used in the study are *autocratic* (X1.1) containing 3 questions: all policies are decided by leader (X1.1.1), both techniques and steps taken are dictated by leader all the time (X1.1.2) and leader used to divide jobs and functions of the subordinates (X1.1.3). Participative-democratic indicator (X1.2) containing 3 indicators: all policies are resulted in discussion and taken by the support and assistance from leader (X1.2.1), activities are discussed for the sake of group (X1.2.2) and member of the group are free to work with anyone they referred to and job division is decided by the group (X1.2.3). Free-control indicator (X1.3) containing 3 questions: totally free in the group decision with minimum participation of leader (X1.3.1), various kinds of material are provided by leader making subordinates always aware anytime information will be given (X1.3.2) and there is no participation of leader in tasks decision (X1.3.3). This recapitulation of reply frequency distribution of respondents on the items in variable of leadership style is provided in the following table:

Table 1. The Description of Leadership Style Variable

Items	Scores										Total
	1		2		3		4		5		
	F	(%)	F	(%)	F	(%)	F	(%)	F	(%)	
Leader-decided policies	3	5.5	6	10.9	8	14.5	26	47.3	12	21.8	55
Leader-dictated activities	7	12.7	13	23.6	30	54.5	5	9.1	0	0	55
Job division	0	0	0	0	2	3.6	33	60.0	20	36.4	55
Decision resulted from leader's encourage and help	3	5.5	2	3.6	7	12.7	34	61.8	9	16.4	55
Discussed activities	0	0	3	5.5	9	16.4	29	52.7	14	25.5	55
Rights to work with anybody	0	0	6	10.9	14	25.5	28	50.9	7	12.7	55
Rights for group	0	0	7	12.7	16	29.1	26	47.3	6	10.9	55
Materials provided by leader	0	0	4	7.3	22	40.0	22	40.0	7	12.7	55
Zero participation of leader	16	29.1	17	30.9	21	38.2	1	1.8	0	0	55
<i>Total</i>	<i>29</i>	<i>5.86</i>	<i>58</i>	<i>11.72</i>	<i>12</i>	<i>26.06</i>	<i>204</i>	<i>41.21</i>	<i>75</i>	<i>15.15</i>	

Source: Primary Data of 2013

Based on Table 1, it could be seen that most replies of respondents for leadership style are in *agree* (41.21%) and *very agree* (15.15%) answers. It shows that 56.36% of respondents feel that leadership style has a significant role for the employee in complete their tasks and jobs. Further, 26.06% of respondents are *lack agree*, 11.72% and 17.58% answered with *disagree*

that leadership style has a significant role for the employee in the completion of given tasks and jobs.

Mean of employee's perception on the leadership style of *autocratic* is 3.54; 3.81 for mean of employee's perception on the leadership style of participative democratic and 3.09 for free control leadership. According to these mean of values, the most influenced leadership style on the employee's performance is participative-democratic leadership.

Description of Rewards

Variable of rewards is gift to individual for the compensation of the achievement he/she had made for such institution in performing their tasks. Economic rewards are usually given in the form of salary, fee, allowance, bonuses, intensives, etc. The variation indicators are consisted of 3 questions: the variation of rewards has important value (X2.1.1), the variation of rewards is flexible (X2.1.2) and the variation for rewards given in cash is relatively often (X2.1.3). For indicator of value, there are 3 questions: the value of reward is sufficient (X2.2.1), the value of reward is meaningful (X2.2.2) and the value of reward is individually able to improve motivation of employee. The indicator of system are consisted of 3 questions: the system of rewards motivates employee to work in organization (X2.3.1), the system of rewards able to motivate employee in their work (X2.3.2) and the system of rewards making employee to have a great desire to achieve the target in effective ways (X2.3.3). The results of reply frequencies distribution of rewards variable are provided in the following table:

Table 2. The Description of Rewards Variable

Items	Scores										Total
	1		2		3		4		5		
	F	(%)	F	(%)	F	(%)	F	(%)	F	(%)	
The variance of rewards have importance	0	0	1	1.8	4	7.3	31	56.4	19	34.5	55
The variance of rewards is flexible	0	0	0	0	3	5.5	38	69.1	14	25.5	55
The variance of rewards given in frequent time	0	0	7	12.7	16	29.1	27	49.1	5	9.1	55
The value of rewards is sufficient	0	0	3	5.5	3	5.5	30	54.5	19	34.5	55
The value of rewards have importance	0	0	1	1.8	3	5.5	33	60.0	18	32.7	55
The value of rewards able to improve motivation	0	0	1	1.8	2	3.6	29	52.7	23	41.8	55
Rewards system motivates the employee	0	0	2	3.6	8	14.5	30	54.5	15	27.3	55
Rewards system creates booster	0	0	2	3.6	9	16.4	29	52.7	15	27.3	55
Rewards system creates stronger desire for work to get targeted goals	1	1.8	0	0	7	12.7	21	38.2	26	47.3	55
<i>Total</i>	<i>1</i>	<i>0.20</i>	<i>17</i>	<i>3.43</i>	<i>55</i>	<i>11.11</i>	<i>268</i>	<i>54.14</i>	<i>154</i>	<i>31.11</i>	

Source: Primary Data of 2013

Based on Table 2, it could be seen that most replies of respondents for rewards are in *agree* (54.14%) and *very agree* (31.11%) answers. It shows that 85.25% of respondents feel that rewards in Local Civil Service Agency are already great. Further, 11.11% of respondents are *lack agree*, 3.4% and 0.20% answered with *disagree* with the rewards given. Mean value of

perception in the variance of rewards is 3.99. Mean value of perception in the value of rewards is 4.26 and mean value of perception in the system of rewards is 4.13. According to these mean of values, the most influenced indicator for the performance of employee is the value of offered rewards.

The Description of Career Development Variable

The variable of career development is development given to the employee in order to provide better prospect for the employee considering the system of placement, the application of career pattern, the transparency in career as well as the attention of subordinate's career. Indicators used in the study are placement system (X.3.1), career pattern (X.3.2), the transparency (X.3.3) and the attention (X.3.4). 3 (three) questions were used for the indicator of placement system: the accordance between skill and functions (X.3.1.1), the transparency of each criterion in the system (X.3.1.2) and the transparency of selection results in the system (X.3.1.3). For the indicator of career pattern, there are 3 items of question used: the transparency in the mechanism (X.3.2.1), law enforcement of the applied career pattern (X.3.2.2) and the impartial and timely promotion (X.3.2.3). For the transparency indicator, there are 2 items of question used: all of qualified employees (X.3.3.1) and the information sent fairly to all of employees (X.3.3.2). For the indicator of attention, 2 items of question are used: attention in developing employee's career (X.3.4.1) and the opportunity to take part in education and training program (X.3.4.2). The results of reply frequencies distribution of career development variable are provided in the following table:

Table 3. The Description of Career Development Variable

Items	Scores										Total
	1		2		3		4		5		
	F	(%)	F	(%)	F	(%)	F	(%)	F	(%)	
The accordance between functions and skills	2	3.6	1	1.8	5	9.1	31	56.4	16	29.1	55
The transparency of placement system	2	3.6	1	1.8	5	9.1	37	67.3	10	18.2	55
The transparency of selection results	2	3.6	1	1.8	8	14.5	32	58.2	12	21.8	55
The transparency in the mechanism of career pattern	2	3.6	1	1.8	7	12.7	28	50.9	17	30.9	55
Law enforcement	1	1.8	2	5.5	7	12.7	29	52.7	15	27.3	55
Fair and timely promotion	0	0	0	0	7	12.7	33	60.0	15	27.3	55
All of qualified employees	0	0	6	10.9	15	27.3	24	43.6	10	18.2	55
Information fairly provided	0	0	0	0	6	10.9	31	56.4	18	32.7	55
Attention in career development	0	0	0	0	8	14.5	26	47.3	21	38.2	55
Opportunities to participate in education and training	1	1.8	1	1.8	8	14.5	24	43.6	21	38.2	55
<i>Total</i>	<i>10</i>	<i>1.82</i>	<i>14</i>	<i>2.55</i>	<i>76</i>	<i>13.82</i>	<i>295</i>	<i>53.64</i>	<i>155</i>	<i>28.18</i>	

Source: Primary Data of 2013

Based on Table 3, it could be seen that most replies of respondents for career development are in *agree* (53.64%) and *very agree* (28.18%) answers. It shows that 81.82% of respondents considered that career development is essential in improve the performance of Local Civil Service Agency in the Residence of Poso where development factor provided for them is for the better prospect in their career considering the placement system, career pattern and the transparency in career as well as the attention of leader on the development of subordinate's career. Further, 13.82% of respondents are *not certain* on the importance of career development and 4.36% answered with *disagree* and *very disagree* on the importance of career development.

Mean value of perception in the placement system on career development is 3.98; meanwhile, mean value of perception in the career pattern on career development is 4.06, mean value of perception in the transparency on career development is 3.96 and mean value of perception in the attention on career development is 4.20. According to these mean of values, the most influenced indicator for the performance of employee is the attention of leader in career development.

The description of employee's performance variable

Variable of employee's performance is the achievement level of employee in completing their daily tasks. Indicators used in the study are quality (Y1.1), quantity (Y1.2), work hours (Y1.3), accuracy (Y1.4), surveillance (Y1.5) and good relationship (Y1.6). Results of frequency distribution of respondents' replies are provided in the following table:

Table 4. The Description of employee's performance Variable

Items	1		2		3		4		5		Total
	F	(%)	F	(%)	F	(%)	F	(%)	F	(%)	
Quality	0	0	3	5.5	11	20.0	28	50.9	13	23.6	55
Quantity	0	0	4	7.3	8	14.5	30	54.5	13	23.6	55
Work hours	0	0	0	0	7	12.7	34	61.8	14	25.5	55
Accuracy	0	0	0	0	13	23.6	29	52.7	13	23.6	55
Surveillance	1	1.8	1	1.8	16	29.1	32	58.2	5	9.1	55
Good relationship	0	0	0	0	1	1.8	30	54.5	24	43.6	55
<i>Total</i>	<i>1</i>	<i>0.30</i>	<i>8</i>	<i>2.42</i>	<i>56</i>	<i>16.97</i>	<i>183</i>	<i>55.45</i>	<i>82</i>	<i>24.85</i>	

Source: Primary Data of 2013

Based on Table 4, it could be seen that most replies of respondents for the variable of employee's performance are in *agree* (55.45%) and *very agree* (24.85%) answers. It shows that 80.30% of respondents agreed that higher performance has been achieved. Further, 16.92% of respondents are *not certain* and 3.72% of respondents answered with *disagree* and *very disagree* on the performance achieved by the employee of Local Civil Service Agency in the Residence of Poso.

Validity and Reliability Results

In both validity and reliability results on the instrument of the study, the correlation between each score of the questions from its total score of variable was calculated using Person

correlation technique formulation (Product Moment). Statistically, the correlation value (r) and significance level (p -value) obtained are provided in the following table:

Table 5. The results of Validity and Reliability Tests

<i>Variables</i>	<i>Items</i>	<i>R</i>	<i>Sign</i>	<i>Details</i>	<i>Reliability</i>	<i>Details</i>
Leadership style (X1)	X1.1.1	0.494	0.000	Valid	0.644	Reliable
	X1.1.2	0.285	0.035	Valid		
	X1.1.3	0.137	0.319	Valid		
	X1.2.1	0.158	0.250	Valid		
	X1.2.2	0.563	0.000	Valid		
	X1.2.3	0.411	0.002	Valid		
	X1.3.1	0.563	0.000	Valid		
	X1.3.2	0.428	0.001	Valid		
	X1.3.3	0.553	0.000	Valid		
Rewards (X2)	X2.1.1	0.373	0.005	Valid	0.769	Reliable
	X2.1.2	0.112	0.416	Valid		
	X2.1.3	0.143	0.299	Valid		
	X2.2.1	0.697	0.000	Valid		
	X2.2.2	0.680	0.000	Valid		
	X2.2.3	0.697	0.000	Valid		
	X2.3.1	0.783	0.000	Valid		
	X2.3.2	0.823	0.000	Valid		
	X2.3.3	0.762	0.000	Valid		
Career Development (X3)	X3.1.1	0.719	0.000	Valid	0.906	Reliable
	X3.1.2	0.616	0.000	Valid		
	X3.1.3	0.756	0.000	Valid		
	X3.2.1	0.783	0.000	Valid		
	X3.2.2	0.869	0.000	Valid		
	X3.2.3	0.563	0.000	Valid		
	X3.3.1	0.502	0.000	Valid		
	X3.3.2	0.795	0.000	Valid		
	X3.4.1	0.758	0.000	Valid		
X3.4.2	0.906	0.000	Valid			
Performance of employee (Y1)	Y1.1	0.725	0.000	Valid	0.652	Reliable
	Y1.2	0.712	0.000	Valid		
	Y1.3	0.527	0.000	Valid		
	Y1.4	0.670	0.000	Valid		
	Y1.5	0.218	0.000	Valid		
	Y1.6	0.347	0.000	Valid		

Source: Data Processed Results of 2013

Based on Table 5, it could be seen that instrument of the study for all sub-dimension and variables is not fully valid for X1.1.3, X1.2.1, X2.1.2, X2.1.3 and Y1.5 so that the indicator is excluded from double-regression analysis in testing hypotheses.

According to the reliability instrument test of the study, as described in Table 5, it could be concluded that all of instruments of the study are reliable. It could be seen from all of variable of the study which have alpha coefficient higher than 0.6. If this reliability is related to index criteria of reliability coefficient according to Arikunto (2002), shows that instrument alpha of the study is high. Thus, data of the study is valid and appropriate to be used in the test of hypotheses.

Classical Assumption Test

Normality Test

Normality test used in order to detect whether dependent or independent variable is normal. A good regression model is model with normal data distribution or close to normal. In order to test this normality, we could use the figure of normal probability plot. If data spread around diagonal lines and following the direction of diagonal lines then regression model meet the assumption of normality, *in vice versa*.

Based on the graph of normal probability plot, it could be seen that points around the diagonal lines and its spread are following the direction of diagonal lines. Therefore, regression model is proper to be used to predict the performance of employees in Local Civil Services Agency according to the input of its independent variable.

Auto-correlation test

Serial auto-correlation between disturbance term (ϵ) of estimation results from any regression model could be tested using the Durbin-Watson Statistic. According to Santoso (2000), the procedure of auto-correlation test based on the value of Durbin-Watson is performed by checking the D-W table in the analysis results. The value of Durbin-Watson of 1.635 means that there are no auto-correlation problems in the model. In general, it could be concluded that:

- The D-W's value below -2 reflects the positive auto-correlation
- The D-W's value between -2 and +2 reflects the absence of auto-correlation
- The D-W's value above +2 reflects the negative auto-correlation

Multi-co-linearity Test

Multi-co-linearity tested using the count of VIF (Variance Inflating Factor) values. If this value is lower than 10 it means there is no multi-co-linearity occurred. Results of the test are provided in the following table:

Table 6. Results of the multi-co-linearity assumption test

<i>Dependent Variables</i>	<i>VIF</i>	<i>Details</i>
Leadership style (X1)	1.049	No multi-co-linearity
Rewards (X2)	2.219	No multi-co-linearity
Career Development (X3)	2.188	No multi-co-linearity

Source: Primary data processed in 2013

Table 6 shows that the value of studied independent variable is lower than 10 thus, the three independent variables is not related to each other (no multi-co-linearity found) so that could be used as independent variable of the study.

Hetero-kedasticity Test

This kind of test was performed using Scatterplot graph. The results obtained shows that there is no hetero-kedasticity found. Decision is made according to follows:

- If comprehensive pattern created from comprehensive pattern is found then there is a hetero-kedasticity

- b. Reversely. if comprehensive pattern created from comprehensive pattern is not found then there is no hetero-kedasticity

Double Regression Analysis and Hypotheses Test

Double Regression Analysis

This double regression analysis is used to calculate the effects of independent variables consisted of leadership style (X1), rewards (X2) and career development (X3) on the dependent variable (Y), the employee's performance of Local Civil Service Agency in the Residence of Poso.

Probability value was served as the background of hypothesis testing. In general, hypotheses made in the study are as follows:

H₀: there is no relationship between independent and dependent variable

H_a: there is a relationship between independent and dependent variable

The conclusion was made based on:

$P \leq 0.05$, then H₀ rejected

$P > 0.05$, then H₀ accepted

The test of hypotheses performed using standardized simple regression statistical analysis technique taken from data processed using SPSS program that will be exposed in furthermore through significance tables. Here is the description in accordance with formulated hypotheses.

Hypotheses test

There is a significant effect of leadership style on the performance of Local Civil Service Agency in the Residence of Poso

Variables used in the study are independent (X), leadership style (X1) and dependent variable (Y), the performance of employee. The variable of leadership style (X1) explained the whole behavior of leader that been perceived by the employees or the way leader influence subordinates stated in the form of behavior or personality.

First hypothesis in the study is leadership style significantly affect the employees' performance of Local Civil Service Agency in the residence of Poso. In order to analyze the hypothesis, respondents give response to given question through a questionnaire related to leadership style (X1). After double linear regression analysis performed, the variable of leadership style (X1) significantly affects the employee's performance (Y). Furthermore, it could be seen in the following table:

Table 7. The Results of Regression Coefficient and Test between the variable of leadership style and performance

<i>Dependent Variable</i>	<i>Independent Variable</i>	<i>B</i>	<i>Beta (β)</i>	<i>t</i>	<i>Sign. t</i>	<i>Conclusions</i>
Performance	Leadership style	0.395	0.375	3.147	0.003	Accepted

$R = 0.556$, $R^2 = 0.309$, $Adj R^2 = 0.268$, $F Hit = 7.597$, $Sign F = 0.000$

Source: Data processed in 2013

There is a significant effect of rewards on the performance of Local Civil Service Agency in the Residence of Poso

Variables used in the study are independent (X), rewards (X2) and dependent variable (Y) is the performance of employee. The variable of rewards (X2) explained the rewards to the employee as the compensation for their achievement to the institution in completing the tasks. Economic rewards used to give in the form of salary, wage, allowances, incentives, etc. In order to analyze the hypothesis, respondents give their response to given questions through a questionnaire related to rewards (X2). After double linear regression analysis performed, the variable of rewards (X2) insignificantly affects the employee's performance (Y). Furthermore, it could be seen in the following table:

Table 8. The Results of Regression Coefficient and Test between the variable of rewards and performance

<i>Dependent Variable</i>	<i>Independent Variable</i>	<i>B</i>	<i>Beta (β)</i>	<i>t</i>	<i>Sign. t</i>	<i>Conclusions</i>
Performance	Rewards	-0.020	-0.026	-0.151	0.881	Rejected

R= 0.556, R²= 0.309, Adj R²= 0.268, F Hit= 7.597, Sign F= 0.000

Source: Data processed in 2013

There is a significant effect of career development on the performance of Local Civil Service Agency in the Residence of Poso

Variables used in the study are independent (X), career development (X3) and dependent variable (Y) is the performance of employee. The variable of career development (X3) explained the career development given to the employee is for the sake of brighter prospect in their career considering the system of placement, the application of career pattern, the transparency in career and the attention of leader in subordinate's development. In order to analyze the hypothesis, respondents give their response to given questions through a questionnaire related to career development (X3). After double linear regression analysis performed, the variable of career development (X3) significantly affects the employee's performance (Y). Furthermore, it could be seen in the following table:

Table 9. The Results of Regression Coefficient and Test between the variable of career development and performance

<i>Dependent Variable</i>	<i>Independent Variable</i>	<i>B</i>	<i>Beta (β)</i>	<i>t</i>	<i>Sign. t</i>	<i>Conclusions</i>
Performance	Career development	0.291	0.113	2.583	0.013	Accepted

R= 0.556, R²= 0.309, Adj R²= 0.268, F Hit= 7.597, Sign F= 0.000

Source: Data processed in 2013

DISCUSSION

As a conclusion of the study, it could be descriptively explained in the discussion as follows:

1. There is A Significant Effect of Leadership Style on the Performance of Local Civil Service in the Residence of Poso

Based on the results of performed test, it is known that first hypothesis is accepted since the variable of leadership style has significant effect on the variable of performance. It shows that leadership in the Local Civil Service Agency applied the good leadership style of participative-democratic creating good level of performance among the employee. It shows that with democratic style of leadership, employee will participate in complete their tasks. There is a tendency and intrinsic booster in the employee to get

compliment from leader where both motivation and compliment could encourage the employee to work harder.

According to the results of respondents' responses in Table 1, good figure of leadership style in the Local Civil Service Agency of Poso is obtained. Good category of leadership style resulted from both intelligence and professional skills a leader have. It is particular in relating to the participative-democratic style of leadership. Leadership style positioned human as main factor in every group/organization. A good leader considering and treating people they lead as subject with the aspect of personality, just like the way he/she has. Worthy and different willingness, desire, ability, idea, opinion, creativity and initiative are properly spent. The type of this leadership style is always trying to empowerment every individual in his organization. Democratic leadership is an active, dynamic and directed leadership. This type of leadership is very concern on the discussion in the policy making applied in every level of each unit in the organization.

2. There is No Significant Effect of Rewards on the Performance of Local Civil Service in the Residence of Poso

Based on the results of performed test, it is known that second hypothesis is rejected since the variable of reward has no significant effect on the variable of performance. It shows that rewards received by the employee of Local Civil Service Agency did not improve their performance. It shows that the employee of Local Civil Service Agency is work only for the completion of their tasks. Received rewards are determined by the government so that they have lack motivation related to the applied system.

According to the results of respondents' responses in Table 2, good figure of rewards in the Local Civil Service Agency of Poso is obtained. It shows that perceived variance, system and value of rewards is in accordance with what they did. The employee had already known the salary system regulated by the government so that no matter how much rewards given, it would not affected their performance. Besides salary, the employee received other wages in the form of extra-time wages and organization wages. In Local Civil Service Agency of Poso, these two wages used unclear standardized system of payment resulted in dissatisfied among the employees. Furthermore, there is a conflict among the employees related to unfair salary given based on the load work of individual.

3. There is A Significant Effect of Career Development on the Performance of Local Civil Service in the Residence of Poso

Based on the results of performed test, it is known that third hypothesis is accepted since the variable of career development has a significant effect on the variable of performance. It shows that career development in Local Civil Service Agency in the Residence of Poso is already well done so that the performance is good. Career development is a set of attitude and behavior of individual related to the activity and work experience in his/her life. In the other words, besides the internal focus related to how an individual view his/her career, career development also containing external focus related to a series of actual functions individual have. It is accordance with Handoko (2001) stated that every individual have same level of responsibility in improve or develop themselves for the sake of their career in the future. If they have no willingness to improve it, their career will degrade. As individual/employee have this commitment, career development will very helpful.

CONCLUSIONS

1. The variable of leadership style has significant effect on the variable of performance. It shows that leader in Local Civil Service Agency in the Residence of Poso applied good participative-democratic leadership creating good level of performance among the employee.
2. The variable of rewards has no significant effect on the variable of performance. It shows that rewards achieved by the employee did not make them have a higher performance level. It is indicated that they work only for the completion of their tasks and duties.
3. The variable of career development has significant effect on the variable of performance. It shows that career development has already well-done so that good level of performance is created.

From those three independent variables above, leadership style, rewards and career development, the later is the most significant variable in influence the performance of employee in Poso's Local Civil Service Agency.

