

# Leadership Model Analysis of Health Performance at Bies Health Center

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## Abstract

The leadership model really determines the success in an organization. According to WHO, good leadership will help produce good performance as well. Based on the performance evaluation of Bies Health Center employees, since the last 3 years, the minimum assessment target (SPM) has not been achieved, only 60% of the target set at 80%. The purpose of this study was to analyze the influence of the leadership model in terms of emotional aspects, reward aspects, instrumental aspects and informative aspects of the head of the puskesmas on the performance of health workers at the Bies Public Health Center. This type of research is a mixed method. The population is 60 people, the sample is the total population, and the informants are 9 people. Collecting data through questionnaires and interviews. Data were analyzed using univariate, bivariate with chi-square test and multivariate using logistic regression test. The results showed that the performance of the Bies Health Center health workers in the good category reached 80%. The results of the chi-square test indicate that there is a relationship between the leadership model in the emotional aspect ( $p=0.000$ ), the reward aspect ( $p=0.000$ ), the instrumental aspect ( $p=0.000$ ) and the informative aspect ( $p=0.000$ ). There was a significant effect between the reward aspect ( $\text{Exp(B)}=65,738$ , 95% CI 4,617-935,976) and the informative aspect ( $\text{Exp(B)}=26,732$ , 95% CI 2,613-330,309). The conclusion of this study is that the reward aspect is the dominant variable affecting the performance of health workers.

**Keywords:** Leadership Model, Emotional Aspect, Reward Aspect, Instrumental Aspect, Informative Aspect, Performance Of Health Workers

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## Introduction

Health is an important part of human life because it is one of the factors that support human activities. According to the World Health Organization (WHO) (2003), health is a state that is not only free from pain, but also full physical, mental and social health. One of the health institutions/services responsible for this Healthy Indonesia program is the Puskesmas (Kemenkes, 2017). A leader is someone who is able to

influence the behavior of people in an organization, and make the performance of the people they lead able to achieve goals effectively and efficiently Badeni (2017).

In achieving the company's goals, there are many elements that are important in its fulfillment, including the element of leadership or leaders (Usman et al., 2020). In addition, the task of the leader is not only to achieve the target but more to the aspect of how employees comply with standards without being regulated or forced (Toha, 2013). Leadership is concerned with influencing the behavior and feelings of others both individually and in groups in a certain direction (Riinawati, 2019). Leadership has a dominant and crucial role in improving employee performance both individually, in groups and even within an organization. (Parashakti & Setiawan, 2019).

A good leader should be able to adapt and adjust to the character of the environment he leads (Toha, 2013) A good leader will be able to choose the right leadership model (Efendy & Amirah, 2021).

The appropriate style is highly dependent on the task of the organization, the stage of the organization's life, and the needs of the time. Organizations need to renew themselves, and a different leadership style is often needed (Efendy & Amirah, 2021).

However, in general, leadership styles can be divided into four types, namely instructional leadership, consulting leadership, participatory leadership and delegation leadership (Paramita, 2011). The delegation is given to a member who is trusted to help the leader and has the same principle tendencies, perceptions and aspirations as the leader (6) Lee Kwan Yew has succeeded in bringing Singapore to be the third developed and metropolitan country in the world in a relatively short period of three decades (Handojo et al., 2021).

In addition to leaders, an organization also needs workers with good performance. Based on the Big Indonesian Dictionary (KBBI) performance means the achievement shown (Harahap, 2019). Performance (work achievement) is the result of work in quality and quantity achieved by a person or group in the organization in accordance with the authority and responsibility of each in achieving goals. In addition, performance can also be interpreted as the success of the responsibility of the workforce in realizing the strategic objectives that have been set with the expected behavior (Usman, 2011)

A person's performance is influenced by several factors including internal factors which include intelligence, skills, emotional stability, a person's traits, including attitudes, personality traits, physical traits, desires or motivations, age, gender, education, work experience, cultural background. and other personal variables. while external factors that affect performance are those from the environment, including labor regulations, customer desires, competitors, economic conditions, organizational policies, leadership, actions of co-workers, types of training and supervision, wage system and social environment (Tampubolon, 2007).

Performance appraisal can be done by giving an integral assessment including the implementation of specific and measurable performance targets, having a rate of change, limited time, direction and support from the leader. Leaders together with the workforce can determine targets and performance standards that must be achieved within a certain period of time. Improved individual performance will encourage increased performance of Human Resources (HR) involved in the organization as a whole (Usman, 2011).

The purpose of performance appraisal is as a diagnostic tool and an assessment process for individual, team and organizational development. performance can be measured in terms of efficiency, effectiveness and organizational health. efficiency includes administration, budget, completion time, program implementing staff, facilities, tools and materials. While effectiveness includes being more perfect in achieving goals, more precise in achieving goals, more adaptable to change and further improving learning abilities (Mangkunegara, 2014)

There are several factors that determine the size of the workforce's performance, namely 1) internal factors (personal) the presence of a high will and hard work on the workforce will produce good performance, while the low willingness and limited efforts made make poor performance: 2) Factors external environment (environment), the existence of easy jobs, cooperative co-workers and good leaders will help produce good performance, while difficult jobs, uncooperative coworkers and unsympathetic leaders tend to make poor performance (Supihati, 2014).

Every organization has factors that can affect the performance of each of its workforce, organizations with low employee performance need to know the factors that affect low employee performance such as work ability, work productivity, effort, initiative and motivation (Nimran, 2015).

Since 2005 until now, the Bies Health Center has changed its head five times. Based on the evaluation of the performance of Bies Health Center employees in the last 3 years based on the profile of the Puskesmas, it was found that in 2018, the average employee performance reached 90.6% of the 100% targeted. In 2019 it was 97.8% of the 100% targeted and in 2020 it reached 98.3 of the 100% targeted. The programs targeted by employees at the Bies Health Center include health promotion (Promkes), prevention of infectious diseases, treatment programs and maternal and child health. with the reference book for the Minimum Assessment Target (SPM) of Central Aceh Regency. Interviews conducted by researchers with several health workers at the Bies Public Health Center revealed that each head of the Puskesmas who had led the Bies Health Center had different characteristics.

## **Methods**

The type of research that will be used is a mixed method research. The type of research design used is explanatory sequential design. The population in this study were all health workers at the Bies Health Center, namely 60 health workers with the status of Civil Servants (PNS). The sample is part or

representative of the population studied using a non-probability sampling technique, with a total sampling of 60 people. Employee. Bies Public Health Center with professions, including general practitioners, nurses, midwives, pharmacists, analysis (Nawawi, 2012)

## Results and Discussion

### Univariate Analysis

#### Characteristics of respondents

**Table 1.** Distribution of Respondents by Gender, Age, Education, and Occupation

Characteristics of Respondents	n (=60)	% (=100)
Gender		
Man	12	20,0
Woman	48	80,0
Age		
23-27 Years	12	20,0
28-32 Years	13	21,7
33-37 Years	11	18,3
38-42 Years	10	16,7
43-47 Years	7	11,7
48-52 Years	7	11,7
Education		
SPTG	1	1,7
D3	32	53,3
D4	4	6,7
S1	23	38,3
Health Worker Profession		
General practitioners	2	3,3
Dentist	2	3,3
General Nurse	11	18,3
Dentist	1	1,7
Pharmacist	4	6,7
pharmacist assistant	1	1,7
Health analyst	4	6,7
Midwife	25	41,7

Public health	4	6,7
Environmental Health	5	8,3
Economy	1	1,7
Length of work		
1-7 Years	26	43,3
8-14 Years	15	25,0
15-21 Years	13	21,7
22-28 Years	6	10,0

Source: Primary data processed, 2021

Respondents totaling 60 people, most of the respondents had a diploma education level (D3) as many as 32 people or 53.3%, as many as 23 people or 38.3% with undergraduate education (S1). Respondents with a D4 education level were 4 people (6.7%), and there was still one respondent (1.7%) who had a high school education.

Respondents totaling 60 people, most of the respondents work as midwives as many as 25 people or 41.7%. A total of 11 people or 18.3% as general nurses.

The distribution of respondents based on the length of work is known that most of them have been working for 1-7 years (43.3%). Respondents who worked between 8 years to 28 years were 28 people and the remaining respondents with a fairly long working age between 22-28 years were 6 people (10%).

**Table 2.** Distribution of Respondents' Answers Regarding Leadership Model

Leadership Model Indicators	n	%
Emotional aspect		
a. Does not support	12	20,0
b. Support	48	80,0
Award Aspect		
a. a. Does not support	15	25,0
b. b. Support	45	75,0
Instrumental Aspect		
a. a. Does not support	18	30,0
b. b. Support	42	70,0
Information Aspect		
a. a. Does not support	14	23,3
b. b. Support	46	76,7

Performance of Health Workers			
a. Not Good		12	20,0
b. Good		48	80,0

**Bivariate Analysis**

Bivariate analysis is an analysis conducted to determine the relationship between 2 variables, namely the independent variable and the dependent variable. Respondents who became the sample used in this study were health workers at the Bies Health Center, totaling 60 people.

**Table 3.** Results of Bivariate Analysis of Relationship Variables of Emotional Aspects, Appreciation Aspects, Instrumental Aspects and Information Aspects on the Performance of Health Workers at the Bies Health Center

Leadership Model Variables	Health Workers Performance Variables				Total		p-value
	Not good		Good		n	%	
	n	%	n	%			
Emotional Aspect							
Does not support	10	83,3	2	16,7	12	100	0,000
Support	2	4,2	46	95,8	48	100	
Award Aspect							
Does not support	11	73,3	4	26,7	15	100	0,000
Support	1	2,2	44	97,8	45	100	
Instrumental Aspect							
Does not support	10	55,6	8	44,4	18	100	0,000
Support	2	4,8	40	95,2	42	100	
Instrumental Aspect							
Does not support	10	71,4	4	28,6	14	100	0,000
Support	2	4,3	44	95,7	46	100	

Based on the results of the cross tabulation of leadership style variables in the aspect of rewards shown in Table 6, it is known that of the 60 respondents who received awards from the leadership, there were 44 respondents (97.8%) who had good performance. Meanwhile, from all respondents who did not get an award from the leadership, it was known that 11 (73.3%) respondents had poor performance. The results of the Chi-square test obtained p value = 0.000, meaning that there was a significant influence between

leadership style in the aspect of appreciation on the performance of health workers at the Bies Public Health Center ( $p < 0.05$ ).

Based on the results of the cross-tabulation of leadership style variables in the instrumental aspect shown in Table 6, it is known that of the 60 respondents who received instrumental support from the leadership, there were 40 respondents (95.2%) who performed well. Meanwhile, from all respondents who did not get instrumental support from the leadership, it was known that 10 (55.6%) respondents had poor performance. The results of the Chi-square test obtained  $p$  value = 0.000, meaning that there was a significant influence between leadership style in the instrumental aspect on the performance of health workers at the Bies Public Health Center ( $p < 0.05$ ).

Based on the results of the cross tabulation of leadership style variables in the information aspect shown in Table 4.14, it is known that of the 60 respondents who received information support from the leadership, there were 44 respondents (95.7%) who performed well. Meanwhile, from all respondents who did not get instrumental support from the leadership, it was known that 10 (71.4%) respondents had poor performance. The results of the Chi-square test obtained  $p$  value = 0.000, meaning that there is a significant influence between leadership style in the information aspect on the performance of health workers at the Bies Public Health Center ( $p < 0.05$ )

### Multivariate Analysis

**Table 4.** Summary of Multivariate Analysis Results Based on Logistics Regression Test

	Variable	B	Sig.	Exp(B)	95% C.I	
					Lower	Upper
Step 1	Emotional	2,204	0,243	9,059	0,225	365,080
	award	2,521	0,169	12,439	0,343	451,498
	Instrumental	1,758	0,244	5,799	0,301	111,616
	Information	2,313	0,131	10,107	0,503	202,895
	Constant	-3,778	0,017	0,023	-	-
Step 2	Emotional	2,409	0,139	11,124	0,458	270,331
	award	2,767	0,085	15,904	0,684	369,869
	Instrumental	2,959	0,033	19,273	1,278	290,742
	Information	-3,382	0,019	0,034	-	-
Step 3	award	4,186	0,002	65,738	4,617	935,976
	Information	3,286	0,010	26,732	2,163	330,309
	Constant	-2,609	0,019	0,074	-	-

Based on the results of the logistic regression test using the backward stepwise conditional method in Table 4. it was found that the variable award aspect most dominantly affects the performance of health workers at the Bies Health Center, where health workers who receive support from the leadership will have a good performance 65.378 times compared to health workers. who did not receive support from the leadership (Exp(B)=65,378, 95% CI 4,617-935,976).

The results of this analysis confirm that the independent variable has the ability to predict the dependent variable of 78.7% while the remaining 21.3% is influenced by other factors.

The influence of the leadership model in terms of the emotional aspect of the head of the puskesmas on the performance of the health personnel of the Bies Health Center, namely the head of the Puskesmas makes and arranges a schedule of activities such as service schedules, posyandu, posbindu and other program activity schedules, the head of the puskesmas supervises the implementation of the tasks given in accordance with the main tasks and functions in monthly lokmin meetings. , the head of the Puskesmas makes regulations regarding the work that must be carried out in accordance with their respective tupoksi. The head of the Puskesmas also provides briefing before carrying out the work carried out in the morning apple and in the monthly meeting of the puskesmas and listens to any complaints from his staff.

The influence of the leadership model in terms of the aspect of the appreciation of the head of the puskesmas on the performance of health workers at the Puskesmas Bies stated that the head of the Puskesmas prioritized problem solving in accordance with the needs of the work carried out and discussed in monthly lokmin meetings, able to carry out their duties well in the form of services, recommendations to become exemplary health workers and refresing for health workers, especially in the implementation of existing health service programs, helps resolve problems in the implementation of the main tasks and functions if they have not been completed, such as assisting services in general polyclinics and emergency rooms if general practitioners and other officers are unable to attend.

The head of the puskesmas treats all health workers equally (not discriminating) in carrying out the tasks given because there are already SOPs for each. The Head of the Puskesmas also resolved problems faced by Health Workers between work shift groups even though the Bies Health Center was not an inpatient puskesmas but imposed shifts because of the Covid-19 pandemic, the head of the puskesmas made a policy to make shifts aimed at avoiding crowds.

The influence of the leadership model in terms of the informative aspect of the head of the puskesmas on the performance of the health workers at the Bies Health Center. The head of the Puskesmas is able to explain to Health Workers about the procedures for implementation in accordance with the SOP or their respective main tasks.

## Conclusion

The Head of the Puskesmas will consult with the Health Worker about the obstacles faced during carrying out his duties. The head of the puskesmas is also able to explain to health workers about how to deal with visitors or patients in providing services.

## Acknowledgement

This is also a reference for health workers to be more aware and aware of the importance of interacting with leaders during their activities, so that there are no problems that can reduce the performance of health workers in order to improve the performance of health workers to the maximum.

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