

Research Article



## The Influence of Management-Based Leadership on Improving to Human Resource Performance in Konawe District Health Center

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### ABSTRACT

**Background:** Some health program in the Konawe District Health centres has not reached the national target including the percentage coverage of K4 maternal health (67.04%) compared to the target (90%), and exclusive breastfeeding for infants aged 0-6 months has reached 65.69% compared the target of 85%. The purpose of this study was to determine the influence of management-based leadership in the Konawe District Health Centre.

**Methods:** The research method used exploratory research that emphasizes aspects of influence between research variables with hypothetical tests and the description contains descriptions this focuses solely on the influence of variables.

**Results:** This study shows that Leadership has a positive and significant effect on the Management Function. The direction of influence of this relationship is positive which means that the better the leadership, the implementation of management functions will also be better. Leadership has a positive and significant effect on HR Performance. The direction of influence of this relationship is positive which means that the better the leadership, the better the HR performance produced and the Management Function has a positive and significant effect on HR Performance. The direction of influence of this relationship is positive which means that the better the management function, the better the HR performance produced will also be better.

**Conclusion:** leadership has a positive and significant effect on the management function, leadership has a positive and significant effect on HR performance and Management function has a positive and significant effect on HR Performance.

**Keyword :** Leadership, Management, Performance, Human Resources, Health Centre

## INTRODUCTION

Health development in Indonesia aims to increase awareness, willingness, and ability to live a healthy life for everyone so as to realize the highest degree of public health. Every citizen has the right to get quality and affordable services, The right to health services is one of the fundamental rights of Indonesian citizens, so the government is obliged to provide proper health service facilities, one of the health service facilities for the community provided is the Public Health Center.

At this time Public Health Center has been established in almost all corners of the country. To reach its work area, Public Health Center are strengthened by auxiliary Public Health Center, mobile Public Health Center and for areas far from referral service facilities, Public Health Center are equipped with inpatient facilities. (1)

In terms of management, Public Health Center is also considered not enough to carry out its functions properly. The head of the Public Health Center, which is generally led by doctors, tends to be more oriented towards curative health services. The Public Health Center information system has not been able to support the strategic planning process of the Public Health Center, for example in terms of the needs of the number and educational background of its human resources, public health programs that need to be developed according to the needs of the region and with the promotive and preventive functions of the Public Health Center which are increasingly neglected compared to their curative functions. (2)

Southeast Sulawesi Province in the implementation of several programs still has not achieved the Minimum Service Standard (SPM) target. The number of Public Health Center in Southeast Sulawesi Province in

2018 is 279 units, in accordance with the indicators of the Ministry of Health of the Republic of Indonesia in 2018 coverage of the percentage of K4 maternal health 73.87% of the target 90%, the percentage of childbirth by health workers 76.18% of the target 90%, the number of public policies with health insight 3 policies from target 3 policies, the percentage of districts / cities that have clean and healthy behavior policies 35.5% of the target 50% and the percentage of districts / cities that meet the quality environmental health 11.76% of the target of 25%.(3)

The number of Public Health Center in the working area of the Konawe District Health Office is 29 units, based on the main coverage data of the performance of public health program employees in Konawe Regency as follows for the percentage coverage of K4 maternal health 67.04% of the target 90%, the percentage of maternity assistance by health workers 75.73% of the target 90%, and the percentage of district/city health promotion indicators on clean and healthy living behavior monitored 59.98% of the target 50%, health service coverage for infants reached 89.86%, has not reached the target of 90%, coverage of exclusive breastfeeding for infants aged 0-6 months has reached 65.69% has not reached the target of 85%, coverage of Complete Basic Immunization has reached 86.02% has not reached the target of 90%. (4)

## METHOD

The type of research used is exploratory research that emphasizes aspects of influence between research variables with hypothetical tests, where the description contains descriptions but the focus is solely on the influence of variables.(5)The research

method is exploratory research) that emphasizes aspects of influence between research variables with hypothetical tests, where the description contains descriptions but focuses solely on the influence of variables..Data analysis using SEM method with SmartPLS 3.0 software. The data collection technique uses a questionnaire with Likert scale..

## RESULTS

### Goodness of fit model evaluation

Structural models are evaluated by taking into account the  $Q^2$  predictive relevance model which measures how well observational values are produced by the model.  $Q^2$  is based on the coefficient of determination of all endogenous variables. The magnitude of  $Q^2$  with a range of  $0 < Q^2 < 1$ , the closer the value of 1 means the better the model. (6)The coefficients of determination ( $R^2$ ) of the two endogenous variables are presented in the table.

**Table 1. Goodness of fit model test results**

Variable Indicators	R-Square
Management Functions	0,519
HR Performance	0,630

Based on the value of the coefficient of determination ( $R^2$ ) can be known  $Q^2$  with the following calculation:

$$Q^2 = 1 - (1 - R^2_1) (1 - R^2_2) = 1 - \{(1 - 0.519) (1 - 0.630)\} \\ = 1 - 0.107042985 \\ = 0,892957015$$

Based on the calculation results, the predictive-relevance value ( $Q^2$ ) = 0.892957015 or 89.29%. This means that the accuracy or accuracy of this research model can explain the diversity of leadership

variables, Management Function and HR performance by 89.29%. The remaining 10.71% was explained by other variables not contained in this research model. Therefore, the model designed in this study can be said to be good or the model is said to have a very good estimated value because it is above 60%. In the end, it can be used to test the hypothesis proposed in this study.

### Testing Structural Models and Research hypotheses

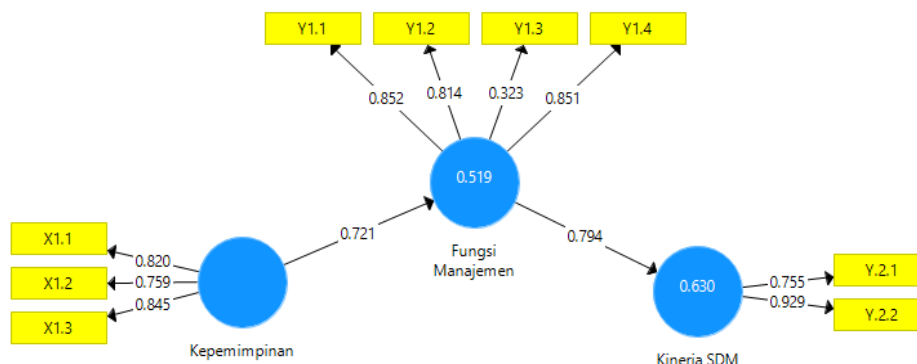
The structural model (Inner Model) is evaluated by looking at the value of the parameter coefficients of the relationship path between latent variables. The purpose of testing the structural relationship model is to determine the relationship between the latent variables designed in this study. From the PLS output, structural model and hypothesis testing is carried out by looking at the estimated value of the path coefficient and the value of the critical point (t-statistical) which is significant at  $\alpha = 0.05$ . Based on the conceptual framework of this study, it is testing the relationship model and hypothesis between variables. The description of the results of testing the relationship between the variables of this study can be explained as follows:

#### 1. Hypothesis Testing and Partial or Direct Influence Path Coefficients

Testing hypotheses and coefficients of direct influence paths between leadership variables on Management Function and HR performance. Of the three direct influences tested, all of them had a positive and significant effect, namely: leadership on the management function and the Management Function on HR performance. Then. The results of the influence test between variables can be known from the results of the examination

of the value of the path coefficient and critical point (t-statistical) presented on

the path diagram can be seen in Figure 1.



**Figure 1. Path Coefficient Diagram and Hypothesis Testing**

The results of influence and indirect testing (mediation) between variables are presented in figure 1. The full details can be seen at:

Table 2. Path Coefficients and Hypothesis Testing of Direct Influence

	Direct Relationship between Variables	Path Coefficient	T-Statistic	Sig.t
H1	Management Function -> HR Performance	0,794	17,086	0,000
H2	Leadership -> Management Functions	0,721	11,673	0,000
H3	Leadership -> HR Performance	0,572	8,250	0,000

Based on figure 1 and table 2, testing models and hypotheses between the variables of this study can be done by testing the coefficient of direct influence path, namely the results of data analysis using PLS software are presented in Table 2 and figure 1 shows the results of testing structural models and hypotheses of this study. The influence of leadership on the management function is statistically positive and significant ( $\beta = 0.721$  and  $\text{sig.t} = 0.000 > 0.05$ ), leadership on HR performance statistically and significantly ( $\beta 0.572$  and  $\text{sig t} = 0.000 > 0.05$ ) and Management Function on HR performance statistically and significantly ( $\beta 0.794$  and  $\text{sig t} = 0.000 >$

0.05). The results of this study are in line with (2) which says that leadership and HR performance have a positive effect on organizational performance.

## DISCUSSION

### The Effect of Management Function on Human Resource Performance

Management functions are the basic elements that are always there and inherent in the management process which will be used as a reference by managers in carrying out activities to achieve goals. However, there are different views on management

functions by some experts. According to George R. Terry (Hasibuan, 2009) management functions include planning, organizing, actuating and controlling.

Table 2 shows that the Management Function affects Human Resource Performance with a coefficient of 0.794 and is significant because the t-statistic is greater than t-table 1.96 (sig 0.05). This is because the implementation of management functions in all Konawe Regency Puskesmas has implemented management science well through planning, organizing, mobilizing and supervising making Public Health Center employees have an orderly work pattern.

Respondents' responses to Human Resource Performance with high categories. This means that the vision and mission of the organization can be measured clearly, work targets are in accordance with predetermined standards, all services are carried out in accordance with standard operating procedures and existing human resources have met in accordance with the given workload.

### **The Influence of Leadership on Management Functions**

Leadership is the way a person takes in order to practice his leadership. Leadership style is not a talent, so it can be learned and practiced and in its application must be adapted to the situation at hand.

Table 2 shows that Spiritual Leadership affects the Management Function with a coefficient of 0.721 and is significant because the t-statistic is greater than t-table 1.96 (sig 0.05). This explanation can be concluded that the higher the application of Leadership, the higher the application of Management Functions at Public Health Center Se Konawe Regency. Through vision,

hope / belief and love for others in the organization makes a sense of kinship stronger and also planning, organizing, working and supervising has been very well applied in the Public Health Center organization.

Respondents' responses to the Management Function for the planning dimension were very high. This means that planning in each field involves all employees and work plans are in accordance with the vision and mission of the organization. On the dimension of organizing with low categories. This means that the purpose of the organization is partly unknown to the employee and every job is partly not in accordance with the employee's expertise. On the dimension of High category drive. This means that leaders always encourage and strive to achieve organizational goals. As for the supervisory dimension with high categories. This means that the leader always supervises his unit / subordinates and each unit provides a report on the results of his work to the leader.

### **The Influence of Leadership on Human Resource Performance**

Leadership is the way a person takes in order to practice his leadership. Leadership style is not a talent, so it can be learned and practiced and in its application must be adapted to the situation at hand.

Based on table 2 shows that there is a positive influence between spiritual leadership has a significant positive effect on employee performance as indicated by a parameter coefficient of 0.572. A significant value, which is 0.000 less than the alpha level of 5%, means that there is a direct and significant influence between spiritual leadership on HR performance. Based on



these results, it can be concluded that by implementing Leadership through vision and hope / belief as well as love for others in the organization can affect the improvement of the Performance of Konawe District Health Center Employees.

According to respondents who have worked for more than 10 years, they have considered their leaders like "spiritual teachers" who are worthy of example because for him the teachings of the leader can make someone who lives without enthusiasm more enthusiastic in work that is built with love and care.

Meanwhile, according to respondents who have just worked under 10 years old, they feel at home and comfortable with their leaders, because for him there is rarely a leader who can unite his employees without any distance, regardless of position, can build good relationships, guide each employee in working in accordance with existing rules so that the performance of each employee can increase or enthusiasm in carrying out every job done.

## CONCLUSION

Based on the results and discussion and findings of the study, several conclusions of this research can be stated as follows Leadership has a positive and significant effect on the Management Function. The direction of influence of this relationship is positive which means that the better the leadership, the better the implementation of management functions, Leadership has a positive and significant effect on HR performance. The direction of influence of this relationship is positive which means that the better the leadership, the better the performance of the resulting human resources, Management function has a

positive and significant effect on HR Performance. The direction of influence of this relationship is positive which means that the better the management function, the better the HR performance produced..

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