

**Descriptive Analysis Performance Analysis, Satisfaction Level and Program Achievement
Based on Leadership Profession Head of Public Health Center Throughout Banyuwangi
District 2018**

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ABSTRACT

Health management is an activity or an art to regulate health workers and non-public health officers through health programs. One of the objectives of managing human resources in organizational management functions is related to leadership problems. Someone who has been appointed as a leader to lead his subordinates, he must carry out the function of the organization itself which determines the success or failure of a company. The purpose of the study was to analyze the descriptive performance, level of satisfaction and achievement of the program based on the professional leadership of the head of the Public health throughout Banyuwangi District. The research design used was *cross sectional*. The population of the study was all heads of administration of Public health throughout Banyuwangi District and the sample size was 45 people using *total sampling*. Data collection using sheets and questionnaires was then analyzed using the Friedman test. The results showed that the profession of physician leadership most of the performance of high category as many as 17 respondents (70.8%), and professional leadership performance Bachelor of Public Health mostly high category, a total of 18 respondents (85.7%), physician leadership professions most levels of satisfaction satisfied category as many as 20 respondents (83.3%) , and the Bachelor of Public Health leadership profession were mostly satisfied category performance, namely as many as 17 respondents (81.0%) and the leadership profession the majority of the doctor's program achievements and Bachelor of Public Health good categories were as much as 100%. Based on this research, he can improve his skills and professionalism at work.

Keywords: Performance, level of satisfaction, program achievements, leadership profession

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PRELIMINARY

Health management is an activity or an art to regulate health workers and non-public health officers through health programs. (Herlambang & Murwani, 2012). One of the objectives of managing human resources in organizational management functions is related to leadership problems. Someone who has been appointed as a leader to lead his subordinates, he must carry out the function of the organization itself which determines the success or failure of a company. Successful leadership shows that the management of an organization or company is successfully implemented as well. Every ability in leadership must be closely attached to a leader, whatever responsibility he must accept.

According to Sjafri and Aida (2010) a manager needs to have the ability to manage employees effectively, management skills, and leadership skills. In addition, managers must understand and realize that the most important challenge faced is how to apply these three aspects appropriately in certain situations to achieve optimum results in the form of satisfying human resource quality.

The various polemics that have occurred in the community about the assumption that a Head of the public health is a doctor because those who are considered to understand curative services are a quite disturbing problem. In addition, for some areas far from the government, it is often found that the Head of the Public health is the only graduate in the area. Some background problems if not rectified will disrupt the main tasks and functions of a health center in an area.

Based on the Decree of the Indonesian Minister of Health No. 128 of 2004 concerning the policy of the Public health, Chapter III, the organizational sub-chapter, point two concerning the criteria for personnel, which states: "The Personnel Criteria that fill the Public health organizational structure are adjusted to the duties and responsibilities of each Public health unit. Especially for the Head of the Public health, the criteria are required to be a graduate in the health field whose education curriculum covers public health. A Bachelor of Public Health has the right to occupy the position of Head of the Public health because in the curriculum taught to all institutions that establish the Faculty of Public Health already includes knowledge about public health.

The public perception of the Public health which is a miniature hospital is very contrary to its main function, namely; Center for Promoting Health Insight Development; Community Empowerment Center and First Strata Health Service Center. This perception was also influenced by the Head of the Public health who was identical to the doctor. In fact, with its function that is more inclined towards promotion and prevention, the Head of the Public health should be from the Bachelor of Health group with a curriculum that is mostly related to Public Health. Based on the description above, the researchers are interested in examining the analysis of the leadership of doctors and public health scholars towards the management of health centers in Banyuwangi Regency.

Starting from the description above, the researcher was interested in examining the descriptive analysis of performance, level of satisfaction and achievement of the program based on the professional leadership of the head of the Public health throughout Banyuwangi District.

MATERIALS AND METHODS

The design used in this study is cross-sectional. The population is all Head of Community Health Centers in Banyuwangi District, 45 respondents using cluster sampling techniques. Research variables are performance, level of satisfaction and program achievements. Data was collected using a questionnaire, then the data were analyzed using descriptive analysis.

RESULTS

Table 1 Frequency distribution based on performance

Performance	Doctor		SKM	
	N	f (%)	n	f (%)
High	17	70,8	18	85,7
Medium	7	29,2	4	14,3
Low	-	-	-	-
Total	24	100	21	100

Source: Primary data for research in 2018

Based on table 1 shows that of the 45 respondents in the profession of leadership of the doctor, most of the high category performance were as many as 17 respondents (70.8%), and the SKM leadership profession was mostly high category performance, namely 18 respondents (85.7%).

Table 2 Frequency distribution based on satisfaction level

Satisfaction level	Doctor		SKM	
	N	f (%)	n	f (%)
Satisfied	20	83,3	17	81
Quite satisfied	4	16,7	4	19
Not satisfied	-	-	-	-
Total	24	100	21	100

Source: Primary data for research in 2018

Based on table 2, it shows that of the 45 respondents of the doctor's leadership profession most of the satisfaction levels were satisfied categories, namely as many as 20 respondents (83.3%), and the SKM leadership profession were mostly satisfied category performance as many as 17 respondents (81.0%).

Table 3. Frequency distribution based on program achievements

program achievements	Dokter		SKM	
	N	f (%)	n	f (%)
Good	24	100	21	100
Enough	-	-	-	-
Less	-	-	-	-
Total	24	100	21	100

Source: Primary data for research in 2018

Based on table 3 shows that of the 45 respondents in the leadership profession the majority of the achievements of the doctor's program and SKM were in good categories, namely as much as 100%.

DISCUSSION

A. Performance based on the profession of leadership of the head of Public Health in Banyuwangi District

Based on the results of this study, it was shown that of the 45 respondents of the doctor's leadership profession, most of the high category performance were 17 respondents (70.8%), and the SKM leadership profession was mostly high category performance, namely 18 respondents (85.7%).

The results of this study are similar to the results of previous studies conducted by Chairunnisah (2014) which examined the relationship of leadership and work motivation of employees with the performance of Public Health in Jember Regency. The leadership abilities of the Public health leadership are in the category of good leadership. There is a relationship between work motivation of employees with the performance of Public health in Jember Regency. The majority of respondents who work at Public Health with a level of performance are having moderate work motivation as well.

According to Ilyas (2012) performance is the appearance of the work of personnel both in quantity and quality in an organization. Performance can be the appearance of individuals or work groups of personnel. The appearance of the work is not limited to personnel who hold functional or structural positions but also the entire range of personnel in the organization.

According to Ilyas (2012), the main objectives of performance appraisal include: Assessment of individual personnel capabilities, which can be used as information for evaluating the effectiveness of human resource management; and the development of personnel, such as promotion, transfer, rotation and compensation adjustments.

From two different leadership professions, namely doctors and public health scholars, the results of the study show that there is a connection between the performance of employees towards the profession of leadership of the head of public health in leading their institutions. The role of human resources greatly determines one's success in leading agencies. The existence of adequate human resources can support communication between leaders and employees. This is supported by the facts found in table 4.13, indicating that the profession of doctoral leadership has almost half of diploma and undergraduate education with high performance as many as 7 respondents (29.2%), and the SKM leadership profession almost half of them with high performance S1 education 10 respondents (47.6%). Thus the existence of equal human resources can support the success of managing an institution because of the suitability between the instructions given by the leadership in line with employee expectations.

Besides that, work experience factors can also affect the performance of an employee. The longer the employee works in an agency, then the experience that is owned will also be better and know the characteristics of the leadership so that the programs outlined by the agency can be run well too. This in accordance with table 4.16 shows that the profession of physician leadership is almost half the length of work > 10 years with high performance of 10 respondents (41.7%), and the SKM leadership profession almost half of the working years > 10 years with high performance of 10 respondents (47, 6%). The existence of these experiences can improve skills and professionalism at work. Thus the education factor and the length of work of an employee can determine the success of the institution or institution in running the organization properly.

B. Level of satisfaction based on the profession of leadership of the head of Public Health in Banyuwangi District

Based on the results of the study, it was shown that of the 45 respondents of the leadership profession of the doctor, most of the satisfaction levels were satisfied categories, namely as many as 20 respondents (83.3%), and the SKM leadership profession were mostly satisfied category performance, namely 17 respondents (81.0%).

The results of this study are similar to the results of previous studies conducted by Sinurat (2017) which examined the influence of leadership style on employee job satisfaction at PT. Himawan

Putra Medan. The results show that the hypothesis H0 is rejected and the H1 hypothesis is accepted, meaning that the leadership style has a significant influence on job satisfaction at PT. Himawan Putra Medan. This can be seen from the t test which shows that the value of the leadership style variable t value is $17.741 > t\text{-table value } 1.98$. This regression coefficient shows that every increase in leadership style by 1 unit, the change in job satisfaction seen from the value of Y will increase by 0.987 units assuming other variables are considered constant. Thus, partially the leadership style has a positive effect with a significant level of influence on job satisfaction at PT. Himawan Putra Medan. Based on the determinant test, the determination coefficient value is 0.742. This shows that the ability of the leadership style variable (X) explains the effect on the variable job satisfaction (Y) at PT. Himawan Putra Medan at 74.2%. While the remaining 25.8% is the influence of other independent variables not examined in this study.

Hasibuan (2012) states that job satisfaction is an emotional attitude that is fun and loves his job. Employee job satisfaction is an emotional attitude that shows pleasant and unpleasant feelings from expectations that employees should accept with the reality. Feelings arising from employee job satisfaction involve several aspects including employee internal factors, namely, ability, health, age, gender, motivation, and external factors, namely, relationships with colleagues, environment and working conditions, type of work, quality supervision, leader leadership.

Job satisfaction can be viewed from two sides, from the employee side, job satisfaction will bring pleasant feelings to work, while from the company side, job satisfaction will increase productivity, improve employee attitudes and behavior in providing excellent service (Suwatno and Priansa, 2011)

The results of the study show that there is a correlation between job satisfaction and one's leadership profession, because basically employees at work will feel comfortable and have a sense of pleasure when working there is a match between employees and leaders. A good leader is a leader who knows and understands the conditions of his subordinate employees, so that employees feel comfortable in working and this can create the satisfaction of employees in carrying out their work. It cannot be denied that there is a relationship between the age of the employee and the level of satisfaction received by the employee, where the older an employee is, the more wise and professional in carrying out the tasks given by the leader. Based on table 4.11, it shows that the profession of physician leadership is between the ages of 41-50 years with a satisfaction level of 14 respondents (58.3%), and almost half the SKM leadership profession between 41 - 50 years old with 9 respondents satisfied. (42.9%). From the two leadership professions, age factors both indicate the level of satisfaction in work.

The maturity of this employee's age is related to the length of work, so that these two factors support a person's success in working. Based on table 4.17 shows that the profession of doctor leadership is half working long > 10 years with satisfaction levels of satisfaction category as many as 12 respondents (50%), and the leadership profession SKM half work long > 10 years with satisfaction levels satisfied category as much as 9 respondents (42.9%)

C. Program achievements based on the characteristics of the profession of the head of the Public health in Banyuwangi District

Based on the results of the study showed that 45 respondents to the leadership profession, the majority of the achievements of the doctor's program and SKM were in the good category of 100%.

The results of this study are similar to the results of previous studies conducted by Latief (2015) which examined the influence of leadership style and motivation on work productivity of employees at prapen i garden unit 1 of PT Mopoli Raya Regency Langkat. From the results of the analysis obtained the value of t arithmetic $4.251 > t$ table 1.65922 with a significant level of $0.000 < 0.05$, which means that the leadership style has a positive and significant effect on productivity. And for the motivation variable obtained the value of t count of $3.698 > t$ table 1.65922 with a significant level of $0.001 < 0.05$, which means that the motivation variable also has a positive and significant effect on productivity. As for the results of the f test, the calculated F value is $26,247 > F$ table 3.08 with a significant level of $0,000 < 0,05$, which means that leadership and motivation style variables have a positive and significant effect on employee work productivity on PT Mopoli Prapen I Kebun Afdeling I Raya Langkat Regency. The coefficient of determination (R^2) is 0.657 or 65.7% , which means that the leadership style and motivation variables can affect the productivity variable by 65.7% .

Muhaimin et al (2009), a program is a statement that contains conclusions from several expectations or goals that are interdependent and interrelated, to achieve a common goal. Usually a program includes all activities that are under the same administrative unit, or targets interdependent and complementary, all of which must be carried out simultaneously or sequentially. Whereas according to the KKBI, the Program is defined as a draft of the principles and efforts that will be carried out.

To assess work performance, it is necessary to have an assessment with the intention of giving a good opportunity to employees for their career plans seen from strengths and weaknesses, so that the company can determine payroll, provide promotions, and be able to see employee behavior. According to Munandar (2008), performance appraisal is the process of assessing personality traits, work behavior, and work results of a workforce or employee (workers and managers), which are considered to support performance, which are used as consideration for decision-making about actions. action on the field of employment.

The results of the study indicate that there is a relationship between program achievements and the leadership profession of the head of public health. Factors that influence the success of the program's achievements include education and working time.

The education that someone has can improve their skills and professionalism in work, because the higher the education a person has, the more mature and mature he will think. Based on table 4.15 shows that the profession of doctoral leadership is almost half educated undergraduate with the achievement of the program mostly educated undergraduate with a good program achievement of 12 respondents (57.1%). Thus the higher the education of an employee, the easier it will be to communicate with the leadership so that the targeted program can be achieved well and smoothly.

Work experience can be obtained by an employee from the length of time he has worked. The more hours of work you have, the easier it will be to do the assignments given by the leader. Based on table 4.18, it shows that of the 45 respondents in the leadership profession, the majority of working time is > 10 years with good program achievements as many as 13 respondents (54.2%), and the SKM leadership profession mostly works > 10 years with good program achievements of 11 respondents (52.4%).

CONCLUSION

In this study the conclusions can be taken as follows:

1. Performance based on the leadership profession of the head of Public Health in Banyuwangi District, from 45 respondents the profession of doctoral leadership and SKM both have high categories.
2. The level of satisfaction based on the leadership profession of the head of Public Health in Banyuwangi District, from 45 respondents in the profession of doctoral leadership and SKM, both had a satisfied category.
3. The program's achievements are based on the professional characteristics of the head of Public Health in Banyuwangi District, of the 45 respondents in the leadership profession, the majority of the achievements of the doctor's program and SKM were in good categories.

SUGGESTION

1. For further researchers

Further researchers can develop this research more deeply by using qualitative research methods, so that researchers can dig deeper into which factors are the most dominant in influencing the leadership profession in managing public health.

2. For research sites

Continuously improving skills and professionalism at work so that healthy communication between subordinates and leaders and performance targets, level of satisfaction and achievement of public health programs can be achieved perfectly.

3. For educational institutions

The results of this study can be used as a vehicle for health education and references in school libraries in an effort to improve the professionalism of the leadership of the center.

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