


## THE RELATIONSHIP BETWEEN WORK ATTITUDE AND LEADERSHIP WITH THE PERFORMANCE OF HEALTH WORKERS AT PUBLIC HEALTH CENTER IN PARIAMAN CITY

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Information of Article:	Abstract
Received: 26 Feb 2024 Revised: 22 May 2024 Accepted: 28 May 2024 Available Online: 30 May 2024	<p><i>The increase in the number of health workers by 26% from the previous year was not in line with the increase in program achievements at the Public Health Center (PHC) in the working area of the Pariaman City Health Office which had not yet reached the set targets such as the target for non-communicable disease services (NCD) which on average only reached 37.31% of the target. This is partly due to the low performance of health workers at the public health center. This study aims to analyze the relationship between work attitudes and leadership with the performance of health workers in the Essential Public Health Efforts (PHE) program at the Pariaman City Health Center. This study is quantitative research with a cross sectional approach. Sampling of this study was carried out by proportional random sampling of 89 respondents from a population of 100 health workers. The results showed that work attitude has a significant relationship with officer performance while leadership does not have a significant relationship with health workers performance. It can be concluded that improving the health workers work attitudes will improve the performance of health workers and improving the leadership of the head of public health center does not improve the performance of the health workers.</i></p>
<b>Keywords:</b> <i>Performance, Health Worker, Essential PHE</i>	
	
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## Introduction

Health service indicators are one of the measures to see the success of a country or region's development. Measures of maternal mortality, infant mortality, under-five mortality, population life expectancy and infant/child nutritional status in a

region are common measures used to measure the level of welfare and development success of a region and have been agreed upon nationally. All of these indicators will also be directly related to access and quality of health services, environmental conditions

and community behavior in the health sector (Dinas Kesehatan Provinsi Sumatera Barat, 2022; Yoserizal, 2015)

Public Health Center (PHC) is a health service facility that organizes public health service efforts and first-level individual health efforts. The form of activities carried out prioritizes promotive and preventive efforts in its working area in health development efforts (Kementerian Kesehatan Republik Indonesia, 2019). In organizing health services, PHC must be able to implement the principles of integration and continuity.

Health centers are required to improve their performance in providing services to the community as health care facilities that are directly related to the community. With good service will have an impact on community satisfaction in an effort to improve the degree of public health in general. Improving the quality of health services is also inseparable from how the performance of Human Resources (HR).

Health Human Resources (HR) is a key component to drive health development. Health HR plays a role in increasing awareness, willingness and ability to live healthy for everyone in order to realize optimal health status. Of the various resources owned by an organization such as materials, equipment / machinery, methods, financing and human resources, human resources are the most important, dynamic and complex resources.

Human resources play a very important role in the success and progress of an organization. The knowledge and skills of health workers as human resources are competencies that must be possessed by a health organization. One indicator of the success of a health organization in addition to professional services (quality of care) and management services (quality of service) is the availability of sufficient human resources with high quality (Deliana & Irwan, 2016; Endalamaw et al., 2023).

The performance percentage of the indicator Percentage of Health Centers with the Type of Health Workers According to Standards in 2021 has also exceeded the target. From the target of 47%, 48.86% was achieved. The number of civil servant health workers at the Pariaman City Health Office has increased in 2023 to 616 people from the previous 489 people. (Direktur Jenderal Tenaga Kesehatan Kemenkes RI, 2021).

PHC as a primary health care unit must provide both types of services, namely Public Health Efforts (PHE) and Individual Health Efforts (IHE). Through these programs, PHC plays a role in preventing disease, promoting health, and providing basic health care to the community at the primary level. Both of these programs must be integrated across programs, across sectors and make referrals supported by the PHC's management system.

PHE services include Essential PHEs and Development PHEs. Essential PHEs consist of health promotion services, environmental health services, family health services, nutrition services, and disease prevention and control services. The PHE program is a health effort aimed at the community as a whole. The main focus of the PHE program is disease prevention and health promotion in the community. The PHE program includes various activities, such as health education, health campaigns, immunization program, prevention of communicable diseases, supervision of community nutrition, and promotion of healthy lifestyles. The main goal of PHE programs is to improve the general level of public health and prevent diseases before they occur. (Kementerian Kesehatan Republik Indonesia, 2019).

The Central Bureau of Statistics report states that the Maternal Mortality Rate (MMR) in West Sumatra Province is 178 per 100,000 live births or 151 cases of maternal deaths and the Toddler Mortality Rate (Akaba) is 13 per 1,000 live births or there are 1,115 under-five deaths in 2022. Based on the annual report of the Pariaman City Health Office, it can be seen that several activities in the Essential PHE program have not yet reached the predetermined target or have a fairly low achievement. In family health services / Maternal and Child Health, the achievements of activities/programs that are still problematic are as follows: (1) Infant Mortality Rate (IMR) in 2021 increased to 147 deaths from the previous year there were no infant deaths in 2020; (2) Maternal Mortality Rate (MMR) also increased to 63 maternal deaths from the previous year there were no cases of maternal death (Badan Pusat Statistik Sumatera Barat, 2023; Dinas Kesehatan Kota Pariaman, 2022, 2023).

In environmental health services, the achievements are as follows: (1) Drinking Water Facilities that meet health requirements are 4.5% of

the 98% target; (2) Achievement of Public Places (TTU) that meet health requirements is 44.8% of the 80% target; (3) Achievement of Food Management Places that meet health requirements is 39.7% of the 80% target; (4) Percentage of Communities that Stop Open Defecation/ODF is 33.8% of the 100% target (Dinas Kesehatan Kota Pariaman, 2022).

In Disease Prevention and Control services, both Communicable Diseases and Non-Communicable Diseases (NCDs), some of the achievements of activities that are still low percentages of the program are as follows: (1) Hypertension Patients who get health services according to standards (28% of the 100% target); (2) TB Patients get health services according to standards (41.25% of the 100% target); (3) Diarrhea cases that get services are 36.4% of the 100% target; (4) Universal Child Immunization (UCI) achievements (38% of the 85% target) (Dinas Kesehatan Kota Pariaman, 2022).

In Nutrition Services there were 67 cases of LBW or 4.2% of babies weighed as many as 1582 babies. This is the most cases found since 2015. In addition, there were also 11% of toddlers with malnutrition, 10.3% of short toddlers, and 8.5% of thin toddlers. In Health Promotion Services, improvement is still needed considering the need for the role of health promotion in improving program achievements by conducting promotional activities and counseling to the community and further improving the performance of health workers, with cross-sector cooperation, and support from all parties both from the community (TOMA) itself and from Religious Stores (TOGA). The implementation of Posyandu has also reached 100% active but there is a change in the number of Posyandu from 140 to 137 Posyandu (Dinas Kesehatan Kota Pariaman, 2022).

The Pariaman City Health Minimum Service Standards (SPM) Achievement Report states that of the 12 SPM indicators, 10 of them still have not reached the target, namely as follows: (1) Achievement of Health Services for Pregnant Women is 85.01%; (2) Achievement of Maternity Health Services is 86.48%; (3) Achievement of Newborn Health is 95.78%; (4) Achievement of Toddler Health Services is 97.57%; (5) Achievement of Health Services at Primary Education Age is 88.40%; (6) Achievement of Health Services at Productive Age is 59.40%; (7)

Achievement of Health Services for the Elderly was 83.83%; (8) Achievement of Health Services for Hypertension Patients according to standards was 52.81%; (9) Achievement of Health Services for people suspected of Tuberculosis was 88.16%; and (10) Achievement of Health Services for people at risk of HIV was 79.11%. The two indicators that reached the target were Health Services for People with Diabetes Mellitus (105.4%) and Health Services for People with Mental Disorders (104.1%).

Performance Appraisal is a formal/official system that aims to review and evaluate the tasks performed by both individual officers and teams. Performance appraisal is an obligation that must be carried out by superiors on an ongoing basis. Performance appraisal is very important in supporting the success of Performance Management which is a goal-oriented process to ensure that organizational processes run optimally in the productivity of individual employees, teams, and the organization itself in order to achieve the main objectives of the organization by conducting performance appraisals (Mondy & Martocchio, 2016). From the results of previous research, it is found that there are several factors related to performance including work motivation, job satisfaction, work environment, leadership, and job design (Handayani et al., 2018; Khoir & Rosidah, 2016; Santari et al., 2022; Saputra & Dihan, 2020; Sitepu et al., 2020).

## Method

This study is a quantitative method study with a cross-sectional approach that aims to see the relationship between work attitudes and leadership with the performance of health workers of the essential PHE program at health centers in Pariaman City. The data were collected from April to August 2023 that conducted using a questionnaire as a research tool. The questionnaire on the performance variable consists of 16 questions, the work attitude variable consists of 8 questions and the leadership variable consists of 8 questions. The questionnaire had been tested for validity and reliability with valid and reliable results. Data were conducted on 89 samples selected using the proportionate sampling method from a total of 100 health workers of the essential PHE program in all 7 health centers in

Pariaman City in 2023. Data were analyzed in two stages, that are univariate analysis and bivariate analysis.

## Result and Discussion

**Table 1. Results of Variable Analysis of Health Workers Essential Public Health Efforts Program at PHC in Pariaman City**

No.	Variable	Frequency (n)	Percentage (%)
1.	<b>Performance</b>		
	Good	39	43.80
	Poor	50	56.20
2.	<b>Work Attitude</b>		
	Positive	39	43.80
	Negative	50	56.20
3.	<b>Leadership</b>		
	Good	36	40.40
	Less	53	59.60

Based on the table 1, it can be seen that most respondents have poor performance, namely 50 people (56.2%), a negative attitude towards their work, namely 50 people (56.20%). Leadership in the respondent's workplace is also considered unfavorable by respondents, as many as 53 people (59.60%) of the respondents consider leadership in their workplace to be in the unfavorable category.

The results showed that most health workers of the PHE program in Pariaman City had a poor work attitude (56.20%). The results of this study are in line with the results of research conducted by

Siregar and Sembiring in 2019 to health workers at the Sembiring General Hospital, Deli Serdang District in implementing the hospital occupational health and safety management system (SMK3RS) has a poor work attitude as many as 44 health workers (55.00%).(Siregar & Sembiring, 2020). These results are different from research conducted by Maharani, et al. on the medical waste management program at one of the hospitals in Bandung City in 2017 where most of the 131 respondents or around 82.4% of health workers had a good attitude towards medical waste management work at the hospital. (Maharani et al., 2017).

The results showed that most health workers felt that their leaders did not fully understand what health workers needed and were able to direct them in carrying out their work properly. These results are in line with research conducted by Santari, et al. in 2022 where his research found that 61 respondents or around 74.4% of them felt that the leadership of their leaders was still not good. (Santari et al., 2022). Good leadership can provide good examples and motivation to health workers by prioritizing the principles of justice for all health workers. With the support of the leadership for the performance of health workers in carrying out their duties, it will be a source of inspiration that will arouse the enthusiasm of health workers in working to carry out the tasks or jobs that are their responsibility. (Presilawati et al., 2022).

**Table 2. The Relationship between Work Attitude and the Performance of Health Workers of the Essential Public Health Efforts Program at the PHC in Pariaman City**

Attitude	Health worker performance				Total		OR (95% CI)	P value
	Good		Less		f	%		
	f	%	f	%				
Positive	24	61.5	15	38.0	39	100	3.73 (1.54 – 9.04)	0.006
Negative	15	30.0	35	70.0	50	100		
<b>Total</b>	39	43.8	50	56.2	89	100		

From the table 2, it can be seen that officers who have a positive attitude and have good performance are 24 people (61.5%). The results of statistical tests show that there is a significant relationship between attitude and officer performance ( $p=0.006$ ). The results of the analysis also obtained an OR value = 3.73 (1.54 - 9.04),

meaning that officers with a positive attitude have a 3.73 times chance of having good performance compared to officers who have a negative attitude.

From the results of the study, it is known that health workers who have a good attitude have a tendency 3.73 times to have good performance compared to health workers who have a less good

attitude. Azwar's theory states that work attitude consists of three aspects, namely: (1) cognitive aspect, this aspect provides a representation in responding to phenomena or problems that arise which then a health worker provides an appropriate attitude in addressing the problem, (2) conative aspect, is an aspect related to the employee's self. In this case, it is related to the knowledge and skills possessed by an employee and (3) the affective aspect, which is an aspect in the form of a tendency or tendency of an employee to act something. (Azwar, 2011).

Attitude is one of the behavioral domains which is a person's readiness or willingness to act. Attitude is not yet an action but a predisposition to behavior or a closed reaction. Attitudes are not automatically realized in an action. To realize an attitude into a real action, supporting factors or a possible condition are needed, such as an example in this study with a work environment that makes health workers feel like their work will be endless. This factor, if it occurs continuously, will trigger the attitude into action in the form of not working optimally. This is what will make the performance of health workers poor. (Notoatmodjo, 2012).

**Tabel 3. The Relationship between Leadership and the Performance of Health Workers of the Essential Public Health Efforts Program of PHC in Pariaman City**

Leadership	Health worker performance				Total		OR (95% CI)	P value
	Good		Less					
	f	%	f	%	f	%		
Good	19	52.8	17	47.2	36	100	-	<b>0.236</b>
Less	20	37.7	33	62.3	53	100		
<b>Total</b>	39	43.8	50	56.2	89	100		

From the table 3, it can be seen that officers who have good leadership and have good performance are 19 people (52.8%). Statistical test results showed no relationship between leadership and officer performance ( $p=0.236$ ). In this study it is known that there is no significant influence between leadership and the performance of health workers. This is as already known that leadership is an external factor or a factor that comes from outside the individual. In practice, leadership is the way a leader controls or directs his subordinates. This is certainly not always successful in influencing someone considering that everyone has a different attitude, moreover, each person or each officer has their own preferred leadership style preferences.

In some studies, it is known that leadership does not directly affect the performance of health workers but the leadership variable itself affects performance with the variable motivation as an intervening variable between leadership and performance. In addition, from this study it is known that some health workers feel that their leaders cannot set an example or become role models at work, so this will certainly make health workers less likely to make their leaders a benchmark for

contributing a lot to work so that health workers will only focus on their own work without caring about their leaders.

This is in line with research conducted by Mulyono, et al. in 2013 where the results of the study found that there was no significant relationship or influence between leadership and nurse performance at Level III Hospital 16.06.01 Ambon. Another study conducted by Sunarcarya in 2008 related to factors that affect the performance of employees of the Alor District Health Office, where in the study it was found that there was no significant influence between leadership and the performance of employees of the Alor District Health Office (Mulyono et al., 2013).

## Conclusion

There is a significant relationship between work attitudes and the performance of health workers in the Essential PHE program at PHC in Pariaman City so that an increase in the work attitude of health workers will improve the performance of health workers. And there is no significant relationship between leadership and the performance of health workers in the Essential PHE

program of PHC in Pariaman City so that an increase in the leadership of the head of the health center does not improve the performance of health workers.

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