

The Impact of Leadership Style on Public Health Center Employees' Performance in the Middle of the Covid-19 Pandemic (Study Conducted at Puskesmas Pasir Kaliki, Puskesmas Babatan, Puskesmas Garuda and Puskesmas Sukaraja)

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Abstract

Human Resources (leaders and employees) are the lifeblood of every institution, because their job is to ensure that the business and operating system gets the most out of its employees. A leader has to know where he stands and what leadership style he's adopting in order to become a better leader tomorrow, and in the end; to influence the employees to improve their performance. On this crisis situation during Covid-19 pandemic, Puskesmas (Public Health Center) is at the forefront facing the virus outbreak and at the same time becoming the essential institution to serve community in every district. Hence, their services are expected to be excellent. This study is carried out to determine and to analyze the impact of leadership style on employees' performance by using simple linear regression and to partially analyze the impact of leadership style on employees' performance of the Public Health Center at Puskesmas Pasir Kaliki, Puskesmas Babatan, Puskesmas Garuda and Puskesmas Sukaraja. This research uses descriptive quantitative method. Data collection was achieved by distributing the questionnaire to 57 employees of the Pasir Kaliki Health Center, Babatan Health Center, Garuda Health Center and Sukaraja Community Health Center. This research uses descriptive analysis and simple linear regression analysis. Based on the results of multiple analysis, it shows that the regression and partial leadership style variable has a significant impact on employees' performance.

Keywords: Leadership Style and Employees' Performance.

1. Introduction

Puskesmas is a first-level health service facility that provides public health care for local community, with emphasizing in promotive and preventive efforts, to achieve the highest public health status. This definition is explained in the Minister of Health Regulation No. 75 of 2014.

Health is an essential subject in Indonesia because it has a large population, reaching 270 million people in this year, so public health is a top priority. The concept of Puskesmas itself in Indonesia was first sparked in 1969, as a result of several disease outbreaks that have sprung

up in Indonesia, from cholera, malaria, tuberculosis, to those that greatly affect all sectors today, namely Covid-19.

Puskesmas or Community Health Centers led by a doctor, with certain distribution area. Puskesmas were built in several areas led by a Regional Doctor (Dokwil) who supervise several Districts, while at the district level there is a Regency Doctor (Dukabu) who supervise the Dokwil. Health services provided by the Puskesmas formed as a comprehensive health services system (comprehensive) which includes: treatment (curative), preventive efforts (preventive), health promotion (promotive) and health recovery (rehabilitative).

The number of Puskesmas in Indonesia in the last survey in 2018 is as followed:



Figure 1. Number of Puskesmas in Indonesia in 2014 - 2018

With the number of Puskesmas shown above, it can be said that the number of Puskesmas is still far from ideal in order to serve the entire population of Indonesia which reaches 270 million. With the number of 9,993 units Puskesmas, it means that one Puskesmas must be able to serve at least 27 thousand people.

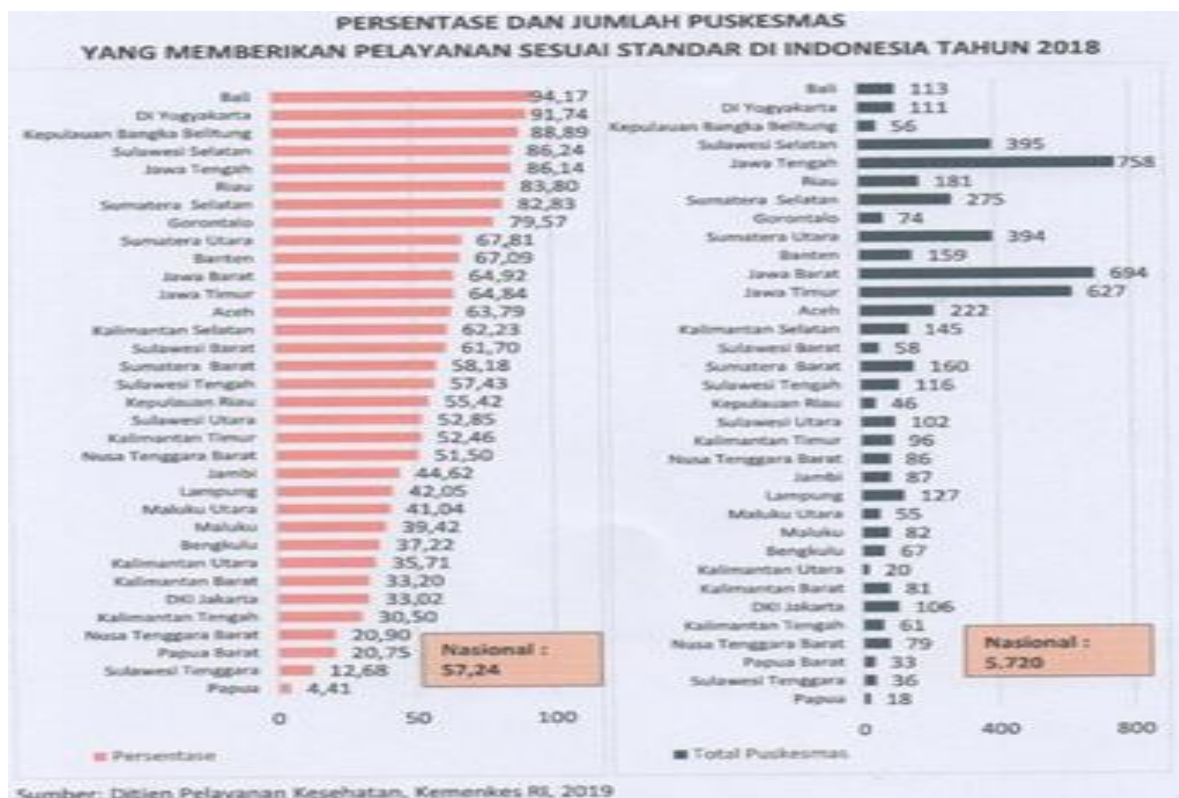


Figure 2. Percentage and number of Puskesmas

Based on the objective of what a Puskesmas is established for in the first place, which is to be the front guard in serving public health with excellent services, therefore, the human resource aspect is considered as the essential factor to achieved the goal. The employee recruitment has to meet the specific requirements for the institution. Puskesmas must have staff with high skills and knowledge, specifically in serving public health. However, the success of this institution in achieving its objectives is not only determined by the quality of the staff at the Puskesmas. Puskesmas are also expected to have leaders who are able to motivate employees to improve their performance continuously.

Leadership style is an important factor in this institution, because a person's leadership style is related to the achievement of goals, employee motivation and creating a work environment in accordance with the expectations of employees, especially in serving public health. Effective leadership is leadership that can be adjusted to the maturity level of its employees.

Gordon in Nawawi (2016) states that "performance is a function of the worker's ability to accept job goals, the level of goal achievement and the interaction between goals and employee abilities". From this opinion, it can be concluded that employees play an important role in carrying out company activities, in order to grow and maintain the continuity of work processes in a company.

With two components, which are the leadership style and its impacts on employees in the 4 health centers, employees with leadership will greatly encourage and motivate employees to perform in accordance with institutional goals. Meanwhile, with a leadership style, a leader is able to motivate and encourage employees to improve performance to be effective and efficient in accordance with the objectives of the Puskesmas being formed, especially during the Covid-19 Pandemic like this. Mangkunegara (2017) states that there are two factors that affect performance, namely the ability factor and the motivation factor. Motivation factors in employees are formed from the attitude of the employee itself and the work situation of the employee (external factors from the employee). The work situation in question includes work relations, work facilities, work climate, leadership policies and work leadership patterns.

This research will be conducted in 4 health centers with a scope in the city of Bandung. Puskesmas is a public health facility established by the Indonesian government, in the context of the government's responsibility for health in the community.

The purpose of this research was carried out in 4 health centers, namely the Pasir Kaliki Health Center, Babatan Health Center, Garuda Public Health Center and Sukaraja Community Health Center, because in accordance with the purpose this puskesmas was formed, because this puskesmas is a mandate of the law that must be implemented. As well as the health center is at the forefront of handling the Covid-19 outbreak, and is a small unit that helps the community, especially regarding health in the midst of the Covid-19 outbreak, puskesmas employees are required to perform well, but at the same time still apply the appropriate health protocols, which are actually all health protocols. This affects the performance of these puskesmas employees, because in addition to those faced with public health issues, employees are also required to maintain their health, so that they should not be exposed to the covid-19 virus. Leaders at the puskesmas are expected to be able to monitor and even anticipate how the performance of these employees is still in accordance with their capacities while still paying attention to health protocols.

2. Literature Review

2.1. Understanding Leadership Style

According to Thoha (2013) that leadership style is a behavior norm used by a person when that person tries to influence the behavior of others as he sees it.

According to Hersey and Blanchard in Harbani Pasolong (2013), leadership is the process of influencing the activities of a person or group of people to achieve goals in certain situations. Meanwhile, according to Rivai (2014) states that Leadership Style is a pattern of behavior and strategies that are liked and often applied by a leader. Leadership style shows directly or indirectly about the belief of a leader in the abilities of his subordinates. This means that leadership style is behavior and strategy, as a result of a combination of the philosophy, skills, traits, and attitudes that a leader often applies when he tries to influence the performance of his subordinates.

2.1.2 Leadership Style Functions

According to Sondang P. Siagian in Syamsul Arifin (2012), there are five essential leadership functions, namely:

1. Leadership as a determinant of the direction to be pursued in an effort to achieve goals.
2. Representatives and spokespersons for the organization in relations with parties outside the organization.
3. Leaders as effective communicators.
4. Reliable mediator, especially in inward relations, especially in resolving conflicts.
5. Leaders as integrators who are effective, rational, objective and neutral.

2.1.3 Dimensions and Indicators of Leadership Style

Dimensions measured in leadership style according to Hersey and Blanchard in Harbani Pasolong (2013) is as follows:

1. Telling (leader's instructional style), which is as follows:
 - a. Explaining the role of each
 - b. Effective two-way communication
 - c. leader makes decisions
 - d. Additional instructions to clarify
2. Selling (leader consulting style), namely:
 - a. Opportunities for clarification
 - b. Level of follower ability
 - c. Encouragement to improve subordinate performance
3. Participating (leader participation style)
 - a. Active listeners
 - b. Support subordinates in taking risks
 - c. Giving praise for the success of subordinates' tasks
 - d. Builds self-confidence
4. Delegating (leader delegation style)
 - a. Provides an overview of the task
 - b. Monitoring the activities of subordinates
 - c. Encourages the achievement of goals

2.1.4 Factors of Leadership Style

In carrying out leadership activities the leader is influenced by various factors. The following are the factors that influence leadership style.

1. Personality (personality)
2. Expectations and behavior over
3. Characteristics
4. Task Needs
5. Climate and organizational policies affect the expectations and behavior of subordinates.
6. Expectations and behavior of colleagues

Based on these factors, it is clear that the success of leaders in their activities is influenced by factors that can support the success of a leadership, therefore a goal will be achieved if there is harmony in good relationships or interactions between superiors and subordinates. Besides being influenced by the background of the leader, such as self-motivation for achievement, maturity and flexibility in social relations with human relationship attitudes.

2.2 Definition of employee performance

The term performance comes from the word job performance or actual performance actual (work performance or achievement achieved by someone). The definition of performance (work performance) is the result in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities assigned to him (Mangkunegara, 2013). Meanwhile, according to Edison et al. (2016) Performance is the result of a process that refers to and is measured over a certain period of time based on predetermined terms or agreements.

2.2.1 Objectives and Benefits of Employee Performance

Purpose and benefits of performance appraisal according to Bangun (2012) are as follows:

- a. **Inter-Individual Evaluation in Organizations** Performance appraisal can aim to assess the performance of each individual in the organization. This goal can provide benefits in determining the amount and type of compensation that is the right for each individual in the organization.
- b. **Personal Development of Each Individual in the Organization** Performance appraisal in this purpose is useful for employee development. Each individual in the organization is assessed for their performance, for employees with low performance it is necessary to develop both through education and training.
- c. **System Maintenance** Various existing systems in the organization, each existing subsystem is interrelated from one subsystem to another. One subsystem that is not functioning properly will disrupt the running of other subsystems. Therefore, the systems in the organization need to be properly maintained.
- d. **Documentation** Performance appraisal will be useful as a basis for follow-up in future employee job positions. The benefits of performance appraisal here relate to human resource management decisions, legal compliance with human resource management, and as a criterion in validity testing.

2.2.2 Employee Performance Factors

According to Mahmudi (2005), the factors that influence performance consist of five factors, as follows:

1. **Personal / individual factors**, including: knowledge, skills, abilities, self-confidence, motivation, and commitment. by each individual.
2. **Leadership factors**, including: quality in providing encouragement, direction and support provided by managers and team leaders.
3. **Team factors**, including: the quality of support and enthusiasm given by colleagues in a team, trust in fellow team members, cohesiveness and closeness of team members.
4. **System factors**, including: work systems, work facilities or infrastructure provided by the organization, organizational processes and performance culture in the organization.
5. **Contextual (situational) factors**, including: pressure and changes in the external and internal environment.

2.2.3 Employee

Performance indicators Employee performance indicators according to Edison et al. (2016):

Target:

1. Focus on targets
2. Challenging and realistic
3. Meet Quantity
4. Customers (internal and external) are satisfied with the quantity produced

Quality:

5. Quality is in accordance with predetermined standards
6. Members have a commitment to quality
7. Have procedures about achieving quality
8. Customers (internal and external) Satisfied with the quality produced

Time:

9. The work is completed on time
10. Customers are satisfied with the completion time
11. Members are committed to the importance of timeliness

Obey the principles:

12. Done in the right way
13. Transparent and can be accounted for

3. Research Methodology

Based on the nature of the analysis, the type in this research is explanatory research (explanatory research), which is the research used to test the hypothesis about the relationship between variables (causal relationship). The research location will be conducted at the Pasir Kaliki Health Center, Babatan Health Center, Garuda Health Center and Sukaraja Health Center. The population used in this study were all employees at the 4 health centers above. The samples used in this study were 66 people from the Pasir Kaliki Health Center, Babatan Health Center, Garuda Health Center and Sukaraja Health Center. It turns out that the number of employees who can fill out the questionnaire is 57 people, this is due to the policies of each puskesmas leader, especially regarding the rules of physical distancing.

The types of data used in this study are primary data and secondary data. Testing instruments in this study using simple linear regression analysis by performing the test (t), the correlation coefficient and the coefficient of determination.

4. Results and Discussion

Of the frequency distribution of leadership style variable (X) can be seen from the following table:

Table 1. Variable (X) Leadership Style

No.	Item	Stocking of Average
1	Tops able to explain the role of each employee.	4.02
2	Bosses have effective two-way communication with their subordinates.	4.19
3	The boss becomes the decision maker.	3.53
4	The superior is able to provide additional instructions to clarify	3.98

5	The superior is able to determine opportunities for clarification.	4.46
6	Bosses have the ability to be followers.	4.02
7	Bosses are able to encourage subordinates to improve their performance.	4.19
8	Bosses are able to be good listeners for their employees	4.09
9	Bosses are able to support subordinates in taking risks.	4.05
10	Bosses give praise for the success of their subordinates' tasks.	3.99
11	Bosses are able to build employee confidence.	4.02
12	Bosses are able to provide an overview of subordinates' duties.	4.19
13	Superiors monitor every activity of the duties of their subordinates.	3.67
14	Superiors are able to encourage their subordinates to achieve their goals.	3.98

Judging from the table above, the highest average score is 4.46 where the employee provides a statement saying that the boss is able to determine opportunities for clarification. Meanwhile, the lowest response was in the statement of the superior being the decision maker, which was 3.53 points. While, the frequency distribution of the Employee Performance variable (Y) can be seen in the table as follows:

Table 2. Variable (Y) Employee Performance

No.	Statement	Average
1	I work always guided by targets that must be fulfilled or completed	4.04
2	Targets that I make / accept very challenging but realistic	3.93
3	I always meet the targeted quantity	3.11
4	Internal / external customers are satisfied with the targeted quantity	3.63
5	The quality that I produce is in accordance with the set standards	3.97
6	For me, quality is absolute to be fulfilled	3.93
7	To meet good quality, I always based on existing procedures	3.97
8	Internal / external users are satisfied with the quality that I produce	4.04
9	In completing my target always on time	2.77
10	Internal / external customers are satisfied with the settlement I made because it was on time	3.75
11	For me, completion of work on time is important and must be achieved.	3,93
12	The process I did was based on the right methods	4.04
13	The process I did was transparent and accountable	3.97
Average		3.77

Judging from the table above, the highest average value was 4.04 where three different statements, namely I work always guided by targets that must be met or completed. The second statement with the same value, namely 4.04, namely internal / external users are satisfied with the quality that I produce and still with a value of 4.04, the last is the process statement that I do is based on the right ways, while the lowest response is in the statement in completing my target always on time, which is 2.77 points. On average, it can be concluded that the actual performance of employees at the 4 health centers can be categorized as good with an average final score of 3.77 points.

The Results of Normality Test Data

Normality test is carried out to determine whether a data is normally distributed or not. The PP plot test results in this study can be seen as followed:

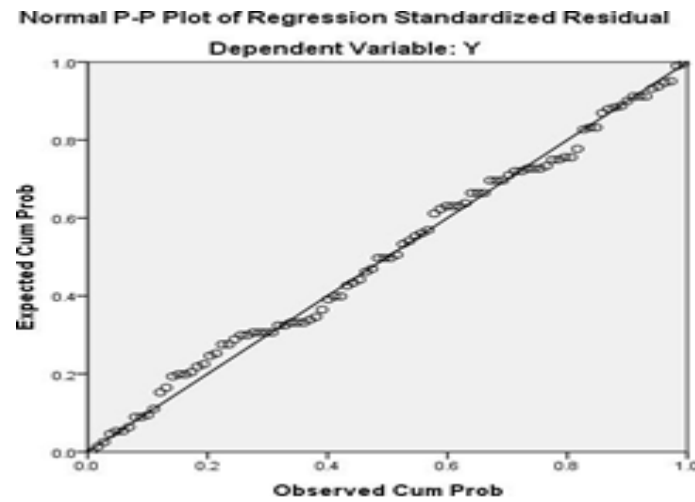


Figure 3. Data Distribution

From the PP plot graph above, it can be seen that the data distribution is centered on the average and median value or the PP value is located on a diagonal line, it can be said that the data of this study have normal deployment and distribution. With normal data in this study, this research can be continued.

Heteroscedasticity Test Results

This assumption is used if the variation and confounding factors are always the same in one observation data to another. The results Scatter plot can be seen in the following figure:

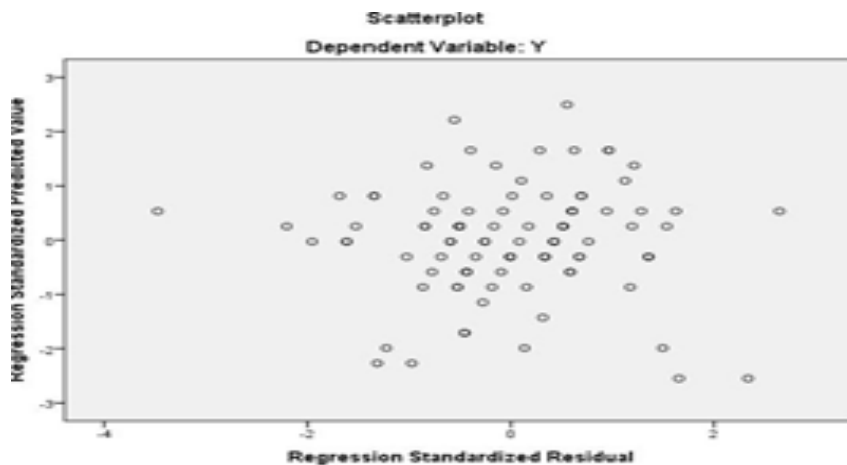


Figure 4. The Scatterplot

Image above shows the distribution of data points spreading above and below or around the number 0. Data points do not collect only above or below. The dot spread is not patterned. Based on the image and then analyzed, it can be concluded that the simple linear regression model is free from the classic assumptions of heteroscedasticity and is suitable for use in research.

Simple Linear Regression Test Results

This simple linear regression method is expected to reveal of how high is the impact of certain leadership styles towards the performance of the Puskesmas employees. For this reason, a simple linear regression test results table is made as followed:

Table 3. Simple Regression Test Results

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1. (Constant) X	.620	.181		3,483	.001
	.715	.085	.667	8,685	.000

In the output, the coefficient value of the regression equation is presented. From the output, the regression equation model is obtained:

$$Y = 0.620 + 0.715 X$$

The simple linear regression equation coefficients above can be interpreted as a regression coefficient for a constant of 0.620 indicating that if the Leadership Style variable is zero or constant it will increase Employee Performance by 0.620 units or by 62 %. The leadership style variable is 0.715, indicating that if the leadership style variable increases by 1 unit, it will increase employee performance by 0.715 units or 71.5%.

Determination Test (R Square)

The coefficient of determination (R square) aims to determine the ability of the independent variable Leadership Style to explain the dependent variable (visitor satisfaction). The results of the determination test (R Square) are explained on the table below.

Table 4. Determination Test Results

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.657 ^a	.455	.439	.29435	1,975

a. Predictors: (Constant), X

b. Dependent Variable: Y

Source: Processed data

We can see that the value of R square is 0.455 (45.5%) based on the table shown above. This shows that by using the regression model attained, where the independent variable is the Leadership Style, turns out that the independent variable has an influence on employee performance variables by 45.5%, this proves that the influence of leadership style on employee performance is in accordance with the coefficient interval of 0.40 - 0.599 which is entered is in the medium category. While the other 54.5% is explained by factors or other variables that are unknown and are not included in this regression analysis.

Hypothesis Test (t test)

Partial hypothesis testing is intended to determine whether or not the independent variable partially influences the dependent variable. The results of the hypothesis in this test are:

**Table 5. Hypothesis Test Results (t test)
 Coefficients^a**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.631	.181		3,483	.001
	X	.735	.085	.667	8685	.000

c. Dependent Variable: Y

In the table above, t on the performance of the librarian is 8.685. At degrees of freedom (df) = $57 - 2 = 57 - 2 = 55$, then the t table is 2.002. So, it can be concluded that $t_{count} > t_{table}$ ($8.685 > 2.002$). Criteria in Employee Performance are as follows:

- If $t_{count} > t_{table}$ then H_0 is rejected statistically which is significant, from the results of the t test, the significant value is less than 0.05 ($0.000 < 0.05$) means that there is a strong influence between Leadership Style on Employee Performance.
- If $t_{count} < t_{table}$ then H_0 is accepted, it means that statistically there is no significant influence between Leadership Style on Employee Performance.
- Based on the above criteria, H_0 is rejected and H_a is accepted. This means that leadership style has a significant effect on employee performance.

From the results of the analysis of the above research data, it can be concluded that leadership style has a significant effect on employee performance.

Conclusion

Based on the results of research and discussion that has been conducted by the author regarding "The Effect of Leadership Style on the Performance of Public Health Center Employees in the Middle of the Covid-19 Pandemic", the authors draw the following conclusions:

The results of the Rtest square found that leadership style has an influence of 0.455. This states that Leadership Style affects Employee Performance by 45.5%, this proves that the influence of Leadership Style on Public Health Center Employee Performance is in the moderate level and the other 54.5% is impacted by other variables not included in this study such as facilities, infrastructures, etc.

The results of the t test found that $t_{count} > t_{table}$ ($8,416 > 2.002$) then H_0 is statistically rejected which is significant, from the results of the t test the significant value is less than 0.05 ($0.000 < 0.05$) means that there is a strong influence between styles. Leadership on Employee Performance.

Suggestions

With the above conclusions, the authors have the following suggestions:

1. Superiors or leaders of the health center can make decisions carefully, technically and clearly. So that, all employees can understand orders and can immediately complete their work in accordance with established health protocols.
2. Bosses can supervise activities so that all work can be done on time.
3. Employees to carry out work based on timeliness and quality of work and be responsible.

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