

# **The Influence of Leadership Style of Midwife Coordinator Toward The Performance of Village Midwives on Antenatal Care Through The Job Involvement**

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## **Abstract**

*Currently, the maternal mortality rate (MMR) in Indonesia is still high at 305/100,000 births. The high rate of MMR can be caused by the quality of health services, especially by the village midwife as the spearhead of antenatal care which is still low. Factors that may affect the performance of the village midwives such as a leadership style and a job involvement. The research method is quantitative with cross-sectional study and sample size 95 village midwives spread to 13 public health center in Hulu Sungai Tengah District. The sampling technique used multistage random sampling. The data obtained were analyzed by the Partial Least Square (PLS) test at the 95% level of significance. The results showed that the leadership style of midwife coordinators had an effect on the performance of village midwife on the antenatal care through the job involvement ( $p=0.089$ ). Leadership style is not significant to have a direct effect on the performance of village midwife on the antenatal care ( $p=-0.078$ ). The conclusion of this research is to achieve a good performance can be pursued through high job involvement without being influenced by the leadership style, but to form a high involvement of work required a democratic leadership style of midwife coordinators.*

**Keywords:** *leadership style, job involvement, performance, antenatal care*

## **Introduction**

Currently, the maternal mortality rate (MMR) in Indonesia is still higher than the allowable target according to sustainable development goals (SDGs) of 70 per 100,000 births. Based on the Intercensal Population Survey (SUPAS) data of 2015, MMR in Indonesia is 305 per 100,000 births. The infant mortality rate in 2015 is 26 per 1,000 live births with a target of SDGs to be achieved by 2030 is 12 deaths every 1000 live birth.<sup>1</sup>

The number of maternal deaths in 13 districts and cities in South Kalimantan also increased in 2011 as many as 120 people become 123 people in 2012. Maternal deaths in 2012 are caused by, bleeding as many as 53 people (43.08%), 26 people of eclampsia (21.13%), 9 people of infection (7,31%) and others as many as 35 people (24,45 %).

Generally, maternal and child mortality can be prevented if a health care at the time of pregnancy (Ante Natal Care = ANC) can be done well. Data from The Health Office of Hulu Sungai Tengah Regency in 2015, shows that the antenatal care coverage is increasing but still below of target, that is 75,%. This number is still below the average number of South Kalimantan province which is 81.02% and the national average is 87.48%.<sup>2</sup>

The employee's performance is the result of work or activity functions in the form of behavior and outcome of behavior.<sup>3</sup> There are several variables that affect employee performance, such as leadership. The best job evaluation is done by the direct supervisor. Leadership is an attempt to use different types of non-coercive influence to motivate members of the organization to achieve the certain goals. The leadership style of a leader will greatly affect the working conditions, which will relate to how employees receive a leadership style, happy or not, like it or not. On the one hand, certain leadership styles can lead to improve the performance. On the other hand, can decrease the performance.<sup>4</sup>

Basically the performance is what employees do or not. There are many factors can affect the performance of the workforce, namely the ability, motivation, received support, the existence of the work they do, and their relationship with the organization. While other factors that become performance's determinant is job involvement.<sup>5</sup>

Based on the description above, the performance of village midwife in antenatal care also tends to be influenced by leadership style and job involvement of village midwives in doing their job activities.

## **Materials and Methods**

This research method using the quantitative method with cross-sectional study approach. The population in this study were all midwives, both village midwives and midwife coordinators in the working area of public health centers in Hulu Sungai Tengah

district, amounting to 200 village midwives and 19 midwife coordinators. The sample size according to the formula of Lemeshow (1991), was 95 respondents (village midwife) obtained from 13 public health centers.<sup>6</sup> The sampling technique used in this study is multistage random sampling (Stratified-cluster nonproportional Random Sampling). The data obtained were analyzed using the PLS (Partial Least Square) test at a 95% significance level.

## Results and Discussion

The leadership style applied by the midwife coordinators to the village midwives in Hulu Sungai Tengah district is as follows:

**Table 1. Leadership Style of Midwife Coordinators in Hulu Sungai Tengah District in 2017**

No	Leadership Style	Total	Percentage
1	Otokratic	34	35,79
3	Demokratic	61	64,21
2	Laisses Faire	0	0
Total		95	100

Table 1 shows that the most leadership style of midwife coordinators is the democratic leadership style of 64.21%. The involvement of village midwives in antenatal care in Hulu Sungai Tengah District can be described as follows:

**Table 2. The Involvement of Village Midwives on antenatal care in Hulu Sungai Tengah District in 2017**

No	Indicators	Distribution		
		Type	Amount	Percentage
1	Liveliness to Participate	Low	29	30,53
		Height	66	69,47
2	Job Preferences	Low	20	21,05
		Height	75	78,95
3	Employment award	Low	23	24,21
		Height	72	75,79
Total			95	100

Table 2 shows that the involvement of the village midwife in the most antenatal care is a high involvement in participatory activeness indicators (69.47%), job performance indicators (78.95%), and employment award indicators as part of self-esteem (75.79%). The performance of village midwives in antenatal care in Hulu Sungai Tengah district can be described as follows:

**Table 3. The Performance of Village Midwives on Antenatal Care in Hulu Sungai Tengah District in 2017**

No	Indicators	Distribution		
		Type	Amount	Percentage
1	Input	Less	0	0
		Enough	61	64,21
		Good	34	35,79
2	Process	Less	0	0
		Enough	49	51,58
		Good	46	48,42
3	Output	Less	0	0
		Enough	50	52,63
		Good	45	47,37
Total			95	100

Table 3 shows that the performance of village midwives in the most antenatal care is enough in input indicators (64.21%), process indicators (51.58%), and output indicators (52.63%). The influence of research variables was done through the PLS test on the degree of significance of 95%, showing the results as follows:

**Table 4. The Interpretation of Direction and Significant Value That Influence Variables**

No	The influence of variables	Value	T score	Description
1	Leadership style → Performance	0.078	0.676	Positive influence is not significant
2	Leadership style → job involvement	0.277	2.957	Positive influence is significant
3	Job involvement → performance	0.321	3.244	Positive influence is significant
4	Leadership style → Job involvement → Performance	IE = (pX <sub>1</sub> Z x pZY) (0,277x0,321) = 0,089	T X <sub>1</sub> Z = 2,957 T ZY = 3,244	Significant influence

Table 4 shows that leadership style has a positive effect on the performance through job involvement, but leadership style has no direct effect on the performance. The influence of these variables can be described as follows:

***a. Leadership Style Has No Effect on The Performance***

The results obtained information that the leadership style has not directly affected the performance. There is also no relationship between leadership style and midwife performance in Kebumen District. In order to improve the performance of village midwives, supervision by supervisors (midwife coordinator) is a supporting factor. Supervision is a plenary function in supervision and subordinates supervision. Supervision is the process that requires the work unit to contribute positively to the organization's objectives. Supervision of superiors is a factor supporting the improvement of village midwife performance.<sup>7</sup>

The performance depends on the monitoring and evaluation of the supervisor, so that if the monitoring and evaluation are not done regularly then the motivation of employees to work better will decrease. Because the task is a routine task in antenatal service which has been widely understood by the midwife.

#### ***b. Leadership Style Effect on The Job Involvement***

The results of this study indicate that leadership style has an effect on job involvement. The research conducted in Lahat District of South Sumatera showing that there is a positive and very significant relationship between democratic leadership style and employee's job involvement with a correlation coefficient ( $r = 0,562$  and error probability  $p = 0,000$ ). This means that if the employee perceptions of the democratic leadership style are positive so the employee's involvement is high, and vice versa if the employee's perceptions of the democratic leadership style are negative so the employee's involvement is low.<sup>8</sup>

Leadership is a relationship created by the influence have by a person toward the other person willingly cooperates to achieve the goal. With a democratic leadership style decisions are taken always based on the agreement of each boss and subordinates so that subordinates will involve themselves fully in the work that has been agreed.

#### ***c. Job Involvement Effect on The Performance***

The results of PLS test analysis in this study indicate that job involvement has an effect on the performance of village midwife on antenatal care. It is caused by the full job involvement, the employee will create a good performance in completing the job or task and employees will be more satisfied and happy if you can spend most of the time, energy, and thoughts for the job.

Productivity (performance) of employees can be measured through a productive behavior inherent in the individual if the individual is getting meaning in his work. When an individual's work in the organization has to mean for himself and his life as a whole, then the productive behavior will be defended. To get a meaning in his work, then the individual must

have the opportunity to develop the potential and advantages, and in accordance with their values. The opportunity to develop the potential can be gained through job involvement.<sup>9</sup>

The increasing of job involvement can improve organizational effectiveness and productivity by involving more workers in a real way in working so that workers experience more meaningful and satisfactory.<sup>10</sup> A high-involving employees favor to the kind of job done and genuinely concerned with the type of job. If the job is considered meaningful and highly valued both material and psychological for the worker then the worker will appreciate and will do their jobs as well as possible so that job involvement can be achieved, and the employee feels that their job is important to his self-esteem.<sup>11</sup>

#### ***d. Leadership Style Affects The Performance through Job Involvement***

The result of PLS test analysis in this research indicates that the leadership style of midwife coordinator has an effect on the performance of village midwife on antenatal care through job involvement. This is because the democratic leadership style allows communication between superior and subordinate, then it can motivate the involvement of village midwife in all antenatal care program becomes high. A high job involvement causes most individual attention to focus on the job so that the individual will be able to produce the maximum possible performance.<sup>12</sup>

### **Conclusion**

Based on the findings of the study it can be concluded that to achieve good performance can be pursued through a high job involvement without being influenced by the leadership style applied by his supervisors, but to establish a high level of job involvement requires a democratic leadership style.

### **Ethical Clearance**

Before conducting the data retrieval, the researchers conducted a decent test of ethics conducted at the Faculty of Public Health Airlangga University to determine that this study has met the feasibility. Information on ethical test that the study is eligible to continue. The feasibility of the research was conducted in an effort to protect the human rights and security of research subjects.

### **Source Funding**

This study done by self funding from the authors.

## Conflict of Interest

The authors declare that they have no conflict interests.

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