



The Influence of Leadership, Competencies, Work Motivation to Job Satisfaction and Implications to the Midwives Performance in North Maluku Province

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Abstract: This research is purposed to know the influence of leadership, Competencies, and Work Motivation to Job Satisfaction and its Implication to The Performance of Midwives in North Maluku Province. The method's used are descriptive survey and explanatory survey, data is collected by using questioner that's distributed to the sampel as many as 210 responden, data is analysed using structural equations modelling (SEM) to test the hypotesis. The research has shown that leadership has significantly and positively influenced to increased job satisfaction, competencies has significantly and positively influenced to increased job satisfaction, Work Motivation has significantly and positively influenced to increased job satisfaction, leadership, competencies and Work Motivation as simultaneously has influenced significantly and positively increasing job satisfaction as much as 75% while as much as 25% has been influenced by other factors with $f_{count} e^{**} f_{table} (94,769 e^{**} 3,04)$, but partially leadership on Individualized Consideration dimension with indicator of creating a good workplace environment is the most dominant indicator which has significantly and positively influenced to increased job satisfaction. meanwhile leadership has not influenced to increased the performance of midwives, competencies has significantly and positively influenced to increased the performance of midwives, , work motivation has not influenced to increased the performance of midwives, job satisfaction has significantly and positively influenced to increased the performance of midwives, leadership, competencies, work motivation and job satisfaction simultaneously has influenced significantly and positively increasing the performance of midwives as much as 83% while as much as 17% has been influenced by other factors with $f_{count} e^{**} f_{table} (13,718 e^{**} 3,04)$, but partially competencies on dimension of skills on doing task with indicator punctuality is the most dominant indicator which has significantly and positively influenced to the performance of midwives. Meanwhile, the direct effect has greater influence than the indirect effect.

Keyword: leadership, competencies, work motivation, job satisfaction, performance.

INTRODUCTION

Millenium Development Goals(MDG)has been a commitment of people in the universe including indonesian to solve the biggest problem of the world. There are 8 (eight) goals of first MDG,

1. eradicating poverty and hunger;
2. Making basic education available for all;
3. promoting gender equality and empowerment of women;
4. reducing child mortality;
5. improving maternal health;
6. the fight against HIV and AIDS, malaria and other diseases;
7. ensuing environmental sustainability,
8. developing a global partnership for development (UNDP, 2008).

Of the eight goals there are five objectives in the health sector, mainly on 4th and 5th goal which is to reduce the child mortality and to improve maternal health. To achieves the Millennium Development Goals (MDG's) in 2015, one of the Millennium Development Goals that are still far to achieve is, the height of maternal and child mortality case numbers. Demographic and health survey of Indonesia in 2002-2003, showed that maternal and child mortality rates were still high, in which the maternal mortality rate was about 346 / 100,000 and infant mortality was about 35/1000, meanwhile the MDG target for maternal mortality rate was 102 / 100,000 and was 34/1000 children. This target must be a substantial challenges for the government, (Depkes RI, 2007).

IMR (Infant Mortality Rate) is the amount number of infants who die before reaching the age of 1 year which is stated in 1,000 live births in the same year. IMR is one important indicator in determining the

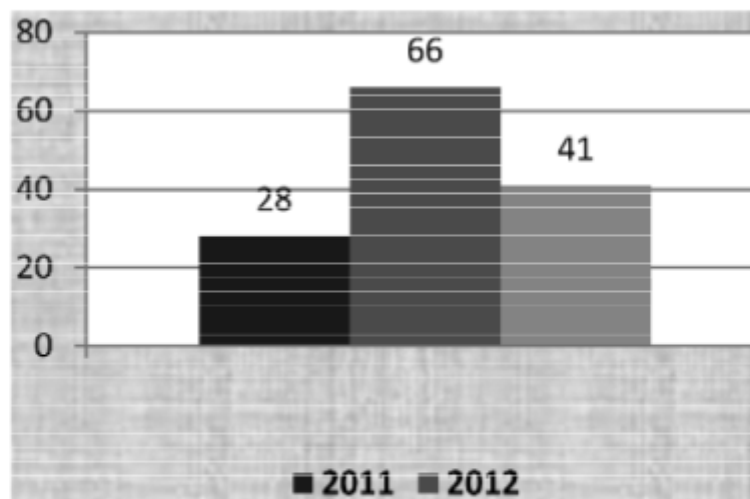


Figure 1: Diagrams of Infant Mortality Rates in North Maluku Province by 2011-2013.

Source: North Maluku Province Health Profile by the year 2013

degree of public health and to determine the quality of health services both in the equitable distribution of health services, including the distribution of health facilities and health human resources.

Maternal mortality are the complex issue that influenced by general health status, education, social, economic, and health care services during the pregnancy and childbirth.

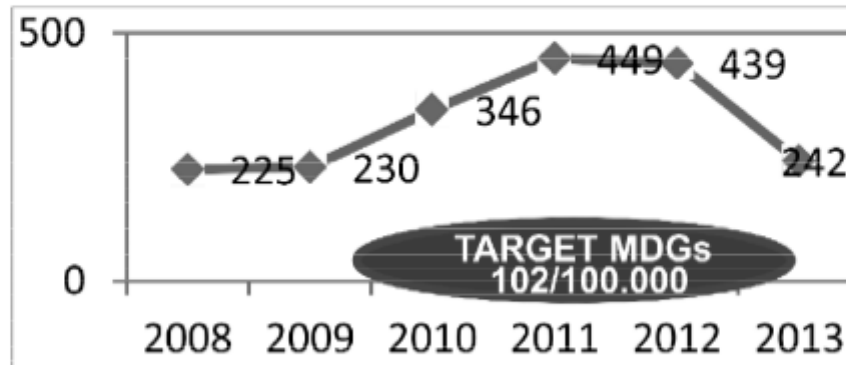


Figure 2: Diagrams of Maternal Mortality Rates in North Maluku Province by the year 2008-2013

Source: North Maluku Province Health Profile by the year 2011- 2013

These data indicate that in the period 2008 - 2013 the number of maternal deaths in North Maluku province experienced fluctuating.

The Ministry of Health realizes, that to achieve the target of reducing maternal and infant mortality rates are determined by many factors, not only determined by the availability of the health services and infrastructure but also it's affected by the number and distribution of health workers. One of the elements that play a role in accelerating the development of health is the availability of a sufficient number of health workers to serve in health care facilities in the community..

According to data of The Health Profile of District / City in 2011, both number of midwives in charge at the health care units and also at the District Health Office / City are amount of 1,227 midwives, with the ratio per 100,000 population was 98. According to indicators of *Indonesia Sehat* in 2010, the good ratio of midwives to 100,000 population are 100. In that case The North Maluku has almost met the target number of midwives set. as the comparison of the number of villages as amount of 1079 and the number of midwives in the year 2011, then the ratio of North Maluku had excess of midwives available in at least one midwife in every village.

The Midwives duties implementation and function in providing health service to the public is clearly arranged, directed and controlled through a pattern of leadership. The pattern of leadership is the process of social interaction that affect each other between the elements of leadership and staff both at the health centers and hospitals in carrying out the policies and activities of health services. As stated by Suhat (2011) that there are 58% of respondents who have chosen the type of the autocratic leadership has lower performance.

Other factors that have to be focused is midwives work motivation. The presence of proper motivation of midwives will driven to do as closely as possible in carrying out their duties for believing that the success

of the organization in achieving goals and objectives. Research Fort and Voltero (2004) resulted that even the Midwives were promised increasing of bonus and salary to improve the performance, it turns out 92% of them responded negatively. Sorrentino *et al.*, (1992). Fitriani Nur Damayanti, (2012) stated there are some similarities and differences in the implementation of midwifery services at midwife whose self practiced, according to Kepmenkes 900/2002, Permenkes 149/2010 and Permenkes 1464 / 2010. Thus, it can be concluded that the competence of midwives since the enactment Kepmenkes 900/2002, 149/2010 and Permenkes Permenkes 1464 / 2010 in the implementation of midwifery services is still the same even though the authority of midwife whose self practiced has been limited.

Considering the enormity of the role of midwives in the community, in this regard, the concrete steps that must be done is to provide quality of service, so that neither the midwives nor the patient can be protected from actions that do not meet the standards. Hernawati (2012), suggest that there is significant influence on the characteristics of the midwives, working environment, enabling environments and access to information on job satisfaction of midwives, as well as there's a significant influence on job satisfaction of midwives on the performance of midwives in DKI Jakarta amounting 79.03 percent.

Problems Formulation

Based on problems in over, hence the problems formulation are as follows:

1. Is there the influence of leadership on job satisfaction of midwives in North Maluku province.
2. Is there the influence of competence on job satisfaction of midwives in North Maluku province.
3. Is there the influence of work motivation on job satisfaction of midwives in North Maluku province.
4. Is there simultaneous influence of leadership, competence, and motivation on job satisfaction of midwives in North Maluku province.
5. Is there the influence of leadership on midwives performance in North Maluku province.
6. Is there the influence of competence on midwives performance in North Maluku province.
7. Is there the influence of work motivation on midwives performance in North Maluku province.
8. Is there the influence of job satisfaction on the performance of midwives in North Maluku province.
9. Is there simultaneous influence of leadership, competence, work motivation and job satisfaction on midwives performance in North Maluku province.

The Purpose of Research

Based on the problems formation, then the purpose of research done this a dissertation to understand and analyze how large:

1. The influence of leadership on job satisfaction of midwives in North Maluku province.
2. The influence of competence on job satisfaction of midwives in North Maluku province.

3. The influence of work motivation on job satisfaction of midwives in North Maluku province.
4. The simultaneous influence of leadership, competence, and motivation on job satisfaction of midwives in North Maluku province.
5. The influence of leadership on midwives performance in North Maluku province.
6. The influence of competence on midwives performance in North Maluku province.
7. The influence of work motivation on midwives performance in North Maluku province.
8. The influence of job satisfaction on the performance of midwives in North Maluku province.
9. The simultaneous influence of leadership, competence, work motivation and job satisfaction on midwives performance in North Maluku province.

A. THEORETICAL FRAMWORKS

B.1. Leadership

Leadership is an ability to mobilize, harmonizing, led the group, the ability to explain the idea of and making it acceptable to others. The leader is important in affecting change. The leader is responsible for moving any attempts and barriers to ensure clarity of vision. Leaders should be able to create organizational climate in which employees feel free but fully responsible.

Bass and Avolio (in Suwatno and DoniPriansa June, 2011: 159), a leader can transform their subordinates in four ways called "4I", namely: idealized influence, inspirational motivation, intellectual simulation, and individualized considerations.

Thereby, the leadership is seen as a process or an attempt by a leader to influence and direct the subordinates in achieving organizational goals that include idealized influence, inspirational motivation, intellectual simulation, and individualized consideration.

Rival (2006), the research results stated that the leadership affect positively in improving employee performance which is realized in three basic patterns of leadership that is concerned with the task implementation, cooperation and results can be achieved. Therefore the leader that always links with three such patterns may increase the employee performance.

B.2. Competency

Competency is a dynamic condition of the human resources that is seen and judged based on the organizational issues and employment issues in the organization. Therefore the description of competency is closely related to the role of human resources in the organization.

The existence of an organization, especially organizations that are concerned with the affairs of public administration, is certainly is not far from the strategic environmental changes. Strategic environmental changes is not only happening in the local dimension, the national dimension, but also occurs in the global dimension. Strategic environment change is the impact of the fast communication and information technology advancement that globally increased (Spencer and Spencer 1993) (in Sudarmanto, 2009:53) showed a five-dimensional characteristics of the following competency:

- 1) **Motives** is something that consistently thought out by someone which can cause a desired action. Motives are moving, directing and selecting activities or behavior towards a specific purpose and separated from the others.
- 2) **Traits** are physical characteristics and consistent responses to the situations or information.
- 3) **Self-concept** is the attitudes, values and self-image.
- 4) **Knowledge** is knowledge or information of a person in certain specific fields.
- 5) **Skill** is the ability to perform certain physical tasks or specific mental tasks..

Therefore it can be stated that competency are always have the intent or purposes such as motives, self-concept or traits that can lead into particular action conducted either to get an outcome or achieve goals. Actions are performed by the knowledge and skill competency.

For organizations that do not develop any motive competency, traits and self-concept for their employees, do not expect increasing in productivity, profitability and significant quality of a product and services management. Why? It's because everyone has motives, traits and their own self-concept to presenting themselves in the workplace, motive, trait and self-concept that is affecting their behavior in implementing the task or job

Within this context, David McClelland (in Sukmalana, 2010: 689) said: There is a basic characteristics that are more important to predict employment success. Something that is more valuable than academic intelligence and something that can be determined accurately, can be critical factor differentiating between a star performer and a dead wood. According to McClelland, that is something called Competence..

McClelland's thought clearly stated that the competence is the factor that differentiates between someone that capable of doing the optimal performance and someone that does not capable of. competence is a human resources skill that is dynamically showing the intellectual capacity, mental attitude and the quality of someone's social capabilities.

Based on this theory, variable Competency of Midwife is seen as the basic characteristics of someone who fulfills the three main components: knowledge, skills, and behavior of the individual that reflected in how to think, act, carrying out the duties and also draw conclusions about what would have to be performed and to be maintained by someone. Therefore, competency of midwife having positively effect on their performance.

Moeheriono, (2009: 15) Five dimensions of competency that must be possessed by all individuals are; (1) Task-skills; (2) Task management skills; (3) Contingency management skills; (4) Job role environment skills; and (5) Skill to adaptation or skill transfer

B.3. Work Motivation

FuadMas'ud (2004: 39) defines motivation as a catalyst (driver) that exists in a person to act. To be able to carry out the duties and to work well, requires motivation of each employee.

Employees who have a high motivation will be able to perform the job better, compared with employees who lack motivation. Everyone has something that can trigger (move) either in the form of material, emotional, spiritual, and values or certain beliefs.