

## Analysis of The Influence of Leadership Attitude of Health Center Personnel with Protection of Health Education on Communities in The Klender III Area

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### Abstract

Healthcare worker is a job that requires anyone in this profession to have a great responsibility, especially towards their patients in the healthcare institution. This research was guided by our concern regarding the increasing low level of public satisfaction with health services in Indonesia several years ago. This issue is connected with the leadership possessed by healthcare workers along with the responses of the head of healthcare institution, so the primary aim of our research is to correlate the influence and impact of leadership with the level of public satisfaction with the service and protection of health workers. In this research, healthcare workers that acted as our object of research are healthcare workers of Puskesmas Pembantu of Klender III District.

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## 1. INTRODUCTION

Health is a state of complete well-being, both physically, mentally and socially. Not just being free from disease or weakness. According to the World Health Organization (WHO), health is defined as “physical, mental, and social well-being, and not simply the absence of disease and infirmity.” The United Nations (UN) Declaration of Human Rights dated 10 November 1948 states that everyone has the right to a standard of living adequate for the health and well-being of himself and his family. Health is not just being free from disease, but is a condition of physical, mental and social well-being that allows every person to live an economically productive life.

Health has a big role in improving people's standard of living, therefore all countries strive to provide the best health services. This health service means any effort carried out individually or jointly within an organization to maintain and improve health, prevent and treat disease, and restore the health of individuals, groups and communities. To improve health services in a community health center, a leader is needed to organize everything that is to be achieved.

Leaders and leadership are the art and skills of a person in using someone to utilize their power to influence other people, to carry out certain activities directed at predetermined goals. In facing various situations and certain conditions, a leader must make efforts to change his character. This is because changing character is a strategy to solve the problems faced. Without strong character change, integrity, endurance in facing difficulties and challenges, a clear vision and mission, a person will never become a leader.

Klender III Regional Community Health Center is one of the many community health centers that has received a bad assessment or rating on the Google Maps platform. This rating was seen by us as a research team on April 23 2024. Following up on this negative perception, the poor rating of the Klender III Regional Community Health Center was an interesting reason for us to choose to carry out research at that health facility. In this way, we hope to be able to identify and understand further the factors that influence these negative assessments, as well as draw conclusions regarding the correlation between the negative reviews given to the Klender III Regional Community Health Center and the attitudes and understanding of the essence of the leadership aspects that influence the performance of the staff. health workers.

Through this article, we will investigate the strategic role in providing primary health services in the region and the unsatisfactory ratings or ratings on the Google platform that raise questions about the quality of services provided. Therefore, this research aims to investigate and evaluate the factors that contribute to negative perceptions of ratings on these public platforms, whether related to leadership or other aspects of the services provided. It is hoped that this research can contribute to improving the quality of health services at the Klender III Community Health Center and as a whole in Indonesia.

### **FORMULATION OF THE PROBLEM**

1. What is the influence of leadership in the management of the Klender III Regional Sub-Puskesmas on the quality of health services provided to the community?
2. What is the relationship between the leadership style applied at the Klender III Regional Community Health Center and the effectiveness of public health programs in influencing patient satisfaction and quality of life?
3. Have visiting patients felt the impact of the leadership provided by the Klender III Regional Community Health Center health workers through their services?

## **2. LITERATURE REVIEW**

This literature review aims to answer two problem formulations: What is the influence of leadership in the management of the Klender III Regional Sub-Puskesmas on the quality of health services provided to the community & What is the relationship between the leadership style applied at the Klender III Regional Sub-Public Health Center and the effectiveness of public health programs in influencing satisfaction and patient quality of life.

1. The influence of leadership in the management of the Klender III Regional Sub-Puskesmas on the quality of health services provided to the community.
  - a. Reference Journal: "Effect of Transformational and Transactional Leadership Style on Public Health Center Performance"
  - b. Discussion: This research shows the impact of transformational and transactional leadership styles on Puskesmas performance. The findings show that transformational leadership has a significant influence on organizational performance, while transactional leadership has a small influence.
  - c. Relation to Research: Relation to Research: This study is relevant to understanding how transformational and transactional leadership styles influence Community Health Center performance. By knowing the impact of these two leadership styles, strategies can be designed to improve the quality of health services and patient satisfaction.
  - d. Theory Description:
    1. **Transformational Leadership Theory (Burns 1978):**

Transformational leadership theory, defined by Burns in 1978, describes a process in which leaders and followers influence each other to improve morale, motivation, and performance. Transformational leaders focus on inspiring and motivating their subordinates to reach their maximum potential. They tend to emphasize change and innovation, which can have a positive impact on the quality of health services at the Klender III Community Health Center. This kind of leader is believed to be able to create a work environment that allows employees to develop and innovate.

## **2. Transactional Leadership Theory (Bass 1985):**

Transactional leadership theory, introduced by Bass in 1985, describes the relationship between leaders and followers as based on the exchange of rewards and punishments. Transactional leaders are oriented towards achieving goals through strict supervision and control. Although it can be effective in some situations, this leadership style may be less suitable in environments that require innovation and intrinsic motivation, such as in the health sector at the Klender III Community Health Center.

## **3. Situational Leadership Theory (Hersey & Blanchard 1969):**

Situational leadership theory, developed by Hersey and Blanchard in 1969, emphasizes that leadership effectiveness depends on the particular situation and the leader's ability to adapt their style to suit the needs of the team. In the context of Klender III Community Health Center, it is important for leaders to be able to assess the situation and adapt their leadership style to maximize staff performance and service quality. This allows leaders to be more responsive to the dynamics of the work environment and patient needs.

2. The relationship between the leadership style applied at the Klender III Community Health Center and the effectiveness of public health programs in influencing patient satisfaction and quality of life.
  - a. Reference Journal: "The Relationship between Leadership Style and Leader Characteristics and Nurse Performance at the Takeran Community Health Center, Takeran District"
  - b. Discussion: This research highlights the importance of health as a fundamental aspect in determining people's quality of life. Strong and effective leadership in health institutions, especially Community Health Centers, is considered crucial in managing resources, improving the quality of services, and implementing health policies aimed at improving the quality of life of the community.
  - c. Relation to Research: This study is relevant to understanding how leaders relate to their subordinates. In the interaction process that occurs between leaders and subordinates, a process of mutual influence takes place where the leader tries to influence his subordinates to behave in accordance with his expectations.
  - d. Theory Description:
 

Leadership style is a behavioral norm used by a person when that person tries to influence the behavior of others. Each style has advantages and disadvantages. A head of room will use a leadership style according to his abilities and personality (Richard, 2013). In general, there are three well-known leadership styles in nursing management, namely authoritarian, democratic and laissez faire styles.

### **1.1 Authoritarian Leadership Style**

Authoritarian leaders have the following behavioral characteristics:

1. Close supervision is maintained on working groups

2. Motivating others by force
3. Directs others with commands
4. Top-down communication tool
5. Decision making does not involve other people
6. Emphasizes differences in status (“I” and “you”)
7. Judge that criticism in punishment

Authoritarian leadership produces a good effect on group performance, namely being easy to predict, reducing work frustration in the group, and providing a feeling of security for its members. This leadership style is useful in crisis situations, which are often found in large bureaucracies.

### 1.2 Democratic Leadership Style

Democratic leaders display the following behavior:

1. Lack of supervision
2. Economic rewards and ego are used to motivate
3. Directs others through support and mentoring
4. Up and down communication tools
5. Decision making involves other people
6. Emphasizing “We” rather than “I” and “You”
7. Constructive Criticism

Democratic leadership is appropriate for groups working together for long-standing goals, improving the automotive and relationships between individual employees. This type of leader is especially effective if there is cooperation and coordination between groups. Because many people are in demand to be consulted, democratic leadership takes less time than authoritarian leadership.

### 1.3 Laissez-faire Leadership Style

Laissez-faire leaders have the following behavioral characteristics:

1. permissive with little or no supervision
2. motivate with support when requested by a group or individual
3. provides little or no direction
4. use upward and downward communication between group members
5. divide decision making among groups
6. not criticizing

Laissez-faire leadership style is not a directing type of leadership, therefore this leadership style can be frustrating, the group can be apathetic and show disinterest. However, if all members have high motivation and are able to direct themselves, this leadership style can produce more creativity and productivity.

The leadership style used by Klender III Community Health Center uses a democratic leadership style that prioritizes collaboration between staff to make decisions. The success of the leadership style implemented by this community health center can be seen from the results of researchers' observations in research on their patients. In this study, 80% of patients agreed that the Klender III Community Health Center had provided good service and adequate facilities, 85% of patients agreed that the service of health workers could provide good care for patients/visitors, and 70% of patients agreed that the medical service process carried out quickly, precisely and responsively.

## 3. METHOD

The research method used in "Analysis of the Influence of Leadership Attitudes of Health Center Health Workers with Health Education Guidance on the Community in the

Klender III Sub-Puskesmas Area" is a qualitative method. Qualitative methods were used to collect data and information about community perceptions and experiences regarding the provision of health education in the Klender III environment. Qualitative methods are applied through focus group discussions, interviews, open questions, and online and offline surveys. Qualitative methods were also used to collect data on community needs and expectations for health support in the Klender III environment.

In the research "Analysis of the Influence of Leadership Attitudes of Community Health Center Health Workers with Health Education Guidance on the Community in the Klender III Subsidiary Area", qualitative methods were used in an integrated manner to analyze the community's needs and expectations for health workers in the Klender III environment, as well as measuring the level of effectiveness of the staff's leadership attitudes. health of Klender III Sub-Public Health Center.

#### 4. RESULTS AND DISCUSSION

##### A. Health workers

In Law No. 36 of 2014 concerning Health Workers, what is meant by health workers is every person who dedicates themselves to the health sector and has knowledge and/or skills through education in the health sector which for certain types requires authority to carry out health efforts. Public health workers are part of human resources (HR) whose role is very important in health development in the national health system (SKN).

##### B. Community Health Center (Puskesmas)

Puskesmas is a health service facility that organizes first-level public health efforts (UKM) and individual health efforts (UKP) by prioritizing promotive and preventive efforts in its working area (Minister of Health Regulation No. 43 of 2019). Puskesmas is a functional health organization unit which is a community health center which also builds community participation in addition to providing comprehensive and integrated services to the community in its working area.

##### C. Leadership Attitude

Leadership is needed in an organization to form a good teamwork in carrying out cooperation in an organization. Leadership is aspirational power, spirit power, and creative moral power and is able to change the attitudes of its members, so that they can become a group of important people and become the desire of a leader. The behavior of a group or organization that is able to be in line with the will and aspirations of the leader is influenced by interpersonal relationships towards his subordinates or members. (Kartini: 2014).

Based on the data attached to the social media platform, namely Google Maps, there are several reviews which state that the Klender III Community Health Center has poor facilities and services. This statement is not completely true and needs to be straightened out so as not to give a wrong picture to the public. Klender III Sub-Public Health Center has made great efforts to improve the quality of its services and facilities. This health center has professional and experienced medical staff who work with high professionalism, providing friendly, responsive and dedicated attention to each patient. Health facilities at the Klender III Sub-district Health Center also continue to be improved to meet optimal service standards.

Therefore, claims regarding poor service are unfounded and do not reflect the reality of the hard work carried out by the Klender III Sub-Puskesmas Team in providing quality health services for the community. Negative reviews on Google Maps may stem from individual experiences that are not representative of the overall health center service. Please remember that everyone has different experiences, and one negative review cannot represent the overall quality of a health center's services. It is important

to seek information from various credible sources before drawing conclusions about a place. The public is encouraged to visit the Klender III Sub-district Health Center directly to experience the quality of its services and facilities for themselves.

### **The Influence of Leadership in the Management of the Klender III Regional Sub-Puskesmas on the Quality of Health Services to the Community.**

Based on the results of interviews with the Head of the Klender III Regional Sub-Puskesmas, we obtained answers which we will use as data with the following information:

The Head of the Klender III Region Auxiliary Health Center (Kapustu) explained that to improve the performance and services provided by the staff and health workers of the Klender III Region Auxiliary Health Center, an active role that can be implemented by Kapustu as the highest leader at the Klender III Region Auxiliary Health Center is to invite all staff and health workers to understand the vision and mission of the puskesmas, so that all officers can provide the best performance to achieve the goals of the puskesmas, one example is providing clear direction and main tasks and functions and how the performance process can be achieved. Based on observations from his answers, the Klender III Region Head of Pustu adopted a Democratic leadership style. This can also be seen from how he seeks ways so that staff and health workers at the community health center can participate in contributing to decision making, namely by discussing to achieve the goals, scope, and how the decision-making process takes place. Kapustu believes that we must involve staff so that they can feel valued for their opinions and input. Not only involving staff and health workers at the puskesmas, the Klender III Region Head of Pustu also involved visiting patients who were local residents to voice their opinions in an effort to evaluate the puskesmas services and facilities. The Klender III Region Head of Pustu explained that the local health center has a Hotline & customer center box. Patients every day, after the service is completed, security will invite patients to enter criticism & suggestions in the customer center box (containing the patient's satisfaction or dissatisfaction with the health center service/facilities) every afternoon the box will be opened and re-evaluated so that anything that is not good can be anticipated & it doesn't happen again the next day.

Apart from interviewing the Klender III Region Head of Pustu, we also interviewed several health workers who work at the Klender III Regional Sub-Puskesmas regarding the situation and conditions of the community health center in terms of leadership. We get answers that we will use as data with the following information:

Leadership in the world of health is the process of health workers continuing to be motivated and motivating other health workers to make progress in providing quality services to the community. According to our observations, health workers who work at the Klender III Regional Community Health Center can identify the existence of leadership aspects in their scope of work. Health workers are of the opinion that the difference between health workers who have leadership qualities and those who do not lie in their work motivation, and can be seen from their skills or abilities, self-branding, and good communication so that services in the organization can run well. According to the health workers themselves, the situation and conditions of the existence of the leadership aspect at the Klender III Regional Community Health Center are quite good, because each health worker carries out certain programs which indirectly stimulate and hone the leadership qualities of each of them. Suggestions put forward by health workers to develop leadership attitudes in their work environment are to develop leadership traits at the Klender 3 Community Health Center, namely that a leader should have the desire to continue to develop so that he can be an example and can guide the people around

him and as a leader he will be able to protect and understand what the staff wants. Based on the results of the answers from health workers, the situation and condition of the existence of the leadership aspect at the Klender III Regional Community Health Center is classified as the result of a democratic leadership style, in accordance with the attitude taken by the Head of the Klender III Regional Community Health Center as the highest leader.

To support the arguments and conclusions from interviews with the head and health workers of the Klender III Regional Community Health Center, we also presented a questionnaire to patients visiting the local health center to provide an assessment of the facilities and quality of services at the Klender III Regional Community Health Center.

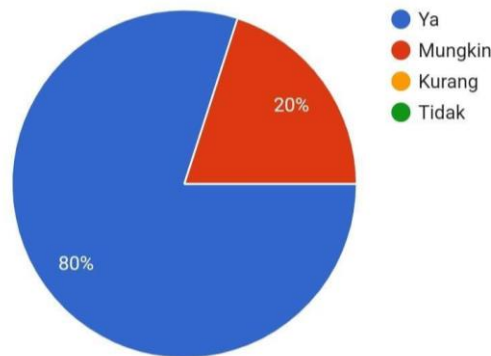


Diagram 1.1 Circle Diagram of Respondents' Opinions

The survey results regarding fairly good service and adequate facilities at the Klender III Regional Sub-Puskesmas provide an explanation that the diagram from the questionnaire that we have distributed shows that the services and facilities at the Klender III Regional Sub-Puskesmas obtained a percentage of 80% versus 20%. So, it can be concluded that the services and facilities at the Klender III Regional Community Health Center are quite good.

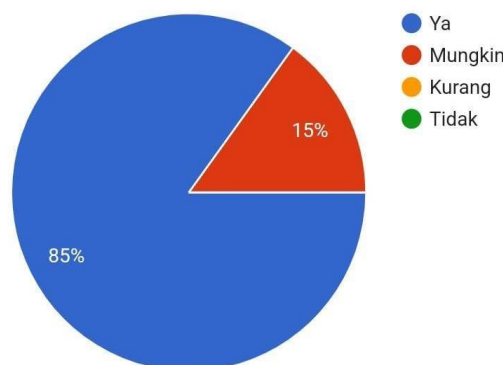
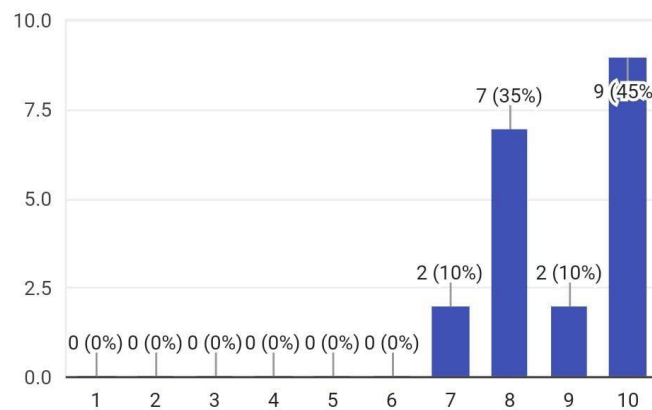


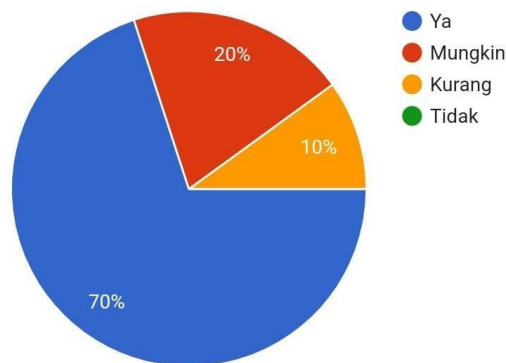
Diagram 1.2 Circle Diagram of Respondents' Opinions

The results of a survey regarding services provided by health workers at the Klender III Regional Auxiliary Health Center show that 85% of patients feel that the Klender III Regional Auxiliary Health Center can coach, guide and protect patients well. Meanwhile, 15% of patients felt slightly dissatisfied with the health workers at the Klender III Regional Community Health Center in caring for the patients.



1.3 Bar Diagram of Respondents' Opinions

The survey results in assessing the services of the Klender III Regional Community Health Center showed that 10% of patients gave an assessment scale of 7 out of 10, 35% of patients gave an assessment scale of 8 out of 10, 10% of patients gave an assessment scale of 9 out of 10, and 45% gave an assessment scale of 10 out of 10 for the overall services provided by the Klender III Regional Auxiliary Health Center.



1.4 Circle Diagram of Respondents' Opinions

The results of a survey of medical services at the Klender III Regional Community Health Center based on the questionnaire that we distributed, the results show that 70% Yes, 20% Maybe, and 10% Less. We conclude with the results shown in the diagram above that medical services at the Klender III Regional Sub-Puskesmas are carried out quickly, precisely and responsively. 70% of respondents agreed that medical services at the Klender III Regional Community Health Center were carried out well, 20% said they were doubtful, and 10% said they disagreed.

D. The Relationship between Leadership Attitudes and Performance of Health Workers

In life, seeing leadership attitudes is not limited to people who occupy significant positions and roles. Thus, every individual who lives their life has their own attitudes and leadership styles which have their own characteristics and uniqueness.

Health workers are a job that plays an important role in the world of health. Health workers are responsible for serving the patients who come to them. Apart from that,



health workers also have an important task to protect, develop and supervise patients to implement the recommended lifestyle according to each patient's medical condition. Therefore, good leadership attitudes have a big influence on improving the performance of health workers.

Leadership attitudes and performance of health workers have a close relationship and influence each other, effective leadership can improve the performance of health workers and conversely good performance of health workers can support the achievement of organizational goals.

A positive leadership attitude can have a significant influence on health performance:

1. Democratic and participatory leadership provides opportunities for health workers to be involved in decision making and make their contributions.
2. Transformational leadership is able to inspire and motivate health workers to achieve higher goals.
3. Supportive leadership provides support and guidance to health workers in carrying out their duties.

Based on research results, an effective leadership style in improving the performance of health workers is a consultation style that involves two-way communication between leaders and subordinates. This leadership style allows subordinates to participate in decision making and improve their performance. Apart from that, transformational and situational styles also show a significant influence on the performance of health workers.

## 5. CONCLUSION

The performance of health workers is very influential in the world of health. The service and dedication provided has been proven for centuries and has left a glorious track record in the history of humanity. Good leadership attitude training is very significant in producing health workers whose performance is superior, so that to optimize service and patient satisfaction levels, it is also necessary to pay attention to the attitude and discipline of each health worker, both those who occupy high positions and supporting staff in the environment. the.

The positive relationship between leadership style at the Klender III Regional Community Health Center and the effectiveness of public health programs is clearly visible. Inclusive, participatory, and service-oriented leadership increases the effectiveness of health programs, which has an impact on increasing patient satisfaction and quality of life. Patients feel more appreciated and receive quality service. Good health programs under strong leadership achieve better targets, improving patient satisfaction and their overall quality of life.

Based on the results of research at the Klender III Regional Auxiliary Health Center, the majority of patients who visited the health facility were of the opinion that the health workers on duty at the Klender III Regional Auxiliary Health Center had carried out their duties through services and provided health facilities quite well. Through the research results diagram, the Klender III Regional Community Health Center health workers received the title of good service in the percentage range of between 70 and 80 percent.

## 6. ACKNOWLEDGEMENT

We would like to thank all team members who have worked hard, collaborated and innovated to implement the Leadership Attitude of Puskesmas Health Workers with Health Education Support for the Community in the Klender III Sub-District. Your contribution and dedication is invaluable. Furthermore, thank you to the parties involved in this aspect of the project. Your support and knowledge mean a lot.

We really appreciate the support and cooperation from the community at the Klender III Sub-Puskesmas and related parties who participated in this process. The exemplary leadership of the Klender III Sub-Public Health Center has inspired and motivated all staff to work with enthusiasm and professionalism. He has created a conducive and supportive work environment, where every individual feels valued and empowered to make their best contribution.

Thank you to our lecturer, namely, Dwi Desi Yayi Tarina, SH, MH as lecturer in the Leadership course. Who has guided us in carrying out this research project, and we express our thanks to those who perhaps cannot be named one by one, but who have contributed in various ways to the success of this project.

All your contributions have helped and led us to believe that we will continue to develop the leadership attitude of health workers and support public health education in the Klender III sub-district and provide the best health services for the community. Thank you for your support and cooperation.

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