WOMEN LEADERSHIP, EFFECTIVENESS AND PRODUCTIVITY OF LOCAL PUBLIC HEALTH SERVICES

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ABSTRACT

Human Resources is one of the most important assets and is a requirement for government and private organizations in carrying out their activities. Women leadership is the ability of a woman who has a feminine, beautiful and democratic character in an organization to influence, motivate her bottom to achieve common goals. Effectiveness is an attempt to activate workers or employees. Health services are any form of health service or program aimed at individuals or communities and carried out individually or in conjunction with the purpose of maintaining or improving the degree of health they have. The sampling technique used in this research is purposive sampling technique. The analysis tool used is AMOS SEM version 22.0 and Microsoft Excel 2007. This research used SEM path path analysis method. The results of the test on sub-structure I showed that the female leadership variable and effectiveness did not affect the productivity. Test results in sub-structure II showed that effectiveness and productivity have a significant effect on health service.

Keywords: women leaderships, effectivity, productivity, public health services

1. INTRODUCTION

Background

The era of globalization now shows that a lot of people are competing in occupying the job as well as the desired position, not the case with Human Resources (HR) that we can meet anywhere.

Globalization requires competition in the business world increasingly tight, especially in 2016 Indonesia entered the era of the ASEAN Economic Community. Therefore it is necessary to prepare Human Resources (HR) quality to anticipate any changes that will occur in all areas. HR is one of the most important assets and is a requirement for government and private

organizations in carrying out their activities, because HR is the spearhead, especially in providing services and guaranteeing customer convenience. One of the most important elements that requires qualified human resources is leadership, especially Indonesia as a democratic country.

Leadership is one's ability and personality to influence and persuade the other to take the action of achieving common goals so that it becomes the beginning of the structure and center of the group process. A leader should be able to create a conducive atmosphere, giving enough attention, rewarding work performance, establishing good communication with all employees (Syafiie, 2009), (Rumondor, 2013) and (Faeni, 2017).

In addition to leadership, it is necessary that there are other factors that influence the productivity of a worker is the effectiveness.At any organization like any form, effectiveness is an attempt to activate workers or employees, because without good effectiveness then of course organizational goals to intensify work productivity is not achieved . Similarly, other factors such as effectiveness affect the productivity of one's work. (Utami, 2014) and (Faeni, 2017).

One's work productivity is not the same. If someone health is disturbed it can affect on the job, so also happened to the community, there are still many people who need more care for the condition of the body in order to work optimally by doing routine maintenance to health installations such as puskesmas so that health conditions can be more fulfilled with the service Health provided.

Services at Local public hospitals have an important role in maintaining the sustainability of health development at the sub-district level. But it can not be denied that good service also relies on the ability of leaders in managing the management of health centers effectively, and provide a thing in all areas, to be more productive in carrying out its duties and functions as a service provider can be done properly.

Health care is inseparable from globalization's influence that has changed the way people live, determines the joys, sorrows, tastes and choices of people everywhere, there will be free competition, no mercy, and the cruel competition will leave the weak When not ready to deal with it. Quality of health service is health service that can satisfy every service of health service user that match with the level of satisfaction of the average of population and its implementation according to standard and code of provesi ethics. (Aswar, 1996) (Purwoastuti and Walyani, 2015) and (Faeni, 2017).

This phenomenon provides an illustration that good women leadership can encourage the effectiveness of a person in work and employee productivity in working their respective duties

can improve health services as providers of services in health centers, both of which have a direct or indirect impact on the achievement of the welfare of the community.

Scope of problem

In this study, the limitation of the problem is limited to female Leadership variable, effectiveness and productivity toward Health Service Public Health Center of Jakarta, Indonesia. The study was conducted in the period March - April 2017. Led by women aged 65 years, Education S1, and supervise 100 employees.

Hypothesis

H1: Female Leadership positively affects productivity toward Health Service Public Health Center of Jakarta, Indonesia.

H2: Effectiveness has positive effect on Productivity toward Health Service Public Health Center of Jakarta, Indonesia.

H3: Female Leadership positively affects Health Service toward Health Service Public Health Center of Jakarta, Indonesia.

H4: Effectiveness Influencing Health Service toward Health Service Public Health Center of Jakarta, Indonesia.

H5: Productivity has an effect on health service toward Health Service Public Health Center of Jakarta, Indonesia.

Research Framework
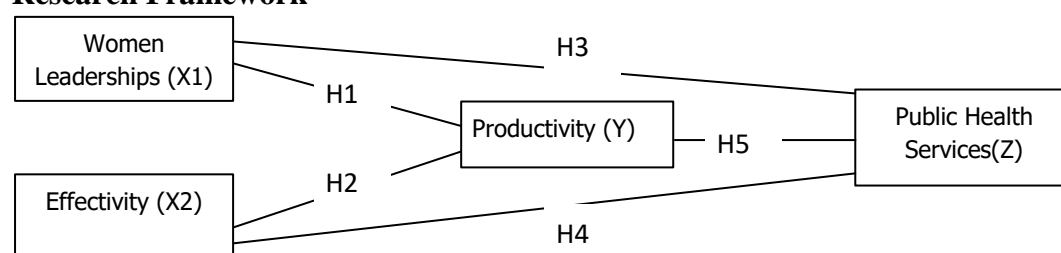
Source : Primary Data, 2017

Figure 2.1 Research Framework

Research methodology

The method used in this research is qualitative method. Qualitative method is a research method based on positivism philosophy. This method is also referred to as the interpretive

method because the data of the research results are more related to the interpretation of the data specified in the field (Sugiyono, 2015).

In this study, the data measured from the respondent's perception of the question or statement submitted. To determine the value of the respondent's perception formed a questionnaire. With regard to the scale of measurement in the preparation of the questionnaire researchers using numerical scale (Numerical Scale) with Likert1-5 scale alternative answer answers Measuring attitudes of respondents.

The Likert scale is the scale of the bipolar continuum, which on the left end is a low number representing a negative answer, and at the far right is a large number representing a positive answer. The Likert scale is designed to allow respondents to rate in various levels / Rating of each research statement.

To process respondent data, researchers will use SEM with AMOS program. Structural Equation Modeling (SEM) is a statistical technique capable of analyzing latent variables, observed variables, and measurement error directly. SEM is able to analyze the relationship between latent variables and their indicator variables, the relationship between latent variables with other latent variables, and also to determine the magnitude of measurement error (Wijanto, 2008) and (Faeni, 2016).

In this study, the steps that must be passed in data processing with AMOS, namely normality test, Confirmatory Factor Analysis (CFA), and Second Order Confirmatory Factor Analysis (2nd CFA). Because the observed variable can not be measured directly, the researchers used 2nd CFA for the observed variable to be measured directly. In 2nd CFA, endogenous latent variables, namely Produktvitas and Health Services will be the observed variables of exogenous latent variables women leadership and effectiveness.

2. LITERATURE REVIEWS

Human Resource Management

Human Resource Management is a management that beperan in its function to get the best human resources, to run activities and business activities in an organization, of course in accordance with the plans of the organization, with a good resource then the management must be able to provide motivation to them, and Provide good compensation as well so that the employees are at ease to work in our organization, in addition to compensation must also be

maintained properly so that they will still cooperate with our organization with the qualiity of work that is always well preserved and is expected to be improved quality (Faeni, 2017).

Women Leaderships

Leadership is a style influencing others to follow willingness and desire in order to achieve certain goals in an organization. (Mulyadi, 2016). Female leadership is the ability of a woman who has a feminine, beautiful and democratic character in an organization to influence, motivate her bottom to achieve goals together in her own way. Women also have a pretty good orientation in their work and a high orientation in interpersonal relationships.

Effectivity

Effectiveness is a measure of the attainment of a task and the goal in which the score of respondents on the basis of the state of physical and spiritual activity performed by human beings can achieve the desired result according to the desired dimension: the ability to adapt (flexibility), work achievements, and job satisfaction (Utami, 2014) (Faeni, 2017).

Productivity

Productivity is defined as the result obtained from the production process by using one or more factors of production. In general, the notion of productivity put forward by showing the ratio of output to input. While output can consist of sales, income, and damage. (Mulyono, 1993) (Fahmi, 2016) (Faeni, 2017).

Health services

Health services are any form of health service or program aimed at individuals or communities and carried out individually or collectively in an organization, with the aim of maintaining or improving the health status. (Azhar, 1980) and (Iskandar, 2016)

3.   RESEARCH OBJECTS

Public Health Scorewhis is sub-district is located in Jakarta, Indonesia-since its inception until the year 2002. This research was done in Public Health Services in Jakarta Period March - April 2017. Subjects in this study are the employees who are in Public Health Services.

4.   RESULT AND DISCCUSIONS

Respondents Data by Gender

Based on the gender of respondents, this research divided into two categories, namely: male and female. In table 4.1 can be seen from the percentage of male and female respondents as follows:

Table 4.1 Data by Gender

Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	24	24.0	24.0	24.0
	Female	76	76.0	76.0	100.0
	Total	100	100.0	100.0	

Based on the data above respondents can be concluded, there were 24 respondents male or 24% and as many as 76 female respondents or 76% of the 100 samples studied. So overall it can be seen that the gender of the most dominant employee in Jakarta were female.

Convergent validity test

Convergent validity indicated by correlation between indicator and latent variable. Convergent vaidity values can be observed from the loading factor of each indicator to the construct. The indicator said to be valid if it has a loading factor value> 0.50. The loading factor results are presented in Table 4.2

Table 4.2

Variable	Indicator	Loading Factor
Women Leadership	Affiliative	1,00
	Freedom of expression	1,56
	Goal Setting Skills	1,31

	Motivation	0,99
	Responsibility	2,00
	Decision Making Skills	2,01
	Leaderships Type	2,93
	Leaderships Style	2,13
	Experience	2,91
	Assertiveness Skills	1.90
Effectivity	Well planned	1,00
	Target Oriented	1,06
	Budget efficient	1,15
	Quality Oriented	0,63
	Quality Data	0,69
	Evaluated	0,59
	Work Volume	0,58
	Work capacity	0,62
	Information	0,75
	Share Information	0,81
Productivity	Service Oriented	1,00
	Working attitude	1,32
	Capability	0,92
	Skills	0,63
	Presence	0,42
	Working Ethics	1,13
	Self Development	1,15

	Quality Power	0,56
	Service Exellence	0,77
	Output Oriented	1,54
Service Public Health	Accuracy Service	1,00
	Problem Solving Orientation	1,10
	Service Attitude	1,09
	Health services	1,02
	Promptness	0,95
	Professionalism	0,92
	Empathy	1,18
	Health Campaign	0,98
	Health Equipment	1,00
	Health Facility	0,88

Loading Factor Individual Indicators

Source : Primary Data, 2017

Based on the above table, all indicators have a loading factor> 0.05, meaning that all indicators can be used to explain the latent variables. Thus, this model has good convergence validity.
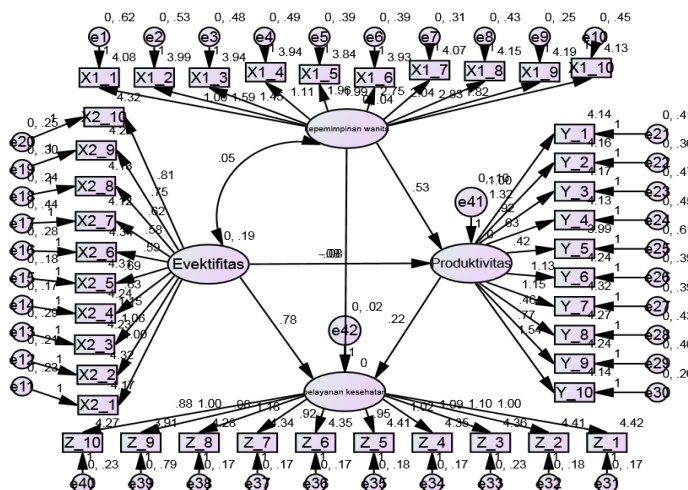
Confirmatory Factor Analysis/CFA

Figure 4.1 Confirmatory Factor Analysis/CFA

Table 4.3 Goodness-of-Fitted Model

Statistics	Recommended values	Results	
		Before trimming	Trimming
Absolut Fit Measures			
Prob. X^2	Non Signifcant (p > 0.05)	0.000	0.073
CMIN/DF	< 5	2.581	2.581
RMSEA	0.05 – 0.08	0.073	0.073
Incremental Fit Measures			
TLI	> 0.90	0,00	0,00
Parsimonious Fit Measures			
PNFI	0 – 1.0	0.00	0,00

Based on the above table, the chi-square probability value of 0.000 <0.05 can then be expressed data in this model was not suitable or not normal. The value (CMIN / DF) 2,581 <5, the value (PNFI) 0.00 <1, the value of Tucker-Lewis Index (TLI) of 0.00 <0.90 and the Root Mean Square Approximation (RMSEA) value of 0.073 <0, 08. Criteria based on CMIN / DF, RMSEA and PNFI values were considered good, whereas for TLI was not fitted then trimming model is used to improve a model if it was not suitable to connect the path between variables Leadership of Women with variablel Effectiveness then declared the model to match the value of Prob x2 more Bigger than before and the values of CMIN / DF, RMSEA and PNFI are declared good, while for TLI was not fitted.

Testing the influence of exogenous and endogenous variables

Table 4.4

Variables	C.R	Probability	C.R	Probability
KW - P	1.470	0.142	1.393	0.164
E - p	-0.523	0.601	-0.684	0.494
KW - PK	0.834	0.405	-0.417	0.677
E - PK	4.133	0.000	5.194	0.000
P - PK	1.999	0.046	2.044	0.041

Testing the influence of exogenous and endogenous variables

Hypothesis 1: Women Leadership has a significant effect on Productivity

Influence Between Women's Leadership Variables on Productivity.

Table 4.4, the correlation between female Leadership with productivity yields a p value of 0.164> 0.05, and its CR value is 1.393 <2.00 (CR value limit ≥ 2). Thus, it can be concluded that H0 is accepted, meaning that leadership has no significant effect on productivity. If female leadership has an increase, then productivity will not increase.

Hypothesis 2: Effectiveness has significant effect on Productivity

Influence between variable Effectiveness to Productivity.

Table 4.4, the correlation between effectiveness and productivity yields a p value of 0.494> 0.05, and its CR value is -0.684 <2.00 (CR value limit ≥ 2). Thus, it can be concluded that H0 is accepted, meaning Effectiveness does not significantly affect productivity. If effectiveness has an increase, then productivity will not increase.

Hypothesis 3: Women's Leaders have a significant effect on Health Services

Influence between female leadership variable on Health Services.

Table 4.4, the correlation between female leadership and health services yields a p value of 0.677> 0.05, and its CR value is -0.417 <2.00 (CR value limit ≥ 2). Thus, it can be concluded that H0 is accepted, meaning that female leadership has no significant effect on Health Service. If women's leadership has an increase, then health services will not increase.

Hypothesis 4: Effectiveness has significant effect on Health Services

Influence between variable Effectiveness to Health Services.

Table 4.4, the correlation between effectiveness and health care results in a p value of 0.000 <0.05, and its CR value is 5,194> 2.00 (CR value limit ≥ 2). Thus, it can be concluded that H0 is rejected, meaning Effectiveness significantly affect the health service. If effectiveness increases, then Health Service will be improved.

Hypothesis 5: productivity has a significant effect on Health Services

Influence between productivity variables on Health Services.

Table 4.4, the correlation between productivity and health service yields a p value of 0.041 <0.05, and its CR value is 2.044> 2.00 (CR value limit ≥ 2). Thus, it can be concluded that H0 is rejected, meaning that productivity has a significant effect on health service. If Productivity increases, then Health Services will be improved

Direct and indirect influence

The direct and indirect effects can be seen in the following tables as follows:

1. The influence between female leadership on productivity, female leadership has a direct effect on

productivity of 0,527.

2. The influence between effectivity on productivity, effectivity have direct influence to productivity

equal to -0,085.

3. Influence between Women's Leadership on Health Services, Women's Leadership has a direct influence

on health services of -0.084. Indirect influence Women's leadership on health care through Productivity

0.117 (0.223 x 0.527).

4. The total effect of women's leadership on health services was 0.033 (-0.084 + (0.117).

5. The influence between effectiveness to health service, effectiveness have direct influence to health

service equal to 0,784.

6. Indirect effect of effectiveness on health services through Productivity -0.018(-0.085 x 0.223). Effect of

total effectiveness on health service 0,766 (0,784 + (-0,018).

7. The influence between productivity to health service, productivity have direct influence to health

services equal to 0223).

<p align="center">**Table 4.5**</p>

Variables	Pengaruh Kausal		Total
	Direct	Indirect	
		Mediated Y	
WL - P	0.527	-	0.527
E - P	-0.085	-	-0.085
WL - HS	-0.084	0.117	0.033
E - HS	0.784	(-0.018)	0,766
P - HS	0.223	-	0.223

Summary of direct and indirect effects between productivity influence (X1), effectiveness (X2) and women leadership (Y) on health services (Z)

RESULTS ANALYSIS

Based on these descriptions, it can be prepared the path analysis equation is as follows:

1. Equation sub structure I

2. $P = 0.527WL + (-0.085E) + 0.927_e$; Rsquare 0.073

3. Partial test results, known women leadership variables have a non-significant effect on productivity in Public Health Center. That is, if the leadership of women have an increase, then productivity will not increase, and vice versa. This result is in accordance with research conducted by (Rumondor, 2013). That productivity has a significant influence on women's leadership.

4. Partial test results, known effectiveness variables have an insignificant effect on productivity at Public Health Service Center. That is, if effectiveness has an increase, then productivity will increase, and vice versa. This result is in accordance with research conducted by (Utami, 2014). That effectiveness has a significant effect on Productivity. Equation of sub structure II WL = -0.084 WL + 0.784E + 0.223 P + 0.144_e ; Rsquare 0.8561.

5. Partial test results, it is known that women leadership variable has no significant effect of health service on Public Health Service Center. That is, if the leadership of women have increases, then the health services will increase, and vice versa. This result is in accordance with research conducted by (Liver, 2013) that women leadership has a significant influence on health services.

6. Partial test results, known variable Effectiveness has a significant influence on Health Services at Public Health Center. That is, if effectiveness increases, then health services will increase, and vice versa. This result is in accordance with research conducted by (Purwito, Rachmawati and Sutawa, 2016). That effectiveness has a significant effect on health services.

7. Partial test results, known productivity variables have a significant influence on Health Services at Public Health service Center. That is, if the productivity increases, the health services will increase, and vice versa. This result is in accordance with research conducted by (Hermana, 2013). That productivity has a significant effect on health services.

5. CONCLUSION

The purpose of this research is to find out the influence of 1) Leadership on Productivity, 2) Effectiveness on Productivity, 3) Women Leadership on Health Services, 4) Effectiveness on Health Service, 5) Productivity to Health Service. From the formulation of the problem that has been proposed, the correlation and influence of endogenous variables on exogenous has been examined. The results of the hypothesis, data analysis has been done and the discussion has been raised in the previous chapter.

1. Partial test results, known women leadership variables have a positive significancy effect on productivity at health centers in Jakarta.

2. Partial test results, it is known that the effectiveness variable has positive significancy effect on productivity at health centers in Jakarta.

3. Partial test results, it is known that women leadership variable has positive significant effect on health services at health centers in Jakarta.

4. Partial test results, it is known that effectiveness variables have positive significant influence on health services at health centers in Jakarta.

5. Partial test results, it is known that productivity variables have positive significant influence on health services in health centers in Jakarta.

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