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## Leadership Roles Increasing Health Promoters's Productivity in Pekalongan Distric

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### Abstract

**Background** Health Promotion is one of essential program in public health center, which is under responsibility health promoters. Performance indicators of health promotion services include health maternal, family planning, HIV/AIDS and nutritional program for under weight cases. Operationally, health promototion in public health centers to overcome public health problems with prevention and promotion services. Health promoters are important part of health movement campaigns, because they are doing direct relationship with community. Health promoters are also knowing well field situation of communities. Main task of health promotor is delivering health education which its indicator of productivity.

**Objectives** The objectives of this research is knowing the roles of leadership to increase health promotor's productivity.

**Methods** This is a descriptive research to describe internal and external factors of health promotor's productivities. Population of this research are health promoters of public health centers in Pekalongan Distric which are 27 persons. Sample size its total population of health promoters. Data collection using questionnaire which contains items of productivity indicators and leadership roles questions. Secondary data collected from yearly reports including public health center profiles. **Result and discussion** Results show that 63 % of health promoters have good productivites, and 63% of respondents perception about leadership are poor. The research strengthened with triangulation approach to indepth answers of leadership roles and motivation. Discussion Leadership has strong roles to improve health promotor's productivities which different style to construct it well.

**Keywords** : health promotor, leadership, productivity, roles

### Introduction

Public Health Center (puskesmas) is an agent of changes to make people powerful and make inicitatif theirselves to live in healthy life. Refers to Permenkes <sup>3</sup> Nomor 75 Tahun 2014 Tentang Pusat Kesehatan Masyarakat knowing puskesmas is providing promotive, preventive, curative and rehabilitative services. Health promotor is strategy in health development to promote community health status. Its also a strategy in health development to promote community health status. Health promotion is including others sectors to promote healthy life style.

Disparities of health promotion program in Pekalongan Distric appeared in health education of health maternal program, family planning program, HIV AIDS program also nutritional program for under weight cases. Those disparities mainly in frequency of health

education among public health centers. Delivering health education is health promotor's tasks in public health centers. Frequency of health education is an indicator measuring health promotor's productivity.

Promotion programs encounter the problems that are : puskesmas services unoriented to health promotions, less empowering community. The community not have initiatives for health problems solving. Those problems related work demotivation on health promoters. Motivation built internaly and externaly aspects, internal aspects including self motivation and external aspects including leadership. A leader could encourage health promotor work indeed and fulfill work satisfaction.

Preliminary study in April 15<sup>th</sup> 2015 known the challenges faced health promoters are over capacity workload. Its phenomenon influencing

main targets achievement. Based on explanation, its important knowing how leadership being challenging for health promoters to advance their productivities.

**Methods**

Its a descriptive research to describe leadership roles to improve health promotor’s productivities. Population of this research are health promoters of public health centers in Pekalongan Distric which are 27 persons. Sample size its total population of health promoters. Data collection using questionnaire which contains items of productivitiy indicators and leadership roles questions. Secondary data collected from yearly reports including public health center profiles. Collecting data using structured quetionaire, and indepth with qualitative approach by using triangulation technique (Sugiyono, 2005). Triangulation technique does to key informants, that is head of puskesmas . Aim of triangulation is knowing more phenomenon found (Sugiyono, 2006). Population are amount 27 health promoters in puskesmas and samples are total population. Data collection covering primary data and secondary data.

**Results**

The results of this research are generally showed in this table below :

Table 1: Productivities matrix

No.	Productivities	Frequency	%
1	Poor	17	63,0
2	Good	10	37,0
	Amount	27	100

Based on matrix above known that low productivities are about 63 percens, its higher than good productivities.

Table 2: Indicators Productivities

No.	Productivities Indicators
1	Output quality
2	Output quantity
3	Absence
4	Level of errors
5	Spending time

Based on table above, productivities described into five indicators : output quality, output quantity, absence, level of errors and spending time.

Table 3: Leadership matrix

No.	Leadership	Frequency	%
1	Bad	17	63,0
2	Good	10	37,0
	Amount	27	100

Based on tables above, known 63 percens respondece’s perception about leadership are bad.

Triangulation results shown below :

Table 4 : Informan number 1

Directing and controlling	Giving direction to ensure the main tasks done well.
Giving motivation	Moral support
Doing faults	Work by system can reduce errors
Supervision	Comparing targets and realization achievement

Table 5 : Informan number 2

Directing and controlling	Informal ways
Giving motivation	Personal approaches
Doing faults	Remaining done everytime
Supervision	Direct and indirect

Table 6 : Informan number 3

Directing and controlling	Personal approaches
Giving motivation	Giving motivation orally and keeping togetherness
Doing faults	Controlling
Supervision	By doing monitoring and evaluating

Based on tables above knows all of informan do their leadership roles with its self approach to health promoters.

**Discussion**

Based on results, known 63 percens health promoters’s productivities are poor. Productivity means comparison between output and input (Umar Husen, 2002). High produktivity reflects that employers feel comfort, pleased and active doing their tasks well done. High productivity could achieved with giving high motivation by their leader. High productivity reflects that health promoters

comfort enough doing their tasks, work in good discipline and good responsibility. A factor builds good productivity is a high motivation to accelerate high performances in doing works (Aderia, Nyoman, 2015). High motivation drives workers's ability to build a good teamworks, its improving productivities and implicates to public health optimally (Murniawaty, 2010).

Based on results, known health promotors have good perception to leadership is about only 37 percens. It means leadership aspects in low performances to enhance productivities and motivation to health promotors. Leadership had strong influences to arise motivation, which is a moving the staffs to achieve their goals. And motivation comes from leader who has good ability to create motivation in every singles worker (Kartono, 2008 in Benazir, 2013).

Leader has high roles for decision making to lead goals and achieve them which through pushing high productivity. Leadership means ability influenzing people to achieve organization goals. Leadership also related to external aspects of organization (Nasyahta, Rohmah, 2015).

Leadership style directly or indirectly has positive influence to productivity. The roles of head of puskesmas to support and develop and also rising productivity and motivation. Health promotor workers who have low productivity are influenced by leader also. Health workers who achieve the targets need good appreciation from leader. Leadership style of head of puskesmas are opened to others, gladly receiving suggests, opinion, and criticism from staffs. Head of puskesmas also priority doing strong teamworks, have efforts to make staffs more success, and develop self potency as leaders. They are including democratic leadership style which combining military leadership style to make workers have good discipline.

Relationship between head of puskesmas and health promotors is well built, its because leader giving motivation to have morality awareness. These are needed completing tasks responsibility to make high productivity and also achieve targets of public health program in

puskesmas. Its driving to achievement level of public health optimally.

A leader and leadership have strong influences to motivate staffs and driving staffs to achieve organization's goals. Good leadership could build self motivation of employees (Kartono, 2008). Leadership style rightly encourage high motivation and giving good impacts to do works well and tasks activities. Head office of puskesmas giving contribution which are related to productivity and motivation. Leader should have leadership strategy to breakingdown responsibilities and tasks to staffs. Leaders should know staff's needs and characters to build good teamworks and reach shared vision. Leader have to stimulate staffs to have high performs which are shown with high productivity.

Indicators of productivity are including : level of present, output quantity, output quality, level of errors, spending time. High presences making employers produce more output and achieve high targets. Output is indicating achievement of productivity level. Productivity is worker's ability to produces stuff or merits. Low productivity gives impacts to decline output and makes targets and work indicators not achieved. The quality of products process could affect quality of output. Good process make good products, and its indicated good productivity. Workers who work in high productivity could produce good quality of products. This is related with good quality of process, and its indicated decreasing errors during accomplish the tasks. Workers with good performances tends to less spending time to accomplish tasks, caused workers do less errors (Sinungan, 2009).

Based on Sulistarini and Rosidah (2003), there are factors affecting productivity : knowledge, skills, ability, and attitude. Knowledge is a base to achieving good productivity. Knowledge orients to intelligency, thinking power, mastery of knowledge and scope of insight. Within a broad knowledge, workers accomplish higher education, an employer ables doing the tasks well. Skill is ability and competence technically and

operationally in certain field. Ability constructed from competences, knowledges and skills of the workers. Good knowledge and skills contribute making higher abilities. Attitude is a patterned habits, which implicate positively to build work behaviours.

One of leadership factors which affects productivity is giving motivation, that are divided intrinsic motivation and extrinsic motivation. Intrinsic motivation comes from itself, which roles as a psychologic motor of human being. Intrinsic motivation is making works are fun and satisfied to accomplished. The dimension of intrinsic motivation are : 1). Challenges; including competences, self determination and coriosity. Worker who has high self-determination could set up his choices by himself, undependent to others with nothing pressures. Workers with fine competences have spirit to face challenges, have competitive power and survival power to overcome any problems. Coriousty is a drive to know about complex problems to solved. 2). Enjoyment; including : task involvement and interest. Employee who has task involovement knowing and understanding about the tasks and have go responcebility to accomplish them. Interest related to enjoying and loving the works, and its an internal factor to drive employee to stand on his works (Editya, 2009).

Extrinsic motivation comes from outer of employee. Willingness to achieve rewards, money and others are including extrinsic motivation. Mostly extrinsic motivation related to matters. These are factors affecting extrinsic motivation : Compentation and outward. Compentation including : competition, its making competitive and motivation are increasing higher that cause changes in career level. Competition makes changing employees status and driving the employees and pushed working better. Extrinsic motivation relates to focus on money or other tangible incentive. Outward means recognizing the existence in a team by other people to build good teamworks. Knowing existence every single person in a team contribute to make agood atmosphere of works. Competition also related to focus on

other existences and having interaction in teamwork. (Editya, 2009).

## Conclusion

As external factor, leadership has strong roles to improve health promotor's productivities which different style to construct it well. Internal factor of productivity including knowledge, skills, ability and attitude. Giving motivation to employees is one of importance of leadership role. Recommendation of this research : working up good productivity of health promotors are implementing difference style of leadership, that are open to others, gladly receiving suggests , opinian, and criticism from staffs.

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