



The Correlation between the Leadership Roles of The Head of PHC and Work Discipline in PHC Employees

Cindy Wulandari¹, Rapotan Hasibuan²

^{1,2}Fakultas Kesehatan Masyarakat, Universitas Islam Negeri Sumatera Utara, Indonesia

ARTICLE INFORMATION

Received: December 20, 2022

Revised: February 3, 2023

Available online: February 2023

KEYWORDS

Leadership roles; Work Discipline; Primary Health Care (PHC)

CORRESPONDENCE

E-mail: rapotanhasibuan@uinsu.ac.id

A B S T R A C T

Based on a preliminary study in February 2022 at the Medan Sunggal Primary Health Care (PHC), some PHC employees had inadequate work discipline. They did not comply with working hours. In addition, employee absence increased in the last three months of 2022. In addition, 10% of them still did not obey the regulation, such as not wearing uniforms and using sandals at work. This research analyzes the correlation between the leadership roles of the head of PHC and work discipline in PHC employees. This paper was quantitative research using a descriptive-analytic approach with a cross-sectional study design. The population was all employees working at the Medan Sunggal PHC. There were 43 respondents with the total sampling method. The dependent variable was work discipline in PHC employees. Meanwhile, the independent variable was the leadership roles of the head of PHC, with sub-variables communication, direction and guidance, supervision, motivation, and rewards. The instrument utilized a questionnaire. Data analysis used Spearman rank correlation statistical tests with $\alpha=0.05$. Communication, direction, and guidance were strongly associated with work discipline, with p -value each 0.000 and 0.000. Supervision had a weak correlation with work discipline with $p=0.000$. However, motivation and awards negatively correlated with p -value sequentially 0.000 and 0.006. The leadership roles of the head of PHC are associated with work discipline in PHC employees. The head of PHC should perform well in communication, direction and guidance, supervision, motivation, and awarding to improve work discipline in employees.

INTRODUCTION

The characteristics of effective leadership can direct, guide, and lead organizations. In addition, it builds work motivation, creates good social networks, and provides good supervision. It also guides employees in the right direction to achieve goals, according to time and planning. Therefore, managers must be able to direct their employees (Hafied, 2017). Besides leadership, communication is crucial to avoid alienation in the organization and create employee trust so they feel the institution can fulfill their needs. In addition, previous research found that fair compensation following the benefits and applicable law could improve work discipline (Wulandari, 2022).

Work discipline is a tool used by managers to communicate with employees so that they are ready to change their behavior and try to increase awareness and willingness to follow all company rules. It is very beneficial both for the organization and its employees (Lutfi & Widodo, 2018). Work discipline is an

attitude of respect and obedience to existing written and unwritten regulations and not avoiding sanctions when violating the duties and authorities (Mangkunegara & Prabu, 2013).

Based on a preliminary study in February 2022 at the Medan Sunggal Primary Health Care (PHC), some PHC employees had inadequate work discipline. They did not comply with working hours. In addition, employee absence increased in the last three months of 2022 (19% in January, 29% in February, and 30% in March). In addition, 10% of them still did not obey the regulation, such as not wearing uniforms and using sandals at work. Based on the PHC employees' interview, their lack of discipline during working hours was caused by their businesses, such as housework. In addition, there was a lack of control from the head of PHC. The authors observed that the head of PHC did not at the PHC every day. In 1 month, the average attendance of the head of PHC was four days a week, with each attendance being only 2-3 hours. Thus, the study also found that the head of Medan Sunggal PHC was also lacking in encouraging PHC employees. The absence of the head of the PHC was due to personal business and official affairs outside the PHC, potentially making PHC employees do not receive guidance and direction on their performance. In addition, it might affect the communication between the head of PHC and PHC employees. Lack of communication makes PHC employees sometimes reluctant to talk to the head of PHC.

The leader or manager should motivate their employees. Motivation is a driving force for someone to achieve goals (Amanda, 2021). The role of the head of the PHC as a leader in motivating PHC employees can affect work discipline. Leaders must provide inspiration, enthusiasm, and encouragement to perform employees' duties so that they are less lazy and more disciplined. This research analyzes the correlation between the leadership roles of the head of PHC and work discipline in PHC employees (Fajri, 2016).

METHOD

This paper was quantitative research using a descriptive-analytic approach with a cross-sectional study design. It simultaneously measured the dependent and independent variables. This research was conducted at the Medan Sunggal PHC, Medan, North Sumatra Province, from April to August 2022. The population is the entire object or subject in an area. It fulfills specific requirements related to the research problem or the whole unit or individual within the scope of the research. The population was all employees working at the Medan Sunggal PHC (43 people). The sample is part of the population that is considered representative of the population. The number of samples to be studied was taken using a sampling procedure, namely the total sampling technique, or by involving all employees of the MSPHC, as many as 43 people. The dependent variable was work discipline in PHC employees. Meanwhile, the independent variable was the leadership roles of the head of PHC, with sub-variables communication, direction and guidance, supervision, motivation, and rewards. This study used primary and secondary data. Primary data is obtained by researchers directly from data sources through interviews and

questionnaires to related parties. The secondary data were obtained from the profile of the PHC. The instrument used a questionnaire with several questions. We collected data by distributing a questionnaire to the PHC employees. Data analysis techniques include entering, processing, and analyzing data with Spearman rank correlation statistical tests with $\alpha=0.05$ using computer software (SPSS version 20). The categorizing of the correlation levels was very weak (0.00 – 0.19), weak (0.20 – 0.39), medium (0.40 – 0.59), strong (0.60 – 0.79), and very strong (0.80 -1.00).

RESULT

Almost all respondents were female (93%). Most had worked at Medan Sunggal PHC for over six years (65.1%). Almost half graduated with a bachelor's degree (46.5%). In addition, 27.9% of respondents were 35-39 years old, and 23.3% were 40-44 years old (Table 1).

Table 1. The characteristics of respondents by sex, age, educational levels, and period of working

The characteristics of respondents	Frequency (n)	Percentage (%)
Sex		
Female	40	93%
Male	3	7%
Age (years old)		
<34	5	11.6%
35-39	12	27.9%
40-44	10	23.3%
45-49	8	18.6%
50-54	8	18.6%
Educational levels		
Senior high school	2	4.7%
Diploma	19	44.2%
Bachelor	20	46.5%
Master	2	4.7%
Period of Working		
>6 Years	28	65.1%
<6 Years	15	34.9%

Almost all respondents considered the head of PHC performed good supervision (93%) and provided good motivation (90.7%). In addition, most thought that the head of PHC provided good direction, guidance (65.1%), and rewards (79.9%). Half also considered that the PHC head had good communication (53.5%) (Table 2).

Table 2. Frequency Distribution of the leadership roles of the head of PHC

The leadership roles of the head of PHC	Frequency (n)	Percentage (%)
Communication		
Poor (<19)	20	46.5
Good (>19)	23	53.5
Direction and Guidance		
Poor (<16)	15	34.9
Good (>16)	28	65.1
Supervision		
Poor (<10)	3	7.0
Good (>10)	40	93.0

Motivation		
Poor (<16)	4	9.3
Good (>16)	39	90.7
Rewards		
Poor (<10)	9	21.0
Good (>10)	34	79.9

Based on the Spearman correlation test results, all sub-variables of the leadership roles significantly correlated with work discipline. Communication, direction, and guidance were strongly associated with work discipline, with p -value each 0.000 and 0.000. Supervision had a weak correlation with work discipline with $p=0.000$. However, motivation and awards negatively correlated with p -value sequentially 0.000 and 0.006.

Table 3. The correlation between the leadership roles of the head of PHC and work discipline in PHC employees

Independent Sub-variable	Dependent Variable	r	p
Communication	Work Discipline	0.608	0.000*
Direction and Guidance	Work Discipline	0.854	0.000*
Supervision	Work Discipline	0.346	0.000*
Motivation	Work Discipline	-0.672	0.000*
Rewards	Work Discipline	-0.410	0.006*

* Significant

DISCUSSION

Our study showed that the communication of the head of PHC had a significant correlation with work discipline among PHC employees. As a leader, the head of the PHC must be able to carry out his communication role in all aspects, especially in the work discipline among PHC employees. Communication is crucial to achieving common interests contained in the goals or targets of the PHC. Effective communication can affect the work discipline of all employees (Komala & Karlinah, 2009). The better the communication between the leader and the employees, the better the employees' discipline level (Shinta, 2020). The head of the Medan Sunggal PHC communicated in decision-making to get harmonious work. He also planned regular internal meetings with PHC employees through monthly mini workshops. In addition, he was involved and invited PHC employees to formulate PHC goals (Kamal, 2017).

This paper also revealed that the direction and guidance of the head of PHC had a significant relationship with work discipline in PHC employees. Leadership is the process by which one person can direct, guide and influence the behavior and work of others toward specific goals (Sihombing, 2019). A leader can encourage the staff to work with confidence and passion (Telaumbanua & Ginting, 2019). In direction and guidance roles, the head of the PHC should regulate and direct PHC employees to obey PHC regulations. The head of Medan Sunggal PHC rarely provided direct guidance to PHC employees because the head of the PHC was not always at the PHC because of official affairs. It might cause Medan Sunggal

PHC employees to be less disciplined. However, based on interviews with several PHC employees, the head of the PHC also provided direction and guidance through social media, for example, from a WhatsApp or Facebook group. The head of the Medan Sunggal PHC also always provided guidance and direction regularly through regular monthly mini-workshop meetings and before performing Integrated Health Post activities.

In addition, this research found that supervision significantly correlated with work discipline in PHC employees. Supervision is a function in the management of an organization in monitoring and evaluating an organization's activities. It is crucial because poor supervision potentially produces unmet organizational goals. Thus, leaders must perform supervision roles well. Implementing a plan or program without good and continuous monitoring will slow or non-achievement of the goals and objectives (Lutfi & Widodo, 2018). According to Simatupang & Saroyeni (2018), supervision is a process of following the development of activities to ensure the work goes well. In addition, it corrects unplanned activities. The head of the Medan Sunggal PHC performed periodic monitoring to determine obstacles for PHC employees in completing tasks. Good supervision will increase work discipline and vice versa.

However, this study showed that the motivation of the head of PHC was negatively correlated with work discipline in PHC employees. Motivation is a process that determines how much effort will be devoted to carrying out the work (Yudhana, 2021). Leaders should provide motivation, training, support, and attention to improve the ability and skills of the employees. Most respondents considered that the head of Medan Sunggal PHC provided good motivation, especially for employees with good work discipline. In addition, he motivated and evaluated the program held in monthly mini workshops. However, the head of PHC did not give punishment or sanctions to undisciplined employees, even though providing penalties is one way to increase motivation and work discipline (Simatupang & Saroyeni, 2018).

Our findings also indicated that rewards were negatively correlated with work discipline in PHC employees. The head of Medan Sunggal PHC gave social awards through praise. However, he did not provide financial awards because the City Government has given allowance to the PHC employees. The reward is an appreciation for professional employees (Hafied, 2017). It is essential in planning, organizing, and staffing so that the employees can perform their duties effectively and efficiently. A reward for employees with good work performance is crucial. It also plays an essential role in improving work discipline (Sutrisno, 2009). In addition, it functions as a motivation to improve employee discipline positively. The performance and obedience to the company will increase with the reward system so the employees can work better. Furthermore, rewards positively affect employee satisfaction, so they can cause employees to work harder to achieve their goals. Work satisfaction is associated with happiness so that the employees will do a good deed repeatedly. Moreover, the award can make someone more active in improving goal achievements. Thus, the award can provide satisfaction and love of employees towards

the organization or their work. Further, it can enhance work discipline. If employees' passion for work improves, their discipline will also improve (Yudhana, 2021).

CONCLUSION

The leadership roles of the head of PHC correlate with work discipline in PHC employees. The head of PHC should perform well in communication, direction and guidance, supervision, motivation, and awarding to improve work discipline in employees. All PHC employees must also improve work discipline to perform tasks and PHC programs on time to achieve PHC goals.

REFERENCES

- Fajri, R. (2016). *Pengaruh Gaya Kepemimpinan, Budaya Organisasi dan Disiplin Kerja Terhadap Kinerja Karyawan*. Perpustakaan FEB UIN Jakarta.
- Flora Amanda, F. A. (2021). *PENGARUH KEPEMIMPINAN TERHADAP DISIPLIN KERJA PADA UNIT PELAKSANA TEKNIS DAERAH PUSKESMAS RAWAT INAP JAMBI KECIL*. Universitas Batanghari.
- Hafied, H. (2017). Leadership, Compensation, Work Discipline Are Able To Improve Performance Clerk PD Market City Of Makassar. *International Journal Of Scientific & Technology Research Volume*, 6(3).
- Kamal, M. B. (2017). Pengaruh kepemimpinan dan pengawasan terhadap disiplin kerja karyawan pada PT. Perkebunan Nusantara III (Persero). *Jurnal Ilmiah Manajemen Dan Bisnis*, 15(1).
- Komala, L., & Karlinah, S. (2009). *Komunikasi Masa Simbiosis Rekatma Media*. Jakarta.
- Lutfi, A., & Widodo, D. S. (2018). Effect Of Work Discipline And Leadership Style On The Performance Of Employees Motivation As Variable Mediation In Office Ministry Of Justice And Human Rights Bangka Belitung Indonesia. *The International Journal of Engineering and Science*, 7(7).
- Mangkunegara, A. P., & Prabu, A. (2013). Manajemen Sumber Daya Manusia Perusahaan PT Remaja Rosda Karya Bandung. *Jawa Barat: Bintang Mandiri Finance*.
- Shinta, D. (2020). *Pengaruh Komunikasi, Disiplin Kerja, Dan Insentif Terhadap Kinerja Karyawan Pada Pt Citra Mandiri Distribusindo*. Prodi Manajemen.
- Sihombing, S. (2019). *Pengaruh Kepemimpinan Servant Terhadap Budaya Organisasional Dan Imbalan Serta Dampaknya Terhadap Kepuasan Kerja Dan Kinerja Karyawan (Studi Pada Karyawan Regional Office I Pt. Bank Tabungan Negara (Persero) Tbk.)*. Universitas Brawijaya.
- Simatupang, A., & Saroyeni, P. (2018). The effect of discipline, motivation and commitment to employee performance. *IOSR Journal of Business and Management (IOSR-JBM)*, 20(6), 31–37.
- Sutrisno, E. (2009). Manajemen sumber daya manusia edisi pertama. *Jakarta: Kencana Prenada Media Group*, 41.
- Telaumbanua, P. A., & Ginting, R. (2019). HUBUNGAN PERANAN KEPEMIMPINAN DENGAN DISIPLIN KERJA TENAGA KESEHATAN DI UPT PUSKESMAS PADANG BULAN TAHUN 2019. *JURNAL KESMAS DAN GIZI (JKG)*, 2(1), 17–25.
- Wulandari, C. (2022). *Hubungan Peranan Kepemimpinan Dengan Disiplin Kerja Pegawai Puskesmas Medan Sunggal Kota Medan*. Universitas islam negeri Sumatera Utara Medan.

Yudhana, A. (2021). Analisis Gaya Kepemimpinan Motivasi dan Kedisiplinan terhadap Kinerja Karyawan di Puskesmas Pragaan Kabupaten Sumenep. *Journal of Hospital Management and Services*, 3(1), 1–13.