

The Effect Of Leadership And Internal Supervision On The Performance Of Health Workers At dr. Soepraoen Hospitals

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Abstract. The performance of health workers who are in dr. Soepraoen Hospital is supervised by the leadership and carried out by internal supervision. The purpose of writing this journal is to determine the effectiveness of the leadership and internal supervision carried out by the hospital on the performance of health workers. This research used quantitative with a cross sectional study approach. The location in this study is the Kindergarten Hospital. II dr. Soepraoen Malang which is located at Jl. S. Supriadi No.22, Sukun, Kec. Sukun, Malang City, East Java 65112. The study was conducted from October to November 2020. Research The population in this study were all health workers who served in Kindergarten Hospitals. II dr. Soepraoen Malang at the time of the research, the number of health workers was 59 people. Samples were taken using total sampling. Data processing was performed using the SPSS for Windows application. Based on the research that has been done, it can be concluded that there is a positive and significant effect of leadership partially on health workers' performance, there is a positive and partially significant effect of partially internal supervision on health workers' performance, there is a simultaneous positive and significant effect of ethics leadership and internal supervision on health workers performance.

Keywords: leadership, internal supervision, performance of health workers

1. Introduction

By seeing the important role of medical personnel in carrying out their duties, medical personnel are required to further improve their abilities and performance. To improve this performance, good work motivation, work attitude, leadership and supervision are needed (Hafni, 2014). Upporting the processes and operations of health services.

According to Wirawan (2009), performance is an acronym for work energy kinetics, whose equivalent in English is performance, often referred to as performance. Performance is the output produced by the functions or indicators of a job or a profession within a certain time (Aisyah, 2019). According to As'ad (2009) performance is the result that a person achieves according to the size applicable to the job concerned. Performance is defined as the appearance of appearance in quality and quantity achieved by an employee in carrying out his duties according to the responsibilities assigned to him (Mangkunegara, 2009).

Performance in an organization is carried out by all existing human resources, both leaders and workers. There are several factors that can affect human resources in carrying out their performance. Whether it is a factor that comes from within human resources or from outside itself. Every worker has the ability based on knowledge and skills, competencies in accordance with his job, work motivation and job satisfaction. However, workers also have personalities, attitudes and behaviors that can affect their performance (Wirawan, 2009).

Gibson stated that the individual performance of medical personnel is influenced by 3 variables, namely individual variables, organizational variables and psychological variables. Individual variables, consisting of abilities, skills, experience, demographics and family background. Psychological variables consist of perception, attitude, motivation, personality and learning. Organizational variables consist of resources, rewards, workload, structure, supervision and leadership. The clinical performance of personnel is influenced by internal and external factors, internal factors are the skills and motivation of nurses, while external factors are supervision, leadership and monitoring (Mandagi, et al, 2015). Based on the theory put forward by Gibson above, many factors influence performance. Given the limitations, variables are complex and difficult to measure.

Several studies that have been conducted explain that the performance of health workers in Indonesia, including health workers in hospitals, is not optimal. Among them, Rahmatika's research results (2014) state that there is a relationship between leadership and nurse performance (Rahmatika, 2014). Ridho's research results (2014) state that there is a significant relationship between supervision and nurse performance (Ridho, 2014).

TK.II Hospital, dr. Soepraoen Malang is one of the many hospitals owned by the Malang City TNI AD in the form of RSU, managed by the Army and included in the Class B Hospital. This hospital has been registered from 31/12/2014 with Permit Number P2T / 4 / 03.23 / XII / 2011 and Permit Date 27/12/2013 from the East Java Provincial Government with Permanent Character, and valid until. After implementing the Accreditation Procedure for Hospitals throughout Indonesia with the Phase II (12 Services) process, they were finally given the status of Passing Hospital Accreditation. This RSU is located at Jl. Soedanco Supriyadi No.22, Malang, Malang City, Indonesia. (<http://bl> Based on the results of preliminary

observations made by the author on the day date by interviewing 10 patients

TK.II Hospital dr. Soepraoen Malang, found that 65% of respondents considered the services provided by nurses to be still not satisfactory. 20% there are still nurses who are not responsive in serving and controlling the needs of patients, so that in the implementation of nursing care there are still things that are not implemented. In addition, 10% of nurses are less friendly to patients and impatient to serve patients. (Observation, TK.II Hospital dr. Soepraoen Malang).

Based on the results of these observations, it can be concluded that the performance of medical personnel in providing services to patients is still low (wang & Nantsupawat, 2012). This is due to many factors, including the role of hospital leadership. Providing leadership is an important management function. Leading means creating shared culture and values, communicating goals to employees throughout the organization, and providing input to employees to have higher levels of performance (Daft, 2007)

The leadership style according to Hersey and Blanchard in Muninjaya (2004) is based on the idea that no single leadership style is effective for all situations. The strength that is in the leader and owned by the group (interpersonal relationship between the two), as well as the environmental situation (task orientation) will determine a person's leadership style when he interacts with his subordinates. The leadership style according to them, namely: instruction, consultation, participation, and delegation.

In addition to leadership, what a company can do so that all operations can run according to its objectives is to implement good internal controls. Companies that are already established and operating should monitor all of their operational activities. Especially employee performance, because employee performance is influenced by various factors including internal control.

Internal control, especially in hospitals, is designed and influenced by the entity's board of directors, management, and other personnel to provide adequate assurance about the achievement of the entity's objectives in the following categories: (1) reliability of financial reporting, (2) effectiveness and efficiency of operations, and (3) compliance with applicable laws and regulations (Messier et al., 2014: 192). Internal control consists of policies and procedures designed to give management adequate confidence that the company is achieving its goals and objectives. From the understanding of experts that an internal control is used to help monitor activities within the scope of the company (Arens et al., 2013: 316).

Based on the explanation above, this research was conducted to find out how it was affected Leadership and Internal Control on the Performance of Health Workers in Kindergarten Hospitals. II dr. Soepraoen Malang.

2. Materials and Methods

Leadership

Jacobs and Jacques (in Dias, 2008) state that leadership is a process of providing information or explanation so that subordinates really understand and are motivated to follow the wishes of the leader. Apart from providing information, it is also necessary to give responsibility, delegation of authority, and development. This is in line with Mitzberg's research (Covey, 2005) which states that subordinates will be motivated to work better if there are empowerment efforts.

Thoha (2005: 302) states "leadership style is a norm of behavior that is used by a person when that person tries to influence the behavior of others". According to Nawawi (2003: 202) "leadership style is the chosen behavior or method used by leaders in influencing the thoughts, feelings, attitudes and behavior of members of the organization or their subordinates". Then according to Rivai (2009: 42) "leadership style is a set of characteristics used by leaders to influence subordinates so that organizational goals are achieved".

Leadership indicators according to Kartono (2008: 34) state as follows: 1) Nature: the nature of a leader is very influential in the leadership style to determine the success of being a successful leader, and is determined by the leader's personal abilities, 2) Habit: the habit of holding a leadership role as a determinant of the behavioral movement of a leader which describes all the actions that are done as a good leader., 3) Temperament: is a style of behavior which is a typical way of responding in interacting with others., 4) Character: The character of a more subjective leader can be a determinant for excellence of a leader in influencing confidence, persistence, endurance and courage. 5) Personality: a leader's personality determines his success which is determined by the traits or personality characteristics he has.

Internal monitoring

Internal supervision is supervision carried out by supervisory officials from the internal environment of government organizations (Baswir, 1999). If detailed further, this internal supervision can be divided into internal supervision in a narrow sense and internal supervision in a broad sense. Internal supervision in a narrow sense is internal supervision carried out by supervisory officials who come from the internal environment of the department or State institution under supervision. Meanwhile, internal supervision in a broad sense is internal supervision carried out by the supervisory apparatus originating from a special supervisory institution, which is formed internally by the government and the executive branch (Baswir, 1999).

Internal supervision is required by a company or organization that has been established and operates, this is due to the need to monitor all its operational activities. Especially employee performance, because employee performance is influenced by various factors including internal control. Internal control is designed and influenced by the entity's board of directors, management, and other personnel to provide reasonable assurance about the achievement of the entity's

objectives in the following categories: (1) reliability of financial reporting, (2) effectiveness and efficiency of operations, and (3) compliance with regulatory penalties prevailing (Messier et al., 2014: 192).

Internal control consists of policies and procedures designed to give management adequate confidence that the company is achieving its goals and objectives. From the understanding of experts that an internal control is used to help monitor activities within the scope of the company or organization (Arens et al., 2013: 316).

Performance of medical personnel

According to Sedarmayanti (2011: 260) performance is a translation of performance which means the work of a worker. Meanwhile, according to Mangkunegara (2009: 67) performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with given responsibilities. Anwar Prabu Mangkunegara (2009: 75) suggests that performance indicators are: 1) Quality. Quality of work is how well an employee does what should be done. 2) Quantity Work quantity is how long an employee works in one day. This work quantity can be seen from the work speed of each employee. 3) Implementation of tasks. Implementation of duties is the extent to which employees are able to do their jobs accurately or without mistakes.

3. Research Methods

Research design

The type of research used is quantitative with a cross sectional study approach (Sugiyono, 2010). Cross-sectional research is a study that aims to determine the relationship or influence of the independent variable on the dependent where the measurement of cause and effect is at the same time (Stang, 2005). The location in this study is the Kindergarten Hospital. II dr. Soepraoen Malang which is located at Jl. S. Supriadi No.22, Sukun, Kec. Sukun, Malang City, East Java 65112. The study was conducted from October to November 2020.

Data Collection Methods and Variables

Research The population in this study were all health workers who served in Kindergarten Hospitals. II dr. Soepraoen Malang at the time of the research, the number of health workers was 59 people. Samples were taken using exhaustive sampling technique, or so-called total sampling or saturated sampling, which is a sampling technique when all members of the population are used as samples, so that the number of samples is also 59 people.

Data analysis method

Data processing was performed using the SPSS for Windows application. The data analyzed are presented in tabular and narrative form to discuss the research results.

4. Result and Discussion

Result Validity Test

Item validity is the accuracy to measure what should be measured through these items so that the validity of an instrument is strongly influenced or depends on the validity possessed by each question in a questionnaire or research instrument. A tool to test the validity is Pearson's Product Moment Correlation. An indicator is said to be valid, if $n = 30$ and $\alpha = 0.05$, then the r table = 0.296.

Table 1 Validity Test

Variable	r-count	r-table	Description
Leadership	0.558-0.814	0.296	Valid
Internal Supervision	0.512-0.734	0.296	Valid
Health Worker's Performance	0.524-0.821	0.296	Valid

Based on the results of the validity test above, it can be seen that the validity of the leadership, internal supervision, and the performance of health workers instruments is declared as valid because of all values of Corrected item-total Correlation (r-count) are greater than the r-table (0.296).

Reliability Test

Reliability test is the process of testing the question items in the questionnaire, whether the contents of the items are reliable or not so they can measure the factors. Furthermore, the reliability coefficient obtained is compared with an alpha of at least 0.60. If the reliability coefficient is $\geq \alpha$ (0.60) then the question being asked is reliable but if the reliability coefficient is $\leq \alpha$ (0.60) then the question being asked is not reliable.

Table 2 Reliability Test

Variable	Cronbach's Alpha	Standard alpha	Description
Leadership	0.731	0.60	Reliable
Internal Supervision	0.876	0.60	Reliable
Health Worker's Performance	0.798	0.60	Reliable

According to the data above, it can be concluded that the instruments of leadership, internal supervision, and health worker's performance are declared reliable because they have a Cronbach's alpha value above 0.60.

Descriptive Analysis

The following is a description of the respondents' answers based on their answers to the questionnaire related to the research variables. Descriptive analysis can also describe the value and category of each variable. The general description of these variables can be seen as follows:

Table 3 Variable Description

Variable	Mean	Category
Leadership	3.76	High
Internal Supervision	4.15	Very High
Health Worker's Performance	4.48	Very High

Normality Test

The normality test aims to test whether the variables are normally distributed in the research model. The data normality test in this research used the One-Sample Kolmogorov Smirnov test. The data is said to be normally distributed if the residuals are normally distributed, which has a Sig Z value > 0.05.

Table 4 Normality Test

Variable	Sig Z	Description
Leadership	0.542	Normal
Internal Supervision	0.371	Normal
Health Worker's Performance	0.364	Normal

Based on the Kolmogorov-Smirnov Z test, it is known that the sig Z value in the leadership variable is 0.542, the sig Z value for the internal supervision variable is 0.371, and the sig Z value for the health worker's performance variable is

0.363. Thus, it can be concluded that H0 is accepted and H1 is rejected, so it can be concluded that the residuals on all variables are normally distributed because they have a sig value > 0.05.

Multicollinearity Test

The result of the multicollinearity assumption test aims to show that the independent variables are not interrelated. This can be seen from the correlation matrix between the independent variables in the following table:

Table 5. Multicollinearity Test

Variable	Tolerance	VIF	Description
Leadership	0.512	3.187	Normal
Internal Supervision	0.271	5.098	Normal

Multicollinearity test results can be seen by looking at the VIF and the tolerance value obtained. If the tolerance value is greater than 0.10 and the VIF value is smaller than 10, it can be concluded that there is no multicollinearity. From the table above, it is known that all VIF values in the leadership variable is 3.187, while the internal supervision value is 5.098, which both are smaller than 10. Further, the tolerance value is greater than 0.10, so it can be concluded that there is no multicollinearity between the independent variables.

Regression Analysis

Multiple linear regression analysis is intended to determine the effect or relationship of the independent variables, leadership and internal supervision, on the dependent variable, health workers' performance.

Table 6. Regression Analysis

Variable	Beta	t-count	P-Value	Description
Leadership	0.614	7.451	0.000	Significantly Positive
Internal Supervision	0.354	2.398	0.021	Significantly Positive

(X1) is 0.614; It means that if the other independent variable has a fixed value and the leadership variable has an increase of 1 unit, then health worker's performance (Y) will be increased by 0.614 because the coefficient value is positive. Furthermore, the significance value of the effect is $0.000 < 0.05$. So, it can be concluded that there is a positive and significant effect of leadership on the health workers' performance.

1. The regression coefficient for the variable leadership (X1) is 0.614; It means that if the other independent variable has a fixed value and the leadership variable has an increase of 1 unit, then health worker's performance (Y) will be increased by 0.614 because the coefficient value is positive. Furthermore, the significance value of the effect is $0.000 < 0.05$. So, it can be concluded that there is a positive and significant effect of leadership on the health workers' performance.
2. The internal supervision variable regression coefficient (X2) is 0.354; It means that if the other independent variable is fixed in a value and the service quality variable increases by 1 unit, health workers' performance (Y) will be increased by 0.354 because the coefficient value is positive. Furthermore, with the significance value of $0.021 < 0.05$, the conclusion is that there is a positive and significant effect of internal supervision on the health workers' performance.

F-Test and Determination Test

The F statistical test basically shows if all the independent variables included in the model have the accuracy of the model on the dependent variable.

Table 7. F-Test and Determination Test

Model	F-count		Sig.	Description
Regression	73.512		0.000	Significant
Coefficient of Determination	0.63	63%		

Based on the results of the F statistical test, the f statistical value is 73.512 with a significance value of 0.000 where this result is greater than F-table (2.74) at n of 100 so that H_0 is rejected, which can be concluded that there is a positive and significant effect of 63% leadership and internal supervision on the health workers' performance.

5. Discussion

The Positive and Significant Effect of Leadership on Health Workers' Performance

This research focused on the effect of leadership and internal supervision on health workers' performance at the dr. Soepraoen Malang. After doing the analysis, the researcher finds that the result is in line with the results of previous studies (Mandagi et al, 2015 & Winasih et al, 2015). The researcher finds that leadership partially has a positive and significant effect on health workers' performance. From the findings, it can be said that how each leader or supervisor in each unit manage the health workers is really important influencing their performance.

The Positive and Significant Effect of Internal Supervision on Health Workers' Performance

This research focused on the effect of leadership and internal supervision on health workers' performance at the dr. Soepraoen Malang. After doing the analysis, the researcher finds that the result is in line with the results of previous studies (Wang, et al, 2012). The researcher finds that internal supervision partially has a positive and significant effect on health workers' performance. From the findings, it can be said that how by doing an internal supervision of each unit, the workers will feel more motivated to do their work done perfectly (Yunarsih, & Rahayu, 2020). .

6. Conclusion

1. There is a positive and significant effect of leadership partially on health workers' performance
2. There is a positive and partially significant effect of partially internal supervision on health workers' performance
3. There is a simultaneous positive and significant effect of ethics leadership and internal supervision on health workers performance

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