

# The Effect of Health Services, Supervisory and Team Orientation, Personnel Development and Tolerance of Error on Job Satisfaction Head of Health Centre in South Sulawesi Province

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## Abstract

**Introduction:** The Head of the Health Centre in carrying out his duties as the leader of the Health Centre has a health services, supervisory and team orientation, personnel development and tolerance of error that supports Health Centre employees in providing maximum health services so as to create job satisfaction within the Health Centre Head.

**Method:** Survey research with cross sectional study design conducted in a period of 3 months in the province of South Sulawesi. Samples were taken based on proportional random sampling with a total of 164 samples from 458 Health Centre heads in South Sulawesi. Data were collected by filling out the health services, supervisory and team orientation, personnel development and tolerance of error and job satisfaction.

**Results:** Health services have a significant effect on job satisfaction of the head of the Health Centre ( $p = 0.004$ ). Likewise, supervisory and team orientation significantly affected job satisfaction ( $p = 0.000$ ). Personal development also significantly affects job satisfaction ( $p = 0.001$ ). The tolerance of error significantly affects the job satisfaction of the head of the Health Centre in South Sulawesi ( $p=0.044$ ).

**Conclusion:** There is a significant influence on Health services, Supervisory and team orientation, Personal development and Tolerance of error toward job satisfaction at the head of the Health Centre.

**Keywords:** Job satisfaction, health services, supervisory and team orientation, personnel development and tolerance of error.

## Introduction

The quality of health services is measured by the criteria of organizational performance and the

performance of health workers. So that the quality of Health Centre services can be guaranteed, the minister of health issues Ministry of Health No. 46 of 2015 concerning Health Centre accreditation. Health Centre accreditation aims to foster improvement in the quality of performance through continuous improvement of the management system, service delivery system and programs and the application of risk management<sup>1</sup>.

Health Centre that have been accredited in 2017 in Indonesia were 4,223 (42.98%) Health Centre from

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9,825 Health Centre, while in South Sulawesi Province there were 271 (60.08%) Health Centre that had been accredited from 451 Health Centre in 2017<sup>2</sup>. One standard assessment instrument in Health Centre accreditation is Health Centre leadership and management, where quality improvement is a task that must be carried out by Health Centre leaders. The Head of the Health Centre functions as a manager who carries out managerial functions ranging from planning, organizing, implementing activities, monitoring to evaluating all activities at the Health Centre<sup>3</sup>.

The status of Health Centre accreditation describes the level of Health Centre performance and the Health Centre head as the Health Centre leader. Research Bakan, *et al.*, (2014)<sup>4</sup>, that job satisfaction has a positive effect on work performance and commitment. The higher the job satisfaction of a person, the more the performance results. This study is further strengthened by the findings of Inuwa, M<sup>5</sup>, finding a positive and significant relationship between job satisfaction and performance

Job satisfaction is the extent to which individuals feel positive or negative about their work. It is an emotional response to one's duties, as well as the physical and social conditions of the workplace. In concept, job satisfaction also shows the extent to which expectations in one's psychological contract are fulfilled<sup>6</sup>. Therefore, job satisfaction is the final attitude or feeling that the head of the Health Centre has towards the job as the head of the Health Centre .

Supervision and guidance efforts that are still lacking by the head of the Health Centre and the career development efforts of Health Centre employees, which are relevant to supportive leadership practices. Supportive leadership practice is a leadership style that focuses on the concerns, needs and welfare of employees<sup>7</sup>. Where employees can work well so that organizational goals can be met. Supportive leadership practice is directly related to job satisfaction,<sup>7,8,9,10</sup>. This shows that high supportive leadership practices will increase jobs satisfaction of the head of the Health Centre which will have a high performance impact. Supportive leadership practices consisting of Supervisory and team orientation, Personal development and Tolerance of error.

## Materials and Method

This is a survey research with cross sectional study design model that was carried out in 24 districts/cities in South Sulawesi Province. The population of this study were all active Health Centre heads working in South Sulawesi Province when the study was conducted. The total population was 458 people. Samples for each district/city were taken based on proportional random sampling with a sample size comprised 164 samples based.

This study uses 3 independent variables namely (1) Health services, (2) Supervisory and team orientation, (3) personnel development (4) tolerance of error . The dependent variables of the study, is job satisfaction which consist of several (indicators, namely: job security, recognition, social environment and adequacy of authority).

## Results

### Characteristics of Respondents:

**Table 1. Characteristics of Respondents**

Characteristics	Category	n	%	
Health Centre	Category of Puskeesmas	Urban	53	32,3
		Rural	72	43,9
		Remote	32	19,5
		Very Remote	7	4,3
	Status of akreditasi	Non Akreditasi	14	8,5
		Dasar	50	30,5
		Madya	86	52,4
		Utama	13	7,9
	Paripurna	1	0,6	

Characteristics		Category	n	%
Head of Health Centre	Age	30 – 39 years	33	20,1
		40 – 49 years	82	50,0
		≥ 50 years	49	29,9
	Gender	Male	86	52,4
		Famale	78	47,6
	Education Level	Diplome	5	3,0
		Bahelor	101	61,6
		Magister	58	35,4
	Work period	≤ 10 years	31	18,9
		11 – 20 years	58	35,4
		21 – 30 years	64	39,0
		≥ 31 years	11	6,7

**Statistical Analysis Results:** Liner regression test is used to analyze the effect of Health services, Supportive Leadership Practices, Supervisory and team orientation

and Organizational emphasis on personnel development on Job Satisfaction. The results are as follows:

**a. Simulant Test (F Test)**

**Table 2. Statistical Analysis Result (F Test)**

Model	Sum of Squares	df	Mean Square	F	Sig
Regression	2433.135	3	811.045	20.700	0.000
Residual	6268.816	160	39.180		
Total	8701.951	163			

**b. Partial Test (T Test):**

**Table 3. Statistical Analysis Result (T test)**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	59.656	2.759		21.625	0.000
Heath Services	0.045	0.063	0,245	3.445	0,004
Supervisory and Team Orientation	0.361	0.073	0.394	4.933	0.000
Personel development	0.420	0.126	0.281	3.339	0.001
Tolerance of Error	-0.620	0.306	-0.160	-2.031	0.044

**Discussion**

**Health Centre Characteristics:** The most Health Centre category was in the rural category at 43.9% and the least was in the very remote category at 4.3%. This shows that the category of Health Centre in South Sulawesi is mostly distributed in rural areas and a small proportion of the category of Health Centre in very remote areas.

The highest Health Centre accreditation status was in the madya category as much as 52.4%, while

for the Paripurna category it was 0.6% which was the lowest distribution for the Health Centre accreditation status. Based on this, it can be concluded that the Health Centre accreditation status needs to be upgraded to the Paripurna category.

**Responden Characteristics:** The age of the head of the Health Centre was mostly in the age group of 40-49 years at 50.0%, 52.4% were male and Bahelor education level of 61.6%. The working period of the head of the Health Centre is at most in the 21-30 year category.

**Influence** Health services, Supervisory and team orientation, Personal development and Tolerance of error **toward Job Satisfaction**

- a. **Health services:** Health services in this study are the extent to which the head of the Health Centre does the planning in improving health services at the Health Centre . The results of the study found that there was an effect of health services on the job satisfaction of the head of the health center (0.004).

The head of the Health Centre provides input and makes improvements to the program planning that has been made by the person in charge of the program. The programs/activities in the Health Centre are based on Permenkes No. 43 of 2016 regarding the minimum service standards in the health sector which consist of individual health efforts and community health efforts. To improve public health status, each Health Centre has one development health effort, but sometimes the district/city health office wants all development health efforts to be carried out at the Health Centre .

- b. **Supervisory and Team Orientation:** Supervisory and team orientation in this study is the extent to which the Head of Health Centre supervises team performance including freedom of work, task supervision and team collaboration. The results showed that there was a significant effect of supervisory and team orientation on job satisfaction ( $p = 0,000$ )

Supervisory and team orientation such as task supervision affects job satisfaction, Health Centre heads are satisfied with their work in terms of supervising every task of Health Centre employees. The supervisory function carried out by the head of the Health Centre starts from planning activities, implementing activities to evaluating activities. The supervision of the head of the Health Centre on the activities in the Health Centre is that all activities do not fall outside the goal of the Health Centre as the spearhead of health services in the community.

According to Roades & Eisenberger (2002)<sup>13</sup>, supervisory support refers to the behavior of supervisors in helping employees to demonstrate their skills, knowledge and attitudes. In this case, the supervision carried out by the head of the Health Centre on the work behavior of Health Centre employees encourages employees to demonstrate their skills and knowledge in providing health

services. Without supervision, employees tend to lose focus at work. Thus, Health Centre staff need supervision from the head of the Health Centre, so that they can provide maximum health services.

- c. **Personnel Development:** Personnel development is the extent to which the Head of the Health Centre helps Health Centre employees develop their talents and abilities, including education, training and seminars. The results showed that there was a significant influence of personnel development on job satisfaction ( $p = 0.001$ )

Personnel development also affects the job satisfaction of the head of the Health Centre <sup>14</sup>, in the form of including Health Centre employees in seminars that support their competence. The head of the Health Centre is satisfied, if he can include Health Centre staff in seminars that help improve their abilities, in implementing health services at the Health Centre . Training can help Health Centre employees improve their skills and knowledge. In addition, local government regulations in several districts/cities require Health Centre employees to attend training with a frequency of one training each year, for the development of employee competencies.

The Head of the Health Centre in proposing Health Centre staff to take part in training based on an analysis of personnel needs, by looking at the competence of existing personnel. The head of the Health Centre proposes to the district/city health office, then the proposal will be followed up based on the availability of the budget. In addition to the training proposal from the head of the Health Centre, the district/city health office can directly appoint Health Centre staff who will take part in the training based on an analysis of the needs for personnel at the district/city level.

- d. **Tolerance of Error:** Tolerance of error is the extent to which the Head of the Health Centre tolerates employees who make mistakes, including work errors, giving rewards and verbal warnings. The results of the linear regression test showed that there was a significant influence between tolerance of error on job satisfaction ( $p = 0.044$ ).

Rewards are given in the form of praise and support for the results achieved by Health Centre employees. The head of the Health Centre sends outstanding Health Centre employees by participating in the

selection of outstanding health staff at the district/city or provincial level, which is carried out annually by the district health office or the provincial health office.

Giving warnings to Health Centre employees who commit violations is carried out in stages, starting from an oral warning to a written warning. If the Health Centre staff does not respond to a written warning up to three times, the head of the Health Centre will delegate the problem to the district/city health office.

### Conclusion

Health services, Supervisory and team orientation, Personal development and Tolerance of error have a direct effect on the job satisfaction of the head of the Health Centre in South Sulawesi Province. Thus, it is recommended that the head of the Health Centre prioritize supportive leadership practices, particularly the interests and needs of Health Centre staff in encouraging career development through education, training and seminars. It is recommended to the head of the Health Centre in implementing supportive leadership practices, especially the tolerance of error variable to be wiser in giving warnings, while still paying attention to applicable regulations.

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