

Effect of Motivation, Discipline and Perception of Leadership on the Performance of Nutrition and MCH Healthcare Providers in Reducing Stunting Incidence Rate in Tegal

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Artikel Info

History of Artikel:
Accepted 2 February
2018
Approved 17 June
2018
Published 24 August
2018

Keywords:
Performance,
Motivation,
Discipline, Leadership,
and Stunting

Abstract

The role of healthcare providers in Community Health Center is required to provide professional services according their main duties. One of the achievements of nutritional program coverage in PHC is the success of healthcare providers in improving nutrition in the community, especially among babies and under-five children in accordance with the target set. The success of this program is also inseparable from the high motivation and discipline of nutrition and Mother & Child (MCH) healthcare providers so that it will have an impact on the improvement of performance, as well as the leadership role of the head of CHC in providing motivation and guidance to the healthcare provider in achieving the goals. This study aims to analyze the effect of motivation, work discipline and perception of the head of CHC leadership on the performance of nutrition and MCH healthcare providers in reducing stunting (short) incidence rate among under-five children in the work area of CHCs in Tegal. This study was a quantitative study. This study used analytical survey design with cross sectional approach. The population of all nutrition and MCH healthcare providers in Tegal was 117 people and 60 samples were obtained by Slovin formula. The samples were obtained by purposive sampling technique. The instrument used was a questionnaire. Data analysis used Spearman test and Logistic Regression test. The result showed that there was a correlation between motivation ($p = 0,001$), work discipline ($p = 0,003$), and perception of leadership ($p = 0,002$) on the performance of nutrition and MCH healthcare providers. The logistic regression test was conducted with the result that motivation variable ($p = 0,001$ with OR = 5,239) and work discipline variable ($p = 0,004$ with OR = 4,459) had significant effect on the performance of nutrition health and MCH healthcare providers. The conclusion was that nutrition and MCH healthcare providers with high motivation and high performance were 19 times greater compared to nutrition and MCH healthcare providers with low motivation and low performance in the work area of CHCs in Tegal.

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p-ISSN 2528-5998

e-ISSN 2540-7945

INTRODUCTION

One example of achieving coverage in nutritional programs is supported by the high number of work outcomes or performance of nutritional programs in accordance with the specified target. Success or failure of healthcare providers in the implementation of monitoring the nutritional status of under-five children is inseparable from the role of the Head of CHC leadership in providing motivation, guidance or direction to the nutrition healthcare providers in performing their duties in accordance with responsibility in achieving organizational goals (Robbins, 2006).

Nutrition healthcare provider is one of the healthcare providers in the field who plays a role and serves directly in the management of malnourished under-five children in his or her work area. Nutrition healthcare providers are required to have adequate knowledge in malnutrition management. The existence of positive attitude of the nutrition healthcare providers to the work situation will affect the motivation in carrying out their role in the field (Cahyono and Rahmani, 2016).

Longitudinal studies among children in Brazil, Guatemala, India, the Philippines and South Africa on reduction in schooling obtained the result that stunting children at two years of age would experience delays in completing school for almost a year (Adair *et al.*, 2013).

According to Gibson, Ivancevich & Donally (2011) and Ilyas (2001) in Kurniadi (2016), there were several factors that influenced the work behavior and performance namely individual factors (abilities and skills, background, and demographic factors); organizational factors (resources, leadership, rewards, supervision, structure and job design) and psychological factors (perception, attitudes, personality, learning, and motivation).

Tegal City is divided into 4 Sub-districts, South Tegal Sub-district, West Tegal Sub-district, West Tegal Sub-district and Margadana Sub-district which has about 16,321 children with stunting incidence rate of 9.63% (196 children); there were 44 under-five children

(2.16%) who were very short; and 1776 (87.27%) under-five children were normal. The highest incidence of stunting among under-five children was in Margadana Sub-district as many as 64 children (13.91%) (Tegal Health Office, 2017).

According to the results of study surveys in the work area of CHCs in Tegal, it can be concluded that there were several factors that affected healthcare providers in conducting examinations on under-five children, one of them is not all under-five children (targets) presented in the weighing operation program so that coverage did not meet the target. Weighing operation was conducted by nutrition healthcare providers from August to September and was only centered on one Integrated Care Post (Posyandu) in one Village only. Lack of motivation from nutrition and MCH healthcare providers in running a health program was due to the double burden and the absence of co-workers in the work; less optimal leadership of the Head of CHCs that tended to be curative and leader-centered decision-making; lack of work discipline was caused by the lack of time in completing the work; as well as lack of training and health promotion related to stunting management program by Tegal Health Office.

The process of assessment in the implementation of nutritional care should be well performed by nutrition healthcare provider, so it can determine how the next process will be done in accordance with the needs of patients and to conduct future planning (Sulistiyanto A.D, *et al.* 2017).

The existence of high motivation and discipline in a healthcare providers in carrying out their daily work will have an impact on the improvement of the performance (Listyadewi and Listiyowati, 2014).

Work discipline is a supporting factor in carrying out work in accordance with the quality of service and to meet good standards through SOP (standard operational procedures) in health institutions (Prasatin, 2013). The existence of work discipline within employees will increase the enthusiasm and spirit of the employees and in turn it will encourage the employees to work

more productively so as to increase work productivity of the employees (Hasibuan, 2016).

The influence of leadership in an organization must be able to direct, guide and encourage the employees in carrying out their duties, can affect the desire of employees to move forward and being developed in their work which results in optimal health services in the community (Yuliawan, 2011).

Various efforts to improve public health has been done by Tegal Health Office and healthcare providers at CHCs, one of which is the improvement of nutrition among under-five children with stunting, malnutrition and undernourishment. This is evident from the nutrition awareness family program (Kadarzi) as well as the first 100 days of life program that has been implemented. Stunting (short) incidence among under-five children really needs further action by the government, especially healthcare providers who work in every health agencies. It is expected that with work discipline of good leadership of the Head of Community Health Centers, the performance of healthcare providers will be better during conducting their duties in accordance with the responsibilities that have been given.

This study aims to analyze the effect of motivation, work discipline and perception of the head of CHC leadership on the performance of nutrition and MCH healthcare providers in reducing stunting (short) incidence rate among under-five children in the work area of CHCs in Tegal.

METHODS

This study was a quantitative study. This study used analytical survey design with cross sectional approach. The population of all nutrition and MCH healthcare providers in Tegal was 117 people and 60 samples were obtained by Slovin formula. The samples were obtained by purposive sampling technique. The instrument used was a questionnaire. Data analysis used Spearman test and Logistic Regression test.

RESULT AND DISCUSSION

Most of Nutrition and MCH healthcare providers in the work area of CHCs in Tegal had high motivation as many as 34 people (56.7%). From the work discipline it can be seen that most of respondents had high work discipline as many as 35 people (58.3%). From the perception of the Head of CHC leadership, it can be seen that most of respondents stated that the Head of CHC leadership in Tegal was good, as many as 41 people (68,3%).

Table 1. Effect of Motivation on the Performance of Nutrition and MCH Healthcare Providers

Motivation	Performance of Nutrition and MCH Healthcare Providers				Total		Correlation Value	P-value
	Low		High		F	%		
	f	%	F	%				
Low	1	57.	1	42.	2	10	0.416	0.001
	5	7	1	3	6	0		
High	6	17.	2	82.	3	10		
		6	8	4	4	0		
Total	2	35	3	65	6	10		
	1		9		0	0		

The results in Table 1 showed that 28 (82.4%) respondents had high motivation and high performance, while 11 (42.3%) respondents had low motivation and high performance. The results revealed that with high motivation in work, the performance of nutrition and MCH healthcare providers was also high.

Spearman test results obtained p-value of 0.001. Since p-value was $0.001 < \alpha (0,05)$ it can be concluded that there was an effect of motivation on the performance of nutrition and MCH healthcare providers in reducing stunting (short) incidence rate among under-five children in the work area of CHCs in Tegal. Furthermore, the correlation value was 0.416. This result indicated that nutrition and MCH healthcare providers with high motivation and high performance were 19 times greater compared to nutrition and MCH healthcare providers with low motivation and low performance in the work area of CHCs in Tegal.

This is supported by Terok, Maramis and Mandagi (2015) study which explained that

there was a correlation between motivation and healthcare providers performance at Tuminting CHC in Manado City ($p = 0,01$) and it is also supported by Cheng and Kelleberg (1996) study that high motivation in working along with commitment might contribute to better performance. The strong influence of the motivation of healthcare providers in Palu Cituwas inseparable from the efforts of the entire Health Offices in Palu City to increase the motivation in health services to the community. This was supported by the competence in determining the level of performance achievement (Nawawi, 2012).

Professional employees are able to do the job in earnest, by understanding and regarding the importance of work, and have confidence in the idea, spirit and achievement of organizational goals (Sagone and Caroli, 2015).

Table 2. Effect of Work Discipline on the performance of Nutrition and MCH Healthcare Providers

Work Discipline	Performance of Nutrition and MCH Healthcare Providers				Total	Correlation Value	p-value	
	Low		High					
	F	%	f	%				
Low	14	56	11	44	25	100	0.372	0,003
High	7	20	28	80	35	100		
Total	21	35	39	65	60	100		

The results in Table 2 showed that 28 (80%) respondents had high work discipline and high performance, while 11 (44%) respondents had low work discipline and high performance.

Spearman test results obtained p-value of 0.003. Since p-value was $0.003 < \alpha (0,05)$ it can be concluded that there was an effect of work discipline on the performance of nutrition and MCH healthcare providers in reducing stunting (short) incidence rate among under-five children in the work area of CHCs in Tegal. Furthermore, the correlation value was 0.372. This result indicated that nutrition and MCH healthcare providers with high work discipline and high performance were 16 times greater compared to nutrition and MCH healthcare providers with low work discipline and low performance in the work area of CHCs in Tegal.

This is in line with the study conducted by Supeno, Imam S. (2017) which stated that work discipline had an important role in the effort of forming the performance of English teachers, with the significance value of $t_{count} = 2.813 > t_{table} = 1.90$. Discipline can be realized because of the awareness and desire within the employees to obey all the rules and social norms in the organization with the supervision of the related parties.

The above explanation is supported by the study conducted by Putra, Asmony and Nasir (2016) which mentioned that the high discipline could be seen from the model of the institution leaders in behaving, the existence of communicative supervision from the leaders, the firmness of the leaders in acting and punishment for subordinates who violate the applicable rules.

Discipline affects the employees, so leaders must be able to pay attention to the making of a policy so that discipline can become a work culture that encourages employees to improve their performance better and become responsible for any task given (Salutondok and Soegoto, 2015).

Table 3. Effect of Perception of the Head of CHC Leadership on the Performance of Nutrition and MCH Healthcare Providers

Perception of leaders	Performance of Nutrition and MCH Healthcare Providers				Total		Correlation Value	p-value
	Low		High					
	f	%	f	%	F	%		
Poor	1	63.	7	36,	1	10	0.402	0.02
Good	2	2	8	9	0	0		
Total	9	22	3	78	4	10		
			2		1	0		
	2	35	3	65	6	10		
	1		9		0	0		

The results in Table 3 showed that 32 (78%) respondents had good perception of leadership and high performance, while 12 (63.2%) respondents had poor perception of leadership and low performance.

Spearman test results obtained p-value of 0.002. Since p-value was $0.002 < \alpha (0,05)$ it can be concluded that there was an effect of perception

of the Head of CHC leadership on the performance of nutrition and MCH healthcare providers in reducing stunting (short) incidence rate among under-five children in the work area of CHCs in Tegal. Furthermore, the correlation value was 0.402. This result indicated that good perception of the Head of CHC leadership would influence the performance of nutrition and MCH healthcare providers 15 times greater compared to poor perception of the Head of CHC leadership.

This is in line with the study conducted by Handayani and Rashid (2015), which mentioned that there was a positive relationship between teachers' perceptions of transformational leadership of the principal and teachers' performance. The teacher's perception of transformational leadership of the principal was strongly influenced by the expectations and needs of the teachers on the principal leadership.

The above explanation is supported by the study of Salam, Ikhtiar and Nurhayani (2013) which explained that most healthcare provider perceived the leadership style of the CHC head in terms of problem solving or consultation style (there was a two-way communication, the leadership would hear complaints from the subordinates) was supported with the leader's behavior in providing direction and support so that every healthcare provider was able to provide their ideas and suggestions.

Table 4. Logistic regression between motivation, work discipline and perception of the Head of CHC leadership on the performance of nutrition and MCH healthcare providers

Variabel	Sig. (p value)	OR	95.0% C.I.for OR	
			Lower	Upper
Motivation	0.014	5.239	1.398	19.638
Work Discipline	0.026	4.459	1.194	16.648
Perception of Leadership	0.043	4.057	1.044	15.766

The above results indicated that 3 independent variables which were involved in logistic regression significantly affected the performance of nutrition and MCH healthcare providers so it was necessary to exclude an

independent variable from the logistic regression model because one of the variables had the greatest p-value namely the perception of leadership variable of 0.043. Then the following logistic regression results were obtained.

Table 5. Logistic regression between motivation and work discipline on the performance of nutrition and MCH healthcare providers

Variabel	Odd Ratio	P-Value	95.0% C.I.for OR	
			Lower	Upper
Motivation	5.239	0.001	1.398	19.638
Work Discipline	4.459	0.004	1.194	16.648

The odds ratio values showed that motivation variable had the greatest value of 19.638 compared to the odds ratio on the working discipline variable of 16,648. The above results can be concluded that the motivation variable had the greatest effect on the performance of nutrition and MCH healthcare providers in reducing the incidence of stunting (short) among under-five children in the work area of CHCs in Tegal.

Increased access to health services needs to be done, given the many health problems that occur in newborns, infants and under-five children so that complications and death can be overcome. The achievement of good health services is seen from the performance of healthcare providers in implementing health programs. High employee performance is expected by the company, the more employees who have high performance, the overall productivity of the company will increase and it can survive in global competition (Darmasaputra, 2013).

CONCLUSION

There was a greater effect of motivation (OR = 19,638) than the work discipline (16,648) on the performance of nutrition and MCH healthcare providers in reducing the stunting (short) incidence rate among under-five children in the work area of CHCs in Tegal.

There was a correlation between motivation, work discipline and perception of the Head of CHC leadership on the performance of nutrition and MCH healthcare providers in reducing stunting (short) incidence among under-five children in the work area of CHCs in Tegal. Increased performance by healthcare providers, especially nutrition MCH healthcare providers in the work area of CHCs in Tegal is expected to reduce the number of stunting (short) incidence rate. Optimization of the first 1,000 life-health program needs to be undertaken and its supervision should be enhanced, and program evaluation should be performed significantly as an effort to reduce the number of stunting children in the work area of CHCs in Tegal through advocacy and cooperation with cross-sectoral stakeholders and policy makers.

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