



The effect of human resource development on midwives' performance in the working area of public health center of Majene District

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Abstract

There are several indicators in assessing human resources on performance. Those are training, education, coaching, management support, interactive communication, and HR personnel management. These indicators can improve the quality and quantity of health workers. This research aimed to investigate the effect of human resource development on Midwives' Performance in the Working Area of Public Health Center of Majene District.

This research was carried out through analytic observation with a cross-sectional design. Such research design aimed to study the dynamics of correlation and associations between the independent variables (training, education, coaching, management support, internal interactive communication, and HR management) and the dependent variable (work performance) at the same time. The samples involved were the whole existing population which was 92 respondents, who are health workers (midwives).

The analysis result found that there was an effect of training (0.032), education (0.027), coaching (0.050), management support (0.048), interactive communication (0.033) and HR personnel management (0.044) on midwives' performance in the working area of Public Health Center of Majene District ($p \leq 0.05$). It is suggested that the midwives need to improve their performance in doing their duties and functions as professional and accountable midwives according to the operational standards of midwifery services.

Keywords: human resource, performance

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INTRODUCTION

The management of human resource is an acknowledgment that the organizational workers are important human resources in contributing to the organizational goals, as well as the utilization of several functions and activities to ensure that human resources are used effectively and fairly for the interests of individuals, organizations, and the community (Simamora, 2004).

Mondy and Noe in the article written by Yustiono (2016) stated that the development of Human Resource (HR) is a planned and sustainable effort in improving the employees' competency and organizational performance carried out by organizations through training, education and developmental programs.

Conduit and Mavondo (2001) divided HR development activities into five category constructs proposed by Gronroos, an expert in developing HR

model into six dimensions including education, training, coaching, management support, internal communication, and human resource management.

Civil servants' performance is the form of their responsibility in working and completing their jobs properly. In working, employees show their working ability in achieving the expected working result according to the specified results. In the case of working in a work unit, employees show their working ability both in terms of working independently and working in groups (Mardiasmo & MBA, 2009; Igbokwe, et al. 2016).

Training can be conducted to improve the quality and quantity of human resources. It is generally carried out both within the work unit and outside the work unit aiming to improve the employees' working skills, working

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ability, creativity, and innovation. In this globalization era, the government is expected to not only watch the employees carrying out their duty that has already become their responsibilities but they are also expected to direct the employees so that they are able to improve themselves and their career competencies. If the employees do not have any creativity and innovation in their working, they will automatically encounter boredom and stress which will inhibit their working (REZKIANA, 2017).

The civil servants' performance in implementing their duties is not only the combination of their working ability and loyalty to their work, but it also concerns the quality of themselves as human resources (Hasibuan, 2008). The performance also relates to Organizational Citizenship Behavior (OCB), work satisfaction (Lamri, Setyadi, Riadi, Hariyadi, & Palutturi, 2020; Supriadi, Minarti, Paminto, Hidayati, & Palutturi, 2020), good corporate governance (Supriadi et al., 2020), and the value of local philosophy on human resources (Supriadi et al., 2020).

Midwives as health workers play a main role in promoting health, preventing disease and provide midwifery care (Palutturi, 2007). They are the first and sometimes the only health professional considered essential by people in providing quality assessments in health services. WHO estimates that health midwives represent nearly half of the total midwives in the world so that health midwives are needed, particularly those who are well-trained and motivated, who have also compensated accordingly to the work they are doing to meet the current health challenges (WHO, 2016).

MATERIALS AND METHOD

Research Location and Design

The current research was carried out in Public Health Center. This quantitative research was carried out through cross-sectional study, aiming to analyze the effect of independent variables on dependent variable which was done once and at the same time.

Population and Sample

There were 92 respondents involved in the current research, consisting of all midwives working at 3 Public Health Centers. Those included 29 midwives from Public Health Center of Bangae, 36 midwives of Public Health Center of Tammeroso, and 27 midwives of Public Health Center of Ulumanda District.

Data Collection Method

The research data were collected through interviews and questionnaire. The questionnaire distributed used a Likert scale to measure the understanding variables about training, education, coaching, management support, internal interactive communication, and personnel management. The score was 1 for Strongly Disagree, 2 for Disagree, 3 for doubt, 4 for Agree, and 5 for strongly agree. The questionnaire statement were in

Table 1. The Distribution of Respondents' Characteristics Frequency

Variable Characteristics	Total	
	N =92	%
Gender		
Male	0	0
Female	92	100
Age		
20 – 29 years old	45	48.9
30 – 39 years old	30	32.6
40 – 49 years old	12	13
≥ 50 years old	5	5.5
Education Level		
Diploma D3	87	95
Undergraduate D4	5	5
Working Period		
< 10 Years	31	33.7
11 – 30 Years	40	43.5
31 Years	21	22.8

the form of affirmative. The questionnaire referred to questionnaire used in similar previous research.

Data Analysis

The data analysis technique used was univariate analysis which has the function to describe the characteristics of the population and present the results descriptively through the frequency and distribution of the data. Bivariate analysis was also carried out aiming to find the relationship between each variable using a chi-square test. Furthermore, multivariate analysis was conducted to see the most dominant variable affecting human resources with the midwives' performance in the public health centers' working area.

This research was conducted in the Public Health Centers in February - April 2020. **Table 1** describes the results of this study.

Table 1 shows that among the 92 respondents working in the Public Health Center of Majene District involved in this research, most of them were at the age group of 20-29 years old as many as 45 people (48.9%). Employees who had working period of 11-30 years were as many as 40 respondents or 43.5%, those who had working period of less than 10 years were 31 respondents or 33.7%, while those who had working period of more than 30 years were as many as 21 respondents or 22.8%. The education level concerns the last education obtained by the respondents. Based on their last education level, it can be seen that most of the midwives had a diploma of Midwifery as many as 87 respondents or 95%, while the remaining 5 respondents had D4 educational or 5%..

Analysis Result of the Effect of Human Resource Development on the Midwives' Performance in the Working Area of Public Health Center of Majene District

Table 2 shows that there were 68.3% of the respondents stated that midwives' performance was sufficient when there was sufficient training compared to when the training was insufficient. Chi-square test result obtained that training affected the midwives' performance with significance value of 0.032 ($p < 0.05$).

Table 2. Relationship of Training, Education, Coaching, Management Support, Internal Interactive Communication on Midwives' Performance in the Working Area of Public Health Center of Majene District

Human Resource Development	Midwives' Performance				Total		p-value
	Sufficient		Insufficient		N	%	
	n	%	n	%			
Training							0.032
Sufficient	56	68.3	26	35.9	82	100	
Insufficient	3	30	7	70	10	100	
Education							0.027
High	40	74.1	14	25.9	54	100	
Low	19	50	19	50	38	100	
Coaching							0.050
Sufficient	33	75.0	11	25.0	44	100	
Insufficient	26	54.2	22	45.8	48	100	
Management Support							0.048
Sufficient	52	68.9	23	30.7	75	100	
Insufficient	7	41.2	10	58.8	17	100	
Internal Interactive Communication							0.033
Sufficient	51	69.9	22	30.1	73	100	
Insufficient	8	42.1	11	57.9	19	100	
HR Personnel Management							0.044
Sufficient	49	70.0	21	30.0	77	100	
Insufficient	10	45.5	12	54.5	15	100	
Total	59	64.1	33	35.9	92	100	

Most of the respondents (74.1%) also stated that midwives with high education had more sufficient performance compared to the midwives who had low education (50%). Chi-square test result found that the education level affected the midwives' performance with significance value of 0.027 ($p < 0.05$). Concerning the aspect of coaching, most of the respondents stated that the midwives' performance was sufficient if the coaching was also sufficient by 75.0% of the respondents compared to insufficient coaching by 54.2% of the respondents. Chi-square test results obtained that coaching affected the midwives' performance by significance value of 0.050 ($p \leq 0.05$). Most of the respondents stated that midwife's performance was sufficient when the management support was also sufficient by 68.9% compared to insufficient management support by 41.2%. The Chi-square test results of this aspect obtained that the management support affected the midwives' performance with significance value of 0.048 ($p < 0.05$). Most of the respondents also stated that midwives' performance was sufficient when there was sufficient internal interactive communication by 69.9% compared to when the internal interactive communication was insufficient by 42.1%. Chi-square test result obtained that the effect of internal interactive communication on midwives' performance was indicated by the significance value of 0.033 ($p < 0.05$). Furthermore, 70% of the respondents also stated that the midwives' performance was sufficient when the HR personnel management was also sufficient compared to insufficient HR personnel management which was by 45.5% of the respondents. The chi-square test result obtained that there was an effect of HR personnel management on the performance

of midwives with the significance value of 0.044 ($p < 0.05$).

DISCUSSION

Training

Training and education are few efforts to improve the potential of human resource. According to (Notoadmojo, 2003), training is related to the improvement of employees' ability and skill in implementing their daily task.

There are several indicators on the training variable indicating that there was incompatibility between the reality obtained and the midwives' expectations such as arranging sufficient training (minimum 36 hours/year) for the Midwives. This shows that training has not been applied maximally and evenly seeing that several midwives in the public health center did not get the training, whereas through the training, midwives are expected to be able to implement their duty better. The training concerned includes Normal Birth Antenatal Training (APN) that is really needed in order to provide obstetric care to patients. Respondents also expected that the training can be increased to at least 100 hours/year, so that it can further strengthen the performance of midwives, especially midwifery care.

This is in line with previous research through its bivariate analysis showing that the performance of a public health center was related to training and education, human resource capabilities and leadership. Meanwhile, the variables of facilities and infrastructure as well as funds availability are not related to the performance of the public health center (Rubandiyah, 2019).

Education

Education is related to the improvement of general knowledge and understanding regarding the overall environment. Ruky in (SETIAWAN, 2018) stated that education/learning is an effort done by employees in mastering and obtaining certain skills, ability, knowledge and behavior which cause relatively permanent changes in their working behavior.

There are still several indicators on the education variable that show incompatibility between the reality obtained and the expectation of midwives such as attending education can finish work quickly and the education method is in accordance with the subject of being taught. This shows that the provision of education is not maximal enough and is not evenly distributed among several midwives at the public health center. Therefore, by continuing the education and assisted by supporting cost, it is expected that the midwives with Diploma III can continue their education to the next level. If that can be achieved, then the midwives can work faster and more precisely.

Coaching

Coaching is essential to improve performance. Two-way communication between managers and employees can be created through coaching so that managers can identify what needs to be improved and how to improve it.

In line with that, there are some indicators on the coaching variable that show incompatibility between the reality obtained and the expectations of the midwives, such as the statement of "I always give tasks limitation that will be done and have been done, and superiors always provide motivation". If these limitations are not carried out, then the tasks charged can be carried out well so that the tasks are done as expected. Thus, coaching for direct supervision can be well coordinated and according to what is planned.

Previous research on coaching on employee performance was carried out by (NUGROHO, 2014). Researchers revealed that there was a positive relationship between coaching on work performance motivation and individual performance.

Management Support

Management support is a management effort to support the fulfillment of midwives' needs so as to be able to increase the midwives' trust in the public health center which is able to have a positive effect on the performance and organizational commitment of the employees.

Several indicators of management support variable show that there was no conformity between the reality obtained and the expectation, such as responsiveness in giving direction and assistance to midwives in serving patients by giving guidance and assistance to midwives through training of how to properly care for babies, so midwives will be more agile in serving patients, creating a work environment that suits midwives' needs in carrying out midwifery care and the provision of work safety guarantees for midwives by creating a good work environment in accordance with operational service standards and creating a harmonious work environment that is in line with midwifery care needs. It can be seen that some indicators regarding management support have not been optimal, especially in creating work environment that is suitable to the needs of midwives. It even was found in research carried out by (Afzal, Hussain, & Gilani, 2019) explaining that work environment that provides open access to information, resources, management support and opportunities for learning and development suits midwifery needs since it will empower and enable midwives to complete their work better.

Internal Interactive Communication

Internal interactive communication is a process of exchanging information that runs on an ongoing basis such as the exchange of opinions and attitudes used as a basis for adjustment between every person who is

directly related to the system of an organization that will help support the realization of the organizational goals.

There were several indicators on the interactive communication variables that did not show conformity with the facts obtained such as listening and answering complaints about work from midwives as there are still many midwives had complaints about their work. By hearing the answers through interactive communication, the management can hear the midwives complaints so that it is expected that later they can communicate well

This shows that the Public Health Center was still not responding to any complaints from midwives, especially in this research whose respondents are midwives. Whereas, communication between internal departments is needed as a mechanism for disseminating information that can be in the form of orders, policies, invitations, or motivation. Good communication can create a good relationship between superiors and subordinates and subordinates with subordinates to be able to work in synergy.

As stated by (Cheon-Kook), poor communication is one of the most critical problems. Communication can provide opportunities for professional development and motivation to achieve goals that are considered very important by the staff of public health center.

This is in accordance with the research conducted by (Al-Hamdan, Banerjee, & Manojlovich, 2018) which revealed that communication is a significant mediator for various types of midwifery units. Communication is one of the many mechanisms that can determine how a positive midwifery work environment can contribute to midwives' performance and the intention to be loyal with the organization.

Human Resource Personnel Management

Human resource management is the science and art that regulates the relationship and role of the manpower to be effective and efficient in helping the realization of company, employee, and community goals (Hasibuan, 2002).

There were still a few indicators on the Human Resources Management variable (MPSDM) that show incompatibility between the reality obtained and the expectation as in the items of recruitment contract/self-management (midwife) items that are competent to provide quality services to patients, and give reward to midwives who have good performance. One of the respondents stated that her public health center provided promotion opportunities for midwives with outstanding performance.

This research shows that in the Public Health Center of Majene District, reward program has not been implemented optimally where it can be in the form of rewards, benefits or in the form of promotional opportunities given to midwives who have excellent performance even though awards and promotions are a form of work motivation given to midwives to further

increase work productivity and work performance in order to provide maximum service to patients.

This was also explained by (Krstic et al., 2018) that the most important motivational factors are salary or benefits as well as good interpersonal relationships and work teams in the health midwifery unit in Serbia. Public Health Center managers must work on improving motivational factors through meeting the needs of individual employees and by involving employees in decision making.

Midwives' Performance

Current research shows the results of the assessment of per statement. It was obtained that there were still several indicators on the performance variable that showed incompatibility with the reality obtained as in the statement item of "I can exceed the volume of work specified and during being a midwife, my desires and expectations have been achieved". This can be due to the fact that there are still a number of factors that can cause the midwife's poor performance to be fulfilled, either from the environment and workplace conditions as well as from the individual midwife itself.

This is in accordance with the view stated by (Kreitner, Kinicki, & Buelens, 2002) that midwives' performance is not only affected by work, but also social and individual factors of the employees themselves. Performance of midwives is needed because midwives' performance will increase productivity. The existence of dissatisfaction at work will bring an unfavorable effect on the company and on the employees themselves.

Performance is a form of responsibility of civil servants in working and completing their jobs properly. The employees show their ability to work in achieving the expected work in accordance with specified results. However, in the implementation of working in the work unit, the employees show their ability both in working independently and in groups (Mardiasmo & MBA, 2009).

CONCLUSION AND SUGGESTION

Based on the results of the study above, training, education, coaching, management support, internal interactive communication and personnel management affect the performance of midwives in the working area of Public Health Center.

Suggestions and input that need to be considered related to human resource development (HR) factors for the realization of optimal health services are as follows: providing training, education, coaching, management support, internal interactive communication and optimal personnel management for the midwives in order to improve midwifery performance and quality as well as to enhance the work ethic and create a work environment that meets the needs of midwives in carrying out midwifery care. A reward is also needed for midwives with the best performance which can be in the form of providing promotional opportunities for midwives who have excellent performance in order to increase their work motivation and work productivity. Furthermore, public or patient interests needs to be kept prioritized compared to personal or group interests in order to realize the optimal degree of health in the environment.

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