



The Relationship between the Leadership Role and the Performance of the State Civil Apparatus in the Biak Numfor Regency Public Hospital, Papua Province

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Abstract

Background: It is essential of hospitals to have high performance, and they are also required to have good human resources, which are required for the job of a leader who can guide his people to achieve good performance. **Objectives:** The purpose of the research was to establish whether or not there is a relationship between the role of leadership and the performance of the State Civil Apparatus at the Public Hospital located in the Biak Numfor Regency of the Papua Province. **Methods:** This is analytic study utilizing a cross-sectional methodology. Total population of 291 all State Civil Servants of Biak Numfor Regency Public Hospital with an accidental sampling selection of 168 persons. This study was carried out at Biak Numfor Regency Public Hospital in November 2022. A questionnaire was used to collect data, which was then analyzed using the chi square and prevalence ratio. **Result:** The results of the study obtained factors that were significantly related to the performance of State Civil Apparatus at Biak Numfor Regency Public Hospital, namely: leadership role as educator (p-value 0.000; RP = 2.43 (1.497-3.945), as manager (p-value 0.001; RP =2.369 (1.436-3.910), as an administrator (p-value 0.001; RP = 2.411 (1.4447-4.016), as a supervisor (p-value 0.001 RP =2.43 (1.497-3.495), as an innovator (p- value 0.000, RP = 2.583 (1.535-4.346), and as a motivator (p-value 0.001; RP = 2.369 (1.436-3.910).

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Meanwhile, the role of leadership as a leader is not significantly related to the performance of State Civil Apparatuses in Biak Numfor Regency Public Hospital (p-value 0.001; RP = 1.405 (0.854-2.312)).

Keywords: The Role of Leadership; Performance; State Civil Apparatus.

1. Introduction

Hospitals, as one of the health institutions that provide medical services to the community, have a very important role to play in expediting the process of improving the overall state of public health. As a result, hospitals are obligated to deliver services of a quality that is deemed adequate for their patients in line with the criteria that have been established and are capable of reaching all levels of society [1].

Organizational success depends on employees. Thompson (Robbins, 2017) says the organization's quality depends on its personnel. Organizations need reciprocal tools that match employee performance to acquire productive, high-performing workers that meet organizational goal [2].

A leader directs a group toward a common objective. A leader must be enthusiastic, charismatic, able to encourage people, able to organize, manage, and control the organization he leads, and take full responsibility for it. One's ability to motivate others and their technical proficiency decide it [3].

If employees' needs aren't addressed, job happiness won't be accomplished, and employee performance won't be formed. Motives motivate all workers. The power that inspires a person to work actively depends on the reciprocal link between what is wanted or needed from the results of the job and how much the organization feels will satisfy their wishes in exchange for their efforts.

Good leaders for organizational changes are needed to develop a competitive organization. Leaders can influence subordinates by their position. Organizations measure performance. An organization or hospital can utilize these measures as a strategy.

Performance is a person's success in completing tasks, work results that can be achieved by a person or group of people in an organization in accordance with their authorities and responsibilities, or how a person is expected to function and behave in accordance with the tasks assigned to him, as well as the quantity, quality, and time used to complete tasks [4].

Leaders must be able to persuade staff to adhere to orders for best results. Leaders—profit and non-profit—control a company's success. A company's performance shows the leader's ownership [5].

Leadership in an organization requires dependable leadership to achieve goals. Leaders inspire, influence, direct, and interact with their subordinates. Leaders must also be flexible and adaptable to organizational settings and subordinates' environments [6].

The problem at the Biak Numfor Regency Public Hospital (RSUD Kabupaten Biak Numfor), which involves the

application of rewards and sanctions that have not yet been put into effect, is also one of the things that affects the quality of the performance of the State Civil Apparatus, which has not done a good job of carrying out its duties and responsibilities as a State Civil Apparatus. This is one of the things that affect the quality of the performance of the State Civil Apparatus.

According to the findings of the preliminary survey, there were a total of 783 persons working at the Biak Numfor Regency Public Hospital as of November 2022.

This figure was comprised of 291 State Civil Apparatuses and 495 honorariums. At the Biak Numfor Regency Public Hospital, several of the State Civil Apparatuses have poor work discipline, as seen by high absenteeism rates, workers who arrive late for work, and employee daily performance reports that are only provided when the employee is about to request a promotion. According to the findings of the observations about the rate of absenteeism, as many as 40 State Civil Apparatuses lacked discipline in attendance in November 2022.

Specifically, 13.74% of the staff was missing, while 86.25% of the staff was present. The findings of the observations for the individual performance reports were then analyzed, and it was discovered that as many as 47 employees did not report the results of their individual performance reports, while as many as 121 employees reported the outcomes of their individual performance reports.

Based on the problems above, the researcher is interested in conducting research on "The Relationship between the Role of Leadership with the Performance of State Civil Apparatuses at Biak Numfor Regency Public Hospital, Papua Province."

2. Methods

This study is an analytical one, and its design is a cross-sectional study.

Its purpose is to identify the influence that a combination of two or more factors has [7].

In this study, the link between influencing the variables to be investigated and being impacted by those factors is described, utilizing a quantitative methodology due to the fact that the data that will be utilized in the analysis of the relationship between variables is given in numerical form. This research was carried out at the Biak Numfor Public Hospital in November 2022.

The population in this study was all State Civil Servants at the Biak Numfor Public Hospital, totaling 291 people.

By using the Slovin's formula, a total sample of 168 people was obtained. The sampling technique used in this study was an accidental sampling technique, namely State Civil Apparatuses who were found on service and worked and were willing to be respondents as samples in the study. Data were analyzing using chi-square and prevalence ratio test with a 5% significant level.

3. Results

3.1. The Relationship between the Role of Leadership as an Educator and the Performance of State Civil Apparatuses

Table 3.1: The Relationship between the Role of Leadership as an Educator and the Performance of State Civil Apparatuses at the Biak Numfor Regency Public Hospital, Papua Province.

The Role as an Educator	The performance of the State Civil Apparatus				Total	%
	Bad		Good			
	n	%	n	%		
Bad	27	45.0	33	55.0	60	100
Good	20	18.5	88	81.5	108	100
TOTAL	47	28.2	121	72.0	168	100

P-value = 0.000 < 0.001; RP=2.43; CI 95% (1.497-3.945)

Source: Primary data, 2022

Table 3.1 shows that of the 60 respondents with a poor role as educators, there were 27 people (45%) with poor performance as the State Civil Apparatus, and as many as 33 people (55%) with good performance. Meanwhile, out of 108 respondents with a good role as educators, there were only 20 people (18.5%) with poor performance as the State Civil Apparatus, and as many as 88 people (81.5%) with good performance. The results of the chi square statistical test obtained a p-value of 0.000 < 0.05. This means that there is a significant relationship between the role of leadership as an educator and the performance of the State Civil Apparatus in Biak Numfor Regency Public Hospital. The result of the value of RP = 2.43 (1.497-3.945) which is interpreted that the leadership role as a bad educator tends to have poor performance 2.43 times higher than the leadership role as a good educator.

3.2. The Relationship between the Role of Leadership as a Manager and the Performance of State Civil Apparatuses

Table 3.2: The Relationship between the Role of Leadership as a Manager and the Performance of State Civil Apparatuses at the Biak Numfor Regency Public Hospital, Papua Province.

The Role as a Manager	The performance of the State Civil Apparatus				Total	%
	Bad		Good			
	n	%	n	%		
Bad	29	42.6	39	57.4	68	100
Good	18	18.0	82	82.0	100	100
TOTAL	47	28.2	121	72.0	168	100

P-value = 0.001; RP=2.369; CI 95% (1.436-3.910)

Source: Primary data, 2022

Table 3.2 shows that of the 68 respondents with a poor role as a manager, there were 29 people (42.6%) with poor performance as the State Civil Apparatus, and as many as 39 people (57.4%) with good performance. Meanwhile, out of 100 respondents with a good role as a manager, there were only 18 people (18.0%) with poor performance as the State Civil Apparatus, and as many as 82 people (82.0%) with good performance. The results of the chi square statistical test obtained a p-value of $0.001 < 0.05$. This means that there is a significant relationship between the role of leadership as a manager and the performance of the State Civil Apparatus in Biak Numfor Regency Public Hospital. The result of the value of $RP = 2.369 (1.436-3.910)$ which is interpreted that the leadership role as a bad manager tends to have poor performance 2.369 times higher than the leadership role as a good manager.

3.3. The Relationship between the Role of Leadership as an Administrator and the Performance of State Civil Apparatuses

Table 3.3: The Relationship between the Role of Leadership as an Administrator and the Performance of State Civil Apparatuses at the Biak Numfor Regency Public Hospital, Papua Province.

The Role as an Administrator	The performance of the State Civil Apparatus				Total	%
	Bad		Good			
	n	%	n	%		
Bad	30	42.3	41	57.7	71	100
Good	17	17.5	80	82.5	97	100
TOTAL	47	28.2	121	72.0	168	100

$P\text{-value} = 0.001$; $RP=2.411$; $CI\ 95\% (1.447-4.016)$

Source: Primary data, 2022

Table 3.3 shows that of the 68 respondents with a poor role as an administrator, there were 30 people (42.3%) with poor performance as the State Civil Apparatus, and as many as 41 people (57.7%) with good performance. Meanwhile, out of 97 respondents with a good role as an administrator, there were only 17 people (17.5%) with poor performance as the State Civil Apparatus, and as many as 80 people (82.5%) with good performance. The results of the chi square statistical test obtained a p-value of $0.001 < 0.05$. This means that there is a significant relationship between the role of leadership as an administrator and the performance of the State Civil Apparatus in Biak Numfor Regency Public Hospital. The result of the value of $RP = 2.411 (1.447-4.016)$ which is interpreted that the leadership role as a bad administrator tends to have poor performance 2.411 times higher than the leadership role as a good administrator.

3.4. The Relationship between the Role of Leadership as a Supervisor and the Performance of State Civil Apparatuses

Table 3.4: The Relationship between the Role of Leadership as a Supervisor and the Performance of State Civil Apparatuses at the Biak Numfor Regency Public Hospital, Papua Province.

The Role as a Supervisor	The performance of the State Civil Apparatus				Total	%
	Bad		Good			
	n	%	n	%		
Bad	27	45.0	33	55.0	60	100
Good	20	18.5	88	81.5	108	100
TOTAL	47	28.2	121	72.0	168	100

P-value = 0.001; RP=2.43; CI 95% (1.497-3.495)

Source: Primary data, 2022

Table 3.4 shows that of the 68 respondents with a poor role as a supervisor, there were 27 people (45.0%) with poor performance as the State Civil Apparatus, and as many as 33 people (55.0%) with good performance. Meanwhile, out of 108 respondents with a good role as a supervisor, there were only 20 people (18.5%) with poor performance as the State Civil Apparatus, and as many as 88 people (81.5%) with good performance. The results of the chi square statistical test obtained a p-value of $0.001 < 0.05$. This means that there is a significant relationship between the role of leadership as a supervisor and the performance of the State Civil Apparatus in Biak Numfor Regency Public Hospital. The result of the value of $RP = 2.43$ (1.497-3.495) which is interpreted that the leadership role as a bad supervisor tends to have poor performance 2.43 times higher than the leadership role as a good supervisor.

3.5. The Relationship between the Role of Leadership as a Leader and the Performance of State Civil Apparatuses

Table 3.5: The Relationship between the Role of Leadership as a Leader and the Performance of State Civil Apparatuses at the Biak Numfor Regency Public Hospital, Papua Province.

The Role as a Leader	The performance of the State Civil Apparatus				Total	%
	Bad		Good			
	n	%	n	%		
Bad	28	32.6	58	67.4	86	100
Good	19	23.2	63	76.8	82	100
TOTAL	47	28.2	121	72.0	168	100

P-value = 0.237; RP=1.405; CI 95% (0.854-2.312)

Source: Primary data, 2022

Table 3.5 shows that of the 86 respondents with a poor role as a leader, there were 28 people (32.6%) with poor

performance as the State Civil Apparatus, and as many as 58 people (67.4%) with good performance. Meanwhile, out of 82 respondents with a good role as a leader, there were only 19 people (23.2%) with poor performance as the State Civil Apparatus, and as many as 63 people (76.8%) with good performance. The results of the chi square statistical test obtained a p-value of $0.237 > 0.05$. This means that there is no significant relationship between the role of leadership as a leader and the performance of the State Civil Apparatus at Biak Numfor Regency Public Hospital. The result of the value of $RP = 1.405 (0.854-2.312)$, where in the lower and the upper limit contain 1, which is indicated that their relationship were not significant.

3.6. The Relationship between the Role of Leadership as an Innovator and the Performance of State Civil Apparatuses

Table 3.6: The Relationship between the Role of Leadership as an Innovator and the Performance of State Civil Apparatuses at the Biak Numfor Regency Public Hospital, Papua Province.

The Role as an Innovator	The performance of the State Civil Apparatus				Total	%
	Bad		Good			
	n	%	n	%		
Bad	31	43.1	41	56.9	72	100
Good	16	16.7	80	83.3	96	100
TOTAL	47	28.2	121	72.0	168	100

P-value = 0.000 < 0.001; RP=2.583; CI 95% (1.535-4.346)

Source: Primary data, 2022

Table 3.6 shows that of the 72 respondents with a poor role as an Innovator, there were 31 people (43.1%) with poor performance as the State Civil Apparatus, and as many as 41 people (56.9%) with good performance. Meanwhile, out of 96 respondents with a good role as an Innovator, there were only 16 people (16.7%) with poor performance as the State Civil Apparatus, and as many as 80 people (83.3%) with good performance.

The results of the chi square statistical test obtained a p-value of $0.000 < 0.05$. This means that there is a significant relationship between the role of leadership as an innovator and the performance of the State Civil Apparatus at Biak Numfor Regency Public Hospital.

The result of the value of $RP = 2.583 (1.535-4.346)$, which is interpreted that the leadership role as a bad Innovator tends to have poor performance 2.583 times higher than the leadership role as a good innovator.

3.7. The Relationship between the Role of Leadership as a Motivator and the Performance of State Civil Apparatuses

Table 3.7: The Relationship between the Role of Leadership as a Motivator and the Performance of State Civil Apparatuses at the Biak Numfor Regency Public Hospital, Papua Province.

The Role as a Motivator	The performance of the State Civil Apparatus				Total	%
	Bad		Good			
	n	%	n	%		
Bad	26	50	26	50	52	100
Good	21	18.1	95	81.9	116	100
TOTAL	47	28.2	121	72.0	168	100

P-value = 0.001; RP=2.762; CI 95% (1.721-4.432)

Source: Primary data, 2022

Table 3.7 shows that of the 52 respondents with a poor role as a motivator, there were 26 people (50.0%) with poor performance as the State Civil Apparatus, and as many as 26 people (50.0%) with good performance. Meanwhile, out of 116 respondents with a good role as a motivator there were only 21 people (18.1%) with poor performance as the State Civil Apparatus, and as many as 95 people (81.9%) with good performance. The results of the chi square statistical test obtained a p-value of $0.001 < 0.05$. This means that there is a significant relationship between the role of leadership as a motivator and the performance of the State Civil Apparatus at Biak Numfor Regency Public Hospital. The result of the value of $RP = 2.762 (1.721-4.432)$, which is interpreted that the leadership role as a bad motivator tends to have poor performance 2.762 times higher than the leadership role as a good motivator.

4. Discussion

4.1. The Relationship between the Role of Leadership as an Educator and the Performance of State Civil Apparatuses

The results of the study showed that there was a significant relationship between the role of leadership as an educator and the performance of the State Civil Apparatus at the Biak Numfor Regency Public Hospital. The results of the prevalence ratio value show that the leadership role as an educator who is not good tends to have poor performance 2.43 times higher than the leadership role as a good educator. Leadership is the behavior of an individual who leads the activities of a group towards a goal to be achieved together. In general, leadership can be interpreted as the process of directing and influencing the task activities of people in a group. Leadership means involving other subordinates or employees who will be led [3].

The role of leadership as an educator in the State Civil Apparatus at the Biak Numfor Regency Public Hospital with poor performance by 45% of State Civil Apparatuses. This shows that the higher the number of educators carried out by the leadership can improve the performance of the State Civil Apparatus.

4.2. The Relationship between the Role of Leadership as a Manager and the Performance of State Civil Apparatuses

The results of the study showed that there was a significant relationship between the role of leadership as a manager and the performance of the State Civil Apparatus at the Biak Numfor Regency Public Hospital. The results of the prevalence ratio value obtained are interpreted that the leadership role as a manager who is not good tends to have poor performance 2.369 times higher than the leadership role as a good manager.

In line with previous research by Saputra (2022) that the role of leadership as a manager is able to direct its employees according to the expected performance goals [8].

The distribution of employee responses regarding the leadership role as a manager with a poor performance of the State Civil Apparatus was 42.9% and the leadership role as a manager with a good performance of the State Civil Apparatus was 82%. This shows that the better the role of the leader as a manager can improve the performance of the State Civil Apparatus at the Biak Numfor Regency Public Hospital.

The response of the respondent employees at the Biak Numfor Regency Public Hospital from the leadership as a good manager is being able to do good planning in work planning, have the right strategy to empower employees, carry out cooperative collaboration with subordinates, provide opportunities for health workers to improve their profession and encourage the involvement of all health personnel in various activities that support the program.

This source of influence may be formal in nature, such as that exerted by managerial positions within an organization. Because management positions carry a formally recognized level of authority, a person may assume a leadership role simply because of his or her position in the organization. However, not all leaders are managers, and vice versa, not all managers are leaders [9].

4.3. The Relationship between the Role of Leadership as an Administrator and the Performance of State Civil Apparatuses

The results of the study showed that there was a significant relationship between the leadership role as administrator and the performance of the State Civil Apparatus in Biak Numfor Regency Public Hospital. The results of the prevalence ratio value obtained are interpreted that the leadership role as an administrator who is not good tends to have poor performance 2.411 times higher than the leadership role as a good administrator.

Previous research by Fazrien (2018), that there is an influence of leadership as an administrator on the performance of the State Civil Apparatus. This is because the leadership is administratively able to understand and carry out administrative procedures in managing its employees and performance according to procedural [10].

The distribution of respondents to the State Civil Servants of the Biak Numfor Regency Public Hospital regarding the leadership role as administrators with poor performance of State Civil Apparatuses was 42.3% and the leadership role as administrators with good performance of State Civil Apparatuses was 82.5%. This shows that the better the role of administrator carried out by the leadership, the better the performance of the State Civil Apparatus because all actions are based on procedural or orderly administration in accordance with

standard operating procedures.

The response of the employees of the Biak Numfor Regency Public Hospital regarding leadership as a good administrator is because the leader has the ability to manage good personnel administration, has the ability to manage good financial administration, has the ability to manage accountability reports to his subordinates on the results of performance achievements, is responsible for accountability reports and the leader recommends every subordinate does good documentation and archiving in the hospital.

The role of the administrator is one form of communicative leadership in improving the performance of its employees. In this case the leader expects his employees to be able to carry out their work, it is known that the leader plays a role in communicating with his employees. It is not only limited to work matters, but if there is free time and there is no work, the leader does not hesitate to also gather with his subordinates to just chat.

Thus the leader has carried out his role to improve performance through good and effective administrative relations in accordance with the theory put forward by Wijono (2018) regarding the important role of the leader, one of which states that the important role of a leader is to carry out effective communication, so that someone plays a role, he always holds connection with each other [9].

4.4. The effect of socioeconomic on the incidence of malaria

The results showed that there was a significant relationship between the role of leadership as a supervisor and the performance of the State Civil Apparatus at the Biak Numfor Regency Public Hospital. The results of the prevalence ratio value obtained are interpreted that the leadership role as a supervisor who is not good tends to have poor performance 22.43 times higher than the leadership role as a good supervisor.

In line with previous research by Fitriani (2022), that the role of the leader as a supervisor influences employee performance [11]. The distribution of leadership roles as supervisors in Biak Numfor Regency Public Hospital with poor performance of State Civil Apparatuses is 45% and the leadership role as supervisors with good performance of State Civil Apparatuses is 81.5% with good performance.

The response of the State Civil Apparatus of the Biak Numfor Regency Public Hospital was from a good response because the leadership supervised the work carried out by employees, carried out work designs to help employees learn a lot about the expertise of each employee, helped employees according to their abilities to help employees, leaders supervised employees to work properly and the leadership creates an efficient and effective work climate.

Directions carried out by leaders are instructions, instructions, or orders that must be carried out by employees so that employees can understand the work they have to do. The directing role implies that it gives directives, gives instructions or instructions, and can be interpreted as giving directions. In other words that what is implemented for the next time or in the future it already has boundaries that must be adhered to so that everything can be in line with what has become regulations in an agency or organization.

In the role of providing supervisors here it implies that all efforts made by employees who are under the responsibility of the Director of the Biak Numfor Regency Public Hospital have been determined and planned beforehand and the agreed regulations are the result of the development of thought leaders in these public organizations.

This is in accordance with what has been stated by Rivai (2017) regarding the leadership function, one of which is the coordination function. The embodiment of the coordination function carried out by the leadership implies that in order to be able to mobilize subordinates, a leader must be able to carry out coordination, namely connecting, unifying, harmonizing relations between people, jobs and organizational units with one another so that everything runs harmoniously [12].

4.5. The effect of the habit of using mosquito repellents on the incidence of malaria

The results showed that there was a significant relationship between the role of leadership as a leader and the performance of the State Civil Apparatus at the Biak Numfor Regency Public Hospital. The results of this study were in accordance with research conducted by Oktarnia (2014) regarding the performance of employees in the financial department at Tanjungpinang Hospital that good leaders can carry out supervision and control activities have a significant effect on employee performance [13].

Distribution of State Civil Servants at the Biak Numfor Regency Public Hospital regarding the role of leadership as a leader with poor performance of State Civil Apparatuses of 32.6% and good performance of 67.4%. This shows that there is a low influence and from the results of the prevalence ratio test that the role of leadership as a leader is not significant with employee performance. This is because leaders can provide guidance and supervision to employees but are lacking in delegating tasks to employees to produce good performance due to lack of supervision by leaders.

Leaders as leaders with commendable behavior and are liked in accordance with the values of goodness and truth. Leaders who assume role models become real symbols of what they hope their followers will achieve. The attitude of a leader as a leader that is carried out by the leadership is still lacking towards his employees, so that his employees still do not fully know and what exemplary is, here the leader must be even closer to his employees so that they fully understand this exemplary attitude [3].

The role of the leadership of the Biak Numfor Regency Public Hospital in supervision is one of the management functions which is the duty and responsibility of the leader in an organization he leads so that it can run according to the goals that have been set. Efforts to increase leadership as a leader need to be improved.

4.6. The effect of the use of insecticide-treated nets on the incidence of malaria

The results showed that there was a significant relationship between the role of leadership as an innovator and the performance of the State Civil Apparatus in Biak Numfor Regency Public Hospital. The results of the prevalence ratio value show that the leadership role as an innovator who is not good tends to have poor performance 2.583 times higher than the leadership role as a good innovator.

Previous research by Fitriani (2022), revealed that there is the influence of leadership innovators in improving performance [11]. The frequency distribution of respondents regarding the role of leadership as an innovator with poor performance of the State Civil Apparatus (43.1%) has a leadership role as an innovator with good performance of the State Civil Apparatus as much as 83.3% has good performance.

4.7. The effect of the use of wire gauze on ventilation on the incidence of malaria

The results of the study showed that there was a significant relationship between the role of leadership as a motivator and the performance of the State Civil Apparatus in Biak Numfor Regency Public Hospital. The results of the prevalence ratio value are interpreted that the role of leadership as a motivator who is not good tends to have poor performance 2.369 times higher than the role of leadership as a good motivator.

In line with Indriyani's research (2021), that dream motivators affect employee performance [6]. The distribution of the leadership role as a motivator with the poor performance of State Civil Servants at the Biak Numfor Regency Public Hospital is 42.9% and the leadership role as a motivator with good performance of State Civil Apparatuses is 82%. This shows that the better motivator will improve the performance of the State Civil Apparatus.

The actions and role of the leadership in motivating the State Civil Apparatus at Biak Numfor Regency Public Hospital are having the right strategy in carrying out various tasks and functions, creating a conducive work climate and organizing and managing hospital rooms for the convenience of employees and patients in service. But in this case it is lacking in instilling work discipline to subordinates.

Leaders must be able to create a way or strategy to show passion and enthusiasm for work by motivating all employees. From the interview excerpts conducted, it proves that the leader's role is carried out well by the Head of the Biak Numfor Regency Health Office, because in the leader's role motivation is one of the tools to shape the personality of subordinates so they want to work hard and work smartly according to what is expected. A leader can motivate his employees in different ways according to each pattern that is most prominent [3].

Supervision carried out by leaders aims to measure the extent to which work mechanisms and procedures that have been set can run well and the results are very satisfying. With this it can be seen that in terms of providing supervision it has been considered quite effective, this is because leaders often supervise employees in carrying out the duties of their State Civil Apparatus, both preventive and repressive supervision.

Although not too strict supervision, supervision is still carried out on everything that is done by employees. This is because if supervision is still carried out very strictly, employees will feel uncomfortable with the supervision carried out by the leader. With this supervision, the leader continues to provide a comfortable atmosphere for employees in carrying out the duties of their State Civil Apparatus themselves and for leaders.

5. Conclusion

Based on the results of the discussion it can be concluded as follows:

- a. The role of leadership as an educator with the performance of state civil servants in Biak Numfor Regency Public Hospital is significantly related (p-value 0.000; RP = 2.43 (1.497-3.945))
- b. The role of leadership as a manager with the performance of the State Civil Apparatus at Biak Numfor Regency Public Hospital is significantly related (p-value 0.001; RP = 2.369 (1.436-3.910)).
- c. The role of leadership as an administrator with the performance of the State Civil Apparatus at Biak Numfor Regency Public Hospital is significantly related (p-value 0.001; RP = 2.411 (1.4447-4.016)).
- d. The role of leadership as a supervisor with the performance of State Civil Apparatus at Biak Numfor Regency Public Hospital is significantly related (p-value 0.001 RP = 2.43 (1.497-3.495)).
- e. The role of leadership as a leader with the performance of the State Civil Apparatus at Biak Numfor Regency Public Hospital is not significantly related (p-value 0.237; RP = 1.405 (0.854-2.312)).
- f. The role of leadership as an innovator with the performance of the State Civil Apparatus at Biak Numfor Regency Public Hospital is significantly related (p-value 0.000; RP = 2.583 (1.535-4.346))
- g. The role of leadership as a motivator with the performance of State Civil Apparatus at Biak Numfor Regency Public Hospital is significantly related (p-value 0.001; RP = 2.762 (1.436-3.910)).

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