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## Factors Affecting Health Worker Performance: A Management Evidence from Midwife Sharia Hospital X in Central Java Indonesia before the Covid-19 Pandemic<sup>1</sup>

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### Abstract

The purpose of this study was to explain the influence of motivation, leadership, and discipline on the performance of the midwife at Sharia Hospital X in Central Java Indonesia before the Covid-19 pandemic. This research is a combination between quantitative research and qualitative research (mix method). The population in this study were all midwives sharia hospital x in central java Indonesia, totaling 75 people. The primary data in this study came from questionnaires, interviews, observation, and documentation, then from the results of the analysis and data processing the researcher interpreted it more deeply using qualitative methods. The results of this study conclude that motivation, leadership, and discipline are proven to have a positive and significant effect on the performance of midwives, thus it can be concluded that an increase in motivation, leadership, and discipline in work will be able to improve the performance of the midwives Sharia Hospital X. These results give an understanding that every time there is an increase in motivation, leadership, and work discipline, it will increase the performance of the midwives. Motivation is the biggest variable affecting the performance, leadership is the second and work discipline is the smallest variable that affects the performance of midwives.

**Keywords:** Motivation, Leadership, Discipline, Performance of the Midwife, Sharia Hospital

**Major classifications:** Health Science

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### 1. Introduction

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Law Number 36 of 2014 concerning Health Workers aims to meet the community for health workers, empower health workers according to community needs, provide protection to the community in receiving health efforts, maintain and improve the quality of health efforts provided by health workers, provide legal certainty for the public and health worker (Law of the Republic of Indonesia, 2014). The law also states that midwives are health workers who are grouped into midwifery workers, have the authority to provide maternal health services, child health services, and women's reproductive health services and family planning (Rifkin, 2016).

In addition, based on the Regulation of the Minister of State for Administrative Reform Number: 01 / PER / M.PAN / 1/2008 concerning the Functional Position of Midwives and their Credit Score, it is stated that what is meant by midwives in this regulation are Civil Servants who are assigned the task, responsibility, and authority to carry out midwifery activities at health service facilities (Nazeli & Adisasmito, 2007). Midwives have a very important task in counseling and health education not only for women, but also in families and communities (Borrelli, 2014). This includes antenatal education and preparation for parenthood and extends to women's health, sexual health or reproductive health, and child care (Lumbiganon et al., 2016).

The role of midwives at Sharia Hospital X in Indonesia as professionals is a very important asset to create a healthy Indonesia (Baxter & Brumfitt, 2008). Health development in Indonesia cannot be carried out only by government officials who are responsible for handling health matters, but must also be carried out jointly by involving the roles of the whole community and the private sector. This is in accordance with Indonesia's mission in the health sector, which is to improve the degree of public health in the context of realizing "Great Indonesia which is Sovereign, Self-Sufficient, Independent and Prosperous (Bappenas, 2017).

Today, the need for health information is increasing day by day (AbouZahr & Boerma, 2005). The public is increasingly concerned about the health situation and the results of health development carried out by the government (Levecque et al., 2017). This is especially true for health problems that are directly related to their health (Rickwood et al., 2005). Health matters are related to the life of the wider community and everyone needs to live healthy. Public concern about health provides positive values for health development (Policies, 2007). For this reason, health program managers are required to provide comprehensive health services (Johnson et al., 2012).

The mortality rate in an area over time roughly describes the public health status, the condition of health problems, and environmental conditions. In addition, the mortality rate can also be used as an indicator for assessing the success of health services and health development programs (Wolfe et al., 2013).

Maternal Mortality Rate (MMR) can also be used as an indicator for assessing the success of health services, especially midwifery services. Maternal Mortality Rate is calculated based on the comparison of the number of maternal deaths per 100,000 live births (Hogan et al., 2010). For example, based on MMR data in one area in Indonesia in 2020 there were 182 people (Pemalang District Health Office).

Maternal Mortality Rate (MMR) in Indonesia, compared to previous years, the MMR in 2020 in Indonesia has increased quite high, even becoming the highest in the last six years since 2014 (Sutiati Bardja, 2020). Meanwhile, when compared with the Millennium Development Goals (MDGs) or Millennium Development Goals in the health sector that Indonesia has set at 120 MMR per 100,000 live births, in the last 6 years (2014-2020) MMR in Indonesia is still far from the target set, except in 2015 which is under the MDGs.

Data from the Central Java Provincial Health Office in 2020 also noted that the maternal mortality rate in one district was still quite high (2020, 2017). Of the 35 districts / cities in Central Java, MMR in the district is in second place. Apart from these data, in reality, maternal mortality has a negative impact on the welfare of families and communities and has significant social implications for the quality of family health in the future.

Sharia Hospital X as part of Indonesia's territory and midwives at Sharia Hospital X before Covid-19 were certainly affected by their achievement as second place in Central Java. At Sharia Hospital X Central Java Indonesia before the Covid-19 Pandemic there were 3 community services, namely: 1) X sharia community service, with 23 midwives; 2) Y sharia community services, with 29 midwives; and 3) Z sharia community services, with 23 midwives. Thus, there were 74 midwives at Sharia Hospital X before Covid-19. Midwives as the spearhead of maternal and childbirth health services are often used as a fulcrum if a delivery process does not go as expected. Whereas in the delivery process the end result is not only influenced by midwife factors, but also very much depends on many factors, including the mother's nutritional status, socio-economic conditions, poor health conditions prior to pregnancy, incidence of various complications in pregnancy and birth, availability and utilization of health service facilities including prenatal and obstetric care, as well as other support such as motivation, leadership, and work discipline.

Good human resource management requires human resource management (Khatiri, Gupta, Gulati, & Chauhan, 2010) stated that. HRM is a program of activities carried out to obtain, develop and utilize human resources to support organizational goals.

Organizations in an effort to improve performance are a challenge for human resource management, because success in achieving goals and organizational survival depends on the quality of human resources (Birkinshaw et al., 2008). Basically, the organization does not only need capable and skilled employees but employees who can work harder and are willing to achieve optimal results and in accordance with organizational goals. Performance can provide its own benefits for employees, such as an increase in salary, expansion of opportunities for promotion, increasing skills and increasing the experience of an employee. Improving employee performance will have a positive impact on organizational progress (Ottenbacher, 2007). Performance is the achievement or achievement of a person with respect to the tasks assigned to him (Nitsche, 2014).

Many factors can affect employee performance. According to several studies below (Gruman & Saks, 2011; Employee & Plans, 2001; Kompas & Sridevi, 2010), the factors that influence employee performance are motivation, leadership and work discipline. This research is also supported by several other studies such as (Shahzadi et al., 2014; Sharma & Taneja, 2018; Pawar & Pawar, 2019; Kumari & Singh, 2018). Based on this description, it can be concluded that in previous studies there were inconsistencies in the results regarding the influence of motivation, leadership and discipline on employee performance. Therefore, the difference in results (research gap) is worthy of further research (Tietz & Tietz, 2013).

Motivation is a condition that encourages other people to be able to carry out tasks according to their functions in the organization (Bangun, 2012; Heim, 2020; Burns & Burns, 2020; Maslow, 1943; Stoyanov, 2017). Motivation is important, because with motivation it is expected that every employee will work hard and be enthusiastic to achieve high work productivity (Rizwan et al., 2014). A person's behavior is influenced and stimulated by desires, fulfillment of needs and goals and satisfaction. This stimulation will create an impetus for someone to do activities (Milne, 2007; Sunyoto, 2012). High motivation from someone can affect employee performance (Shahzadi et al., 2014; Milne, 2007).

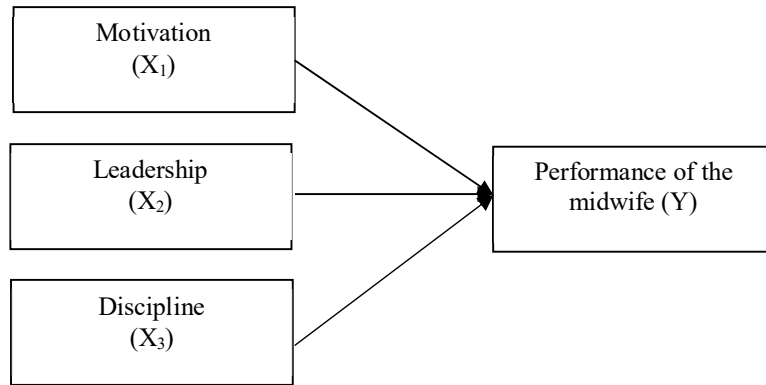
Leadership is a process of influencing or providing an example to followers through a communication process in an effort to achieve organizational goals. Leadership is closely related to employee performance (Council, 2004; J. C. Chen & Silverthorne, 2005; Buil et al., 2019). Leadership that gets a positive response from employees tends to increase employee satisfaction and performance, and vice versa (Asrar-ul-Haq & Kuchinke, 2016; Bello, 2012; Pawirosumarto et al., 2017). In an organization, leadership plays an important role because it is the leader who will move and direct the organization in achieving its goals and at the same time is a difficult task (Avolio & Hannah, 2008). Discipline is a reflection of the level of employee work discipline. Discipline will be achieved if every individual and also a group ensure compliance with orders and takes the initiative to take an action that is needed in the absence of an order. With good order or discipline it is expected that morale, work morale, efficiency, effectiveness, work productivity and employee performance will increase (Cretu, 2014; Susita et al., 2017).

The trial of using finger print in January 2020 and implementing the rules for using finger print in February 2020 before Covid-19 for employees in the environment of Sharia Hospital X in Central Java is an effort to discipline them, especially when coming and coming home from work. With this tool, it is hoped that employees will not manipulate the hours of arrival and return. However, there are still employees who arrive late, go home early, do not come to work without information, some even 'thumbs up' when they arrive and go home according to time, but during working hours they are not in the office. The timely arrival and return of work at work as evidence of an employee's discipline is highly demanded by a midwife. However, in reality there are still many employees in general and midwives in particular who are late and leave early. Based on the phenomena at Sharia Hospital X in Central Java Indonesia before Covid-19 and the research gap in the research results, this study aims to describe what factors can affect the performance of health workers: a management evidence from midwife sharia hospital x in central java Indonesia before the covid-19 pandemic.

## 2. Methods

This research is a combination between quantitative research and qualitative research (mix methods). Research variables consist of at least independent & dependent variables (Valunaite Oleskeviciene & Sliogeriene, 2020). The independent variables in this study consisted of motivation, leadership and work discipline. While the dependent variable used in this study is performance. The population in this study were all midwives sharia hospital x in central java Indonesia, totaling 75 people. The primary data in this study came from questionnaires, interviews, observation, and documentation, then from the results of the analysis and data processing the researcher interpreted it more deeply using qualitative methods. The data collection method used was a questionnaire. Questionnaire data were determined using a Likert scale. The analytical method used to test the hypothesis and formulated in this study is multiple linear regression analysis.

The research model for this study can be draw as follow:



**Figure 1:** content Research model of this study

### 3. Results and discussion

#### 3.1. Overview of Sharia Health Services

Sharia health services are the Technical Implementation Unit of the District or City Health Service which is responsible for carrying out health development in a work area. Sharia health services are health service facilities at the basic level that carry out health efforts that are comprehensive, integrated, evenly accepted and affordable by the community.

The number of sharia health services in Indonesia is 22 units of that number, including in Central Java Province. With the number of sharia health services in Indonesia currently considered to be less than ideal, it expands the reach of services by increasing Islamic auxiliary health services and mobile sharia health services. With the existence of this sharia health service network, it is hoped that services for the health needs of the Indonesian population will be easier to reach and serve.

The vision and mission of Sharia Hospital X in Central Java Indonesia is: "To support the creation of a great Indonesia which is sovereign, independent, independent and prosperous through efforts to create a Healthy Indonesia in 2021". Meanwhile, the missions are: a) To drive health-oriented development in the working area of sharia health services; b) Encouraging independent healthy living for families and communities in the working area of sharia health services; c) Maintain and improve the quality, equity and affordability of health services that are delivered by sharia health services; and d) Maintain and improve the health of individuals, families and communities and their environment.

#### 3.2. Description of Research Results

Multiple regression is used to measure the strength of the relationship between two or more variables, it also shows the direction of the relationship between the dependent variable and the independent variable (Valunaite Oleskeviciene & Sliogeriene, 2020). This multiple regression method was developed to estimate the value of the dependent variable (Y) by using more than one independent variable (X). Formula (Ghozali, 2013).. The results of multiple regressions in this study can be seen in the following table:

**Table 1:** Multiple Regression Results

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	,985	,739		1,333	,187
	Motivation	,385	,079	,408	4,857	,000
	Leadership	,315	,088	,339	3,560	,001
	Discipline	,285	,092	,245	3,087	,003

a. Dependent Variable: Performance of midwives  
Source: Processed Primary Data, 2020.

Based on the regression results, a linear equation will be made between motivation, leadership, and work discipline on the performance of midwives as follows:

$$Y = 0.985 + 0.385 X_1 + 0.315 X_2 + 0.285 X_3$$

The regression equation can be interpreted as follows:

1. The constant ( $\alpha$ ) is positive at 0.985. These results give an understanding that if motivation, leadership, and work discipline are at zero, the performance of the midwife at Sharia Hospital X in Central Java Indonesia is still positive.
2. The motivation regression coefficient (b1) is positive at 0.385. These results provide an understanding that every time there is an increase in motivation, it will improve the performance of the midwife at Sharia Hospital X in Central Java Indonesia.
3. The leadership regression coefficient (b2) is positive at 0.315. These results provide an understanding that every time there is an increase in leadership, it will improve the performance of the midwife at Sharia Hospital X in Central Java Indonesia.
4. The regression coefficient of work discipline (b3) is positive at 0.285. These results give an understanding that every time there is an increase in work discipline, it will improve the performance of the midwife at Sharia Hospital X in Central Java Indonesia.

To find out that the regression function has met the elements of goodness of fit, it can be seen from the coefficient of determination and Test - F. Coefficient of determination the coefficient of determination (R<sup>2</sup>) in essence measures how far the ability of the model (Motivation, Leadership and Work Discipline) is able to explain variable variations. Dependent is (Employee Performance). The coefficient of determination in this study can be seen in the table below:

**Table 2:** Result of the coefficient of determination

Model Summary <sup>b</sup>				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,932 <sup>a</sup>	,869	,864	1,231

a. Predictors: (Constant), Work Discipline, Motivation, Leadership

b. Dependent Variable: Performance of midwives

Source: Processed Primary Data, 2020.

The coefficient of determination can be seen in the Adjusted R Square of 0.864. These results can be interpreted that the variables of motivation, leadership, and work discipline can explain the performance of the midwife Sharia Hospital X in Central Java Indonesia by 86.4% (0.864 x 100.0%). Meanwhile, 13.6% (100% - 86.4%) of the midwife's performance was explained by variables other than motivation, leadership, and work discipline. Sharia Hospital X in Central Java Indonesia.

The F-test is used to test the regression model. The hypothesis will be tested using a significance level of 5% or 0.05 (Ghozali, 2013). If the value is sig. <0.05 then the model is accepted and if the value is sig. > 0.05, the model is rejected. The results of the F-test in this study are shown in the following table:

**Table 3:** Test Results - F

ANOVA <sup>a</sup>						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	713,586	3	237,862	157,050	,000 <sup>b</sup>
	Residual	107,534	71	1,515		
	Total	821,120	74			

a. Dependent Variable: Performance of midwives

b. Predictors: (Constant), Work Discipline, Motivation, Leadership

Source: Processed Primary Data, 2020.

The result of the F-test is 157.050 with sig.0.000 smaller (<) 0.05, thus motivation, leadership, and work discipline have an effect on the performance of the midwife Sharia Hospital X in Central Java Indonesia together so that the regression model used is fit or good. The t-test basically shows how far the influence of one explanatory variable (independent or free) in explaining the variation of the dependent variable (Ghozali, 2013). The results of the t-test in this study are shown in the following table:

**Table 4:** Test Results - t

	Model	t	Sig.
1	(Constant)	1,333	,187
	Motivation	4,857	,000
	Leadership	3,560	,001
	Discipline	3,087	,003

a. Dependent Variable: Performance of midwives  
Source: Processed Primary Data, 2020.

Based on the results of the t-test, the following hypothesis can be proven:

1. The result of the t-test for motivation is 4.857 with sig.0.000 smaller ( $<$ ) 0.05, so it accepts the hypothesis that motivation has a positive effect on the performance of the midwife at Sharia Hospital X in Central Java Indonesia.
2. The result of the t-test for leadership is 3,560 with sig. 0.001 smaller ( $<$ ) 0.05, thus accepting the hypothesis that leadership has a positive effect on the performance of midwives at Sharia Hospital X in Central Java Indonesia.
3. The t-test result for work discipline is 3.087 with a smaller sig.0.003 ( $<$ ) 0.05, so it accepts the hypothesis that work discipline has a positive effect on the performance of midwives at Sharia Hospital X in Central Java Indonesia.

### 3.3. The Influence of Motivation on Midwife Performance

Hypothesis testing proves that motivation has a positive and significant effect on the performance of midwives at Sharia Hospital X in Central Java Indonesia before the Covid-19 pandemic, with the obtained t-test results of 4.857 with sig. 0.000  $<$  0.05. The positive influence shows that every increase in motivation will improve the performance of the midwife at Sharia Hospital X in Central Java Indonesia. Motivation is how to encourage someone's morale to be willing to work by optimally providing their abilities and expertise to achieve organizational goals (Shahzadi et al., 2014). Motivated employees mean that they will give all their time and effort and expertise to produce maximum work output so that it has an impact on achieving better performance.

Research conducted on midwives at Sharia Hospital X in Central Java Indonesia prior to the Covid-19 pandemic showed that these midwives had sufficient motivation to work (average score 3.38). This shows that the work motivation of the midwives still needs to be improved so that they can be maximized in achieving work results. This condition can be seen from an adequate assessment of having the willingness to learn to be better than before (average value 3.33). This shows that midwives tend to maintain their work patterns so that they have less impact on improving performance, such as when there is no solid work, they prefer to leave the workplace and do not use it for more positive things that support the implementation of tasks such as taking the initiative to visit pregnant women themselves so that their conditions are more monitored and get input if there are problems encountered during pregnancy so that solutions can be determined for handling them. Similar conditions can also be seen regarding a sufficient assessment of wanting to improve skills by following lessons through various resource persons (such as seminars or special training) (average score 3.29). Midwives will take part in various lessons through education and training organized by agencies, but outside of the training they are less willing to take part in various trainings organized by various institutions and universities such as through seminars or workshops because they have to spend time and energy to attend the training. The midwives at Sharia Hospital X in Central Java Indonesia, who are less willing to take part in various training, do not increase their knowledge so that the results of the work they get are also not improved. Sufficient assessment was also given regarding wanting to gain more responsibility in the profession (mean score 3.31). This shows that the midwives at Sharia Hospital X in Central Java Indonesia tend to only want to maintain their current responsibilities because if they get bigger responsibilities such as being an expert midwife from a previously skilled field, the demands for work responsibilities will be greater, thus increasing the burden. work. Midwives seem to want to avoid this factor and will result in suboptimal work results.

Based on the results of the research obtained, it also shows that there are several factors that motivate the midwives of Sharia Hospital X in Central Java Indonesia before the Covid-19 pandemic to work as seen from their high assessment of always wanting to work hard every time they carry out their duties (average score of 3, 51). This is based on the fact that midwives

are required to have a big responsibility because they help the delivery process to run smoothly so that they will be more totality in working according to the code of ethics and even have to be ready at any time if needed to help with the birth process. On this basis, what motivates the midwives of Sharia Hospital X in Central Java Indonesia to work wholeheartedly as a form of professional responsibility so that it can have an impact on good performance in assisting childbirth processes carried out by every community. High ratings were also given regarding obtaining security guarantees while carrying out tasks (mean score 3.47). This shows that the midwives at Sharia Hospital X in Central Java Indonesia get various safety facilities at work such as gloves used to protect hands from blood contact, all types of body fluids, secretions, excreta, non-intact skin, patient mucous membranes and other objects contaminants and masks for protection of the mucous membranes of the nose, mouth, and eyes during treatment or patient care. By providing security facilities at work, the health of the midwife at Sharia Hospital X in Central Java Indonesia before the Covid-19 pandemic was also protected during work so that this made them more able to work optimally so they could show good performance as a midwife who helped the birth process so that smoothly and mother and child are also in good health.

The results of the research obtained show that overall motivation still needs to be improved in various aspects such as the willingness to learn better than before, such as if all this time while waiting for childbirth tasks to do various other activities outside of work so that it makes them often leave the workplace, it would be nice for them. take advantage of this time to visit people who are pregnant to provide counseling about healthy ways to maintain pregnancy by consuming healthy food to eat so that it shows more efforts to reduce the mortality rate of pregnant women. This is very necessary because with a wide coverage area and a large number of pregnant women while the midwife is limited, sometimes there are midwives at Sharia Hospital X in Central Java Indonesia who were not monitored before the Covid-19 pandemic. In their spare time, midwives also take the time to attend seminars or workshops and various midwifery trainings organized by non-governmental organizations. This shows motivation to increase the ability to work so that it can produce good performance. The midwives at Sharia Hospital X in Central Java Indonesia also need to be encouraged to want to take on a big responsibility in carrying out their profession such as midwives who have positions as skilled midwives are encouraged to be able to increase their rank to become an expert field by taking education equivalent to DIV / S1, because by becoming Therefore, the expert field has broader duties and powers such as determining midwifery management in any given midwifery care so that it can play a greater role in efforts to produce better performance such as efforts to minimize maternal mortality and childbirth.

The results obtained support the research Shahzadi et al. (2014), Guiso et al. (2015), Rizwan et al. (2014), Wakefield et al. (2008), Al Salman & Hassan (2016) which shows that motivation affects employee performance.

### **3.4. The Effect of Leadership on the Performance of Midwives**

Hypothesis testing proves that leadership has a positive and significant effect on the performance of midwives, with the obtained t-test results of 3.560 with sig. 0.001 <0.05. The positive influence shows that each leadership suit will improve the performance of the midwife at Sharia Hospital X in Central Java Indonesia before the Covid-19 pandemic. Leadership is the process of influencing and directing employees in doing the work that has been assigned to them (Gong et al., 2009; Pawar & Pawar, 2019; Bello, 2012; Pawirosumarto et al., 2017). The application of the right leadership style will make it easier for superiors to influence and direct subordinates to carry out tasks according to the expected goals so that with the right leadership it can have an impact on achieving good performance at Sharia Hospital X in Central Java Indonesia before the Covid-19 pandemic.

Research conducted on midwives at Sharia Hospital X in Central Java Indonesia prior to the Covid-19 pandemic showed that midwives gave high ratings of leadership within the institution (average score 3.45). This shows that the implementation of leadership shown by superiors can be accepted by midwives so that together they can work together in carrying out their duties. This can be seen from the midwives' high assessment of their leadership as having intelligence compared to other people (average score 3.52). The superiors have the competence in carrying out their duties, namely working as a doctor so that this supports a smart mindset related to decision making in the health sector. This factor makes midwives more focused in the process of carrying out their duties because they get guidance and direction from leaders who are competent in carrying out duties at Sharia Hospital X in Central Java Indonesia before the Covid-19 pandemic.

High ratings were also given regarding the leadership having a good personality (average score 3.55). The good personality of the leaders can be seen from the leaders who are outgoing or easy to communicate with others such as subordinates and have honesty in carrying out their duties so that the midwives feel comfortable and have trust with superiors who have this kind of personality. This is what makes the midwives at Sharia Hospital X in Central Java Indonesia always ready to accept and carry out tasks given by their superiors so that it has an impact on good performance according to the wishes of the agency. High ratings were also given regarding leaders being fair to their subordinates (average value 3.49). Leaders do not



discriminate in applying rules for subordinates such as subordinates who violate the rules will be sanctioned regardless of position or seniority in work.

Based on the results of the research obtained, it also shows that the midwives at Sharia Hospital X in Central Java Indonesia before the Covid-19 pandemic gave a sufficient assessment of the leadership having high authority and charisma (average value 3.37). This can be based on the fact that the leader is close to his subordinates, so that sometimes the subordinates think of the leader as a friend so that it can reduce the authority and charisma of the superior in the eyes of the subordinates. Conditions that will make subordinates more relaxed at work because they feel close to their superiors so that it can have an impact on poor performance in carrying out their duties. Sufficient assessment was also given regarding the leadership willing to provide an example to their subordinates (average score 3.31). This is based on the fact that the leaders are not fully exemplary at work, such as sometimes arriving late or leaving the place during working hours so that this will be followed by subordinates and have an impact on the underperformance of subordinates at Sharia Hospital X in Central Java Indonesia before the covid-19 pandemic.

The results of the research obtained indicate that for the leadership factor, the dignity and charisma of the leaders can be further enhanced, namely maintaining professional relationships in working with subordinates, namely every day evaluating the work results obtained by subordinates and if there are work results that are not suitable then these subordinates must be ordered to make improvements and also be firm in making decisions regarding both assignment and punishment. This is what makes subordinates feel reluctant towards their leaders so that they will be more obedient to every work order from their superiors and can produce good performance at Sharia Hospital X in Central Java Indonesia before the Covid-19 pandemic. Leaders must also show good examples to their subordinates, such as to avoid being late in coming to the workplace, arriving early so that subordinates will follow the same method because they will feel uncomfortable when the boss has come but they haven't. This will direct subordinates to be on time in carrying out their duties so that the work results obtained can be maximized and this certainly shows the good performance of the midwives at Sharia Hospital X in Central Java Indonesia before the Covid-19 pandemic.

The results obtained support research of Abbas & Yaqoob (2009), Azka et al. (2011), J. Chen & Zhu (2004) which show that leadership has an effect on employee performance.

### **3.5. The Effect of Work Discipline on the Performance of Midwives**

Hypothesis testing proves that work discipline has a positive and significant effect on the performance of midwives. The t-test results are 3.087 with sig. 0.003 < 0.05. The positive influence shows that every increase in work discipline will improve the performance of the midwife at Sharia Hospital X in Central Java Indonesia. Discipline is an attitude of respect for the rules and regulations of the company, which is in the employee, which causes him to voluntarily adjust to company rules and regulations (Sutrisno, 2012: 87). By always obeying the regulations, the work methods and goals obtained by employees will be in accordance with company expectations so that they will show good performance in working at Sharia Hospital X in Central Java Indonesia before the Covid-19 pandemic.

Research conducted on midwives at Sharia Hospital X in Central Java Indonesia prior to the Covid-19 pandemic showed that midwives gave an adequate assessment of work discipline (mean score 3.33). This shows that although the midwives at Sharia Hospital X in Central Java Indonesia try to comply with work regulations, they have not been shown consistently. This condition can be seen from an adequate assessment of always complying with the regulations set by the agency (average score 3.28), such as not being allowed to go home early without permission, but many midwives do this so that it hinders services to the community and this has an impact the performance of the midwives was still lacking. Sufficient assessment was also given of using time effectively while on duty (mean score 3.25). This shows that the midwives are still not optimal in maximizing working hours, such as when none of the patients being treated prefer to chat with other people or leave the workplace so this condition makes the contribution made less than optimal. Sufficient assessment was also given regarding always being present on time (mean score 3.21). This shows that the midwives at Sharia Hospital X in Central Java Indonesia, before the Covid-19 pandemic, sometimes arrived late, such as being 10 to 15 minutes late from the specified entry time, which is 07.00 am.

Based on the results obtained, the study showed that the midwives demonstrated their discipline by having a high percentage of attendance (average value 3.57). The midwives at Sharia Hospital X in Central Java Indonesia before the Covid-19 pandemic will try to always be present even though sometimes it is too late to increase the percentage of attendance because if they don't come to work often they will be able to get sanctions in the form of reduced allowances so that it will have an impact on decreasing the income earned. By always striving to be present, they will carry out their duties more often so that they can help the performance of health services to the public who come to Sharia Hospital X in Central Java Indonesia.



The results of the research obtained indicate that overall the work discipline of the midwives at Sharia Hospital X in Central Java Indonesia before the Covid-19 pandemic still needs to be improved, that is, employees must always comply with established regulations such as not being allowed to go home earlier than the specified hours and if often violating it, it is necessary to be given various sanctions such as postponing the increase in staffing classes or getting transfers to other places so that this is expected to make the midwives at Sharia Hospital X in Central Java Indonesia able to comply with the regulations by working until the specified return hours so that the working hours used can be maximized to increase the quantity of services to the community. Midwives must also use their time effectively while on duty, that is, when people come to Sharia Hospital X in Central Java Indonesia before the Covid-19 pandemic, all of them are served until it's finished and if there are still working hours then they can continue to field tasks such as visiting mothers get pregnant and carry out checks on newborns so that working hours can be streamlined for work and this will further help improve maternal and child health services. Midwives also have to come on time, such as requiring them to arrive 15 minutes before work time, which is 07.00 AM so that if they are late by 15 minutes they can still arrive promptly at 07.00 AM according to service hours. By working more on time, there will be more people who are better served so that they can be maximized in providing pregnancy and childbirth health services to the community at Sharia Hospital X in Central Java Indonesia before the Covid-19 pandemic.

Several studies (Yg. & Hutchison, 1989; Tumilaar, 2015; Pawirosumarto et al., 2017; Hersona & Sidharta, 2017; Arif et al., 2019; Kurniawan & Heryanto, 2019) support this finding which shows that discipline has an effect on employee performance.

#### 4. Conclusion

The conclusions of the research results regarding the influence of motivation, leadership, and work discipline on the performance of midwives at Sharia Hospital X in Central Java Indonesia before the Covid-19 pandemic are as follows: 1) Motivation is proven to have a positive and significant effect on the performance of midwives at Sharia Hospital X, thus it can be concluded that an increase in work motivation will improve the performance of the midwife at Sharia Hospital X in Central Java Indonesia; 2) Leadership is proven to have a positive and significant effect on the performance of midwives at Sharia Hospital X, thus it can be concluded that the implementation of proper leadership will improve the performance of the midwives at Sharia Hospital X in Central Java Indonesia; and 3) Work discipline is proven to have a positive and significant effect on the performance of the midwife at Sharia Hospital X, thus it can be concluded that an increase in work discipline will improve the performance of the midwife at Sharia Hospital X in Central Java Indonesia.

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