



The Influence of Leadership, Competencies, Work Motivation to Job Satisfaction and Implications to the Midwives Performance in North Maluku Province

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Abstract: This research is purposed to know the influence of leadership, Competencies, and Work Motivation to Job Satisfaction and its Implication to The Performance of Midwives in North Maluku Province. The method's used are descriptive survey and explanatory survey, data is collected by using questioner that's distributed to the sampel as many as 210 responden, data is analysed using structural equations modelling (SEM) to test the hypotesis. The research has shown that leadership has significantly and positively influenced to increased job satisfaction, competencies has significantly and positively influenced to increased job satisfaction, Work Motivation has significantly and positively influenced to increased job satisfaction, leadership, competencies and Work Motivation as simultaneously has influenced significantly and positively increasing job satisfaction as much as 75% while as much as 25% has been influenced by other factors with $f_{count} e'' f_{table} (94,769 e'' 3,04)$, but partially leadership on Individualized Consideration dimension with indicator of creating a good workplace environment is the most dominant indicator which has significantly and positively influenced to increased job satisfaction. meanwhile leadership has not influenced to increased the performance of midwives, competencies has significantly and positively influenced to increased the performance of midwives, , work motivation has not influenced to increased the performance of midwives, job satisfaction has significantly and positively influenced to increased the performance of midwives, leadership, competencies, work motivation and job satisfaction simultaneously has influenced significantly and positively increasing the performance of midwives as much as 83% while as much as 17% has been influenced by other factors with $f_{count} e'' f_{table} (13,718 e'' 3,04)$, but partially competencies on dimension of skills on doing task with indicator punctuality is the most dominant indicator which has significantly and positively influenced to the performance of midwives. Meanwhile, the direct effect has greater influence than the indirect effect.

Keyword: leadership, competencies, work motivation, job satisfaction, performance.

INTRODUCTION

Millenium Development Goals(MDG)has been a commitment of people in the universe including indonesian to solve the biggest problem of the world. There are 8 (eight) goals of first MDG,

1. eradicating poverty and hunger;
2. Making basic education available for all;
3. promoting gender equality and empowerment of women;
4. reducing child mortality;
5. improving maternal health;
6. the fight against HIV and AIDS, malaria and other diseases;
7. ensuring environmental sustainability,
8. developing a global partnership for development (UNDP, 2008).

Of the eight goals there are five objectives in the health sector, mainly on 4th and 5th goal which is to reduce the child mortality and to improve maternal health. To achieves the Millennium Development Goals (MDG's) in 2015, one of the Millennium Development Goals that are still far to achieve is, the height of maternal and child mortality case numbers. Demographic and health survey of Indonesia in 2002-2003, showed that maternal and child mortality rates were still high, in which the maternal mortality rate was about 346 / 100,000 and infant mortality was about 35/1000, meanwhile the MDG target for maternal mortality rate was 102 / 100,000 and was 34/1000 children. This target must be a substantial challenges for the government, (Depkes RI, 2007).

IMR (Infant Mortality Rate) is the amount number of infants who die before reaching the age of 1 year which is stated in 1,000 live births in the same year. IMR is one important indicator in determining the

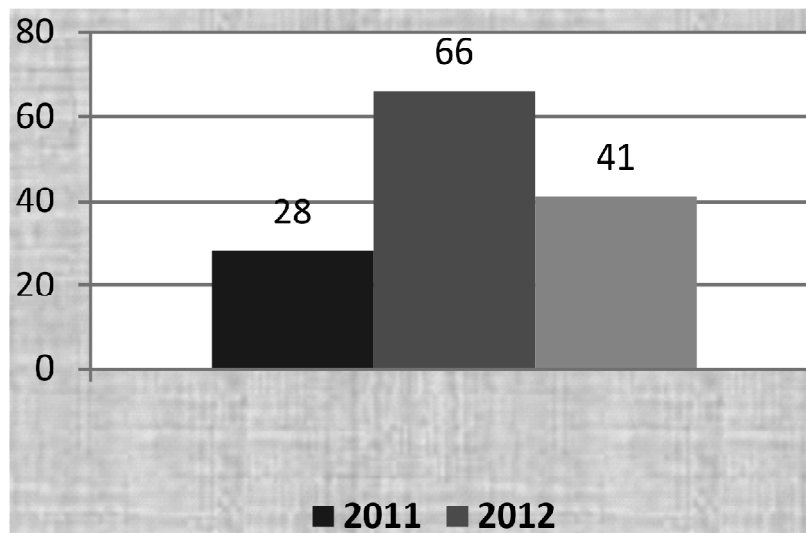


Figure 1: Diagrams of Infant Mortality Rates in North Maluku Province by 2011-2013.

Source: North Maluku Province Health Profile by the year 2013

degree of public health and to determine the quality of health services both in the equitable distribution of health services, including the distribution of health facilities and health human resources.

Maternal mortality are the complex issue that influenced by general health status, education, social, economic, and health care services during the pregnancy and childbirth.

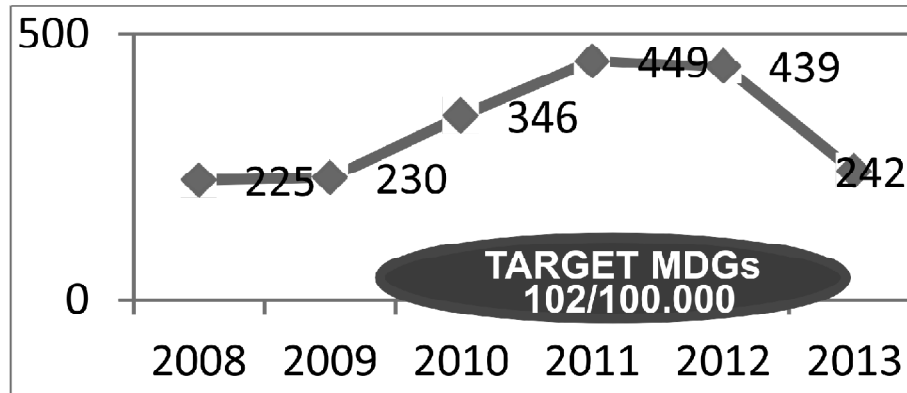


Figure 2: Diagrams of Maternal Mortality Rates in North Maluku Province by the year 2008-2013

Source: North Maluku Province Health Profile by the year 2011- 2013

These data indicate that in the period 2008 - 2013 the number of maternal deaths in North Maluku province experienced fluctuating.

The Ministry of Health realizes, that to achieve the target of reducing maternal and infant mortality rates are determined by many factors, not only determined by the availability of the health services and infrastructure but also it's affected by the number and distribution of health workers. One of the elements that play a role in accelerating the development of health is the availability of a sufficient number of health workers to serve in health care facilities in the community..

According to data of The Health Profile of District / City in 2011, both number of midwives in charge at the health care units and also at the District Health Office / City are amount of 1,227 midwives, with the ratio per 100,000 population was 98. According to indicators of *Indonesia Sehat* in 2010, the good ratio of midwives to 100,000 population are 100. In that case The North Maluku has almost met the target number of midwives set. as the comparison of the number of villages as amount of 1079 and the number of midwives in the year 2011, then the ratio of North Maluku had excess of midwives available in at least one midwife in every village.

The Midwives duties implementation and function in providing health service to the public is clearly arranged, directed and controlled through a pattern of leadership. The pattern of leadership is the process of social interaction that affect each other between the elements of leadership and staff both at the health centers and hospitals in carrying out the policies and activities of health services. As stated by Suhat (2011) that there are 58% of respondents who have chosen the type of the autocratic leadership has lower performance.

Other factors that have to be focused is midwives work motivation. The presence of proper motivation of midwives will driven to do as closely as possible in carrying out their duties for believing that the success

of the organization in achieving goals and objectives. Research Fort and Voltero (2004) resulted that even the Midwives were promised increasing of bonus and salary to improve the performance, it turns out 92% of them responded negatively. Sorrentino *et al.*, (1992). Fitriani Nur Damayanti, (2012) stated there are some similarities and differences in the implementation of midwifery services at midwife whose self practiced, according to Kepmenkes 900/2002, Permenkes 149/2010 and Permenkes 1464 / 2010. Thus, it can be concluded that the competence of midwives since the enactment Kepmenkes 900/2002, 149/2010 and Permenkes Permenkes 1464 / 2010 in the implementation of midwifery services is still the same even though the authority of midwife whose self practiced has been limited.

Considering the enormity of the role of midwives in the community, in this regard, the concrete steps that must be done is to provide quality of service, so that neither the midwives nor the patient can be protected from actions that do not meet the standards. Hernawati (2012), suggest that there is significant influence on the characteristics of the midwives, working environment, enabling environments and access to information on job satisfaction of midwives, as well as there's a significant influence on job satisfaction of midwives on the performance of midwives in DKI Jakarta amounting 79.03 percent.

Problems Formulation

Based on problems in over, hence the problems formulation are as follows:

1. Is there the influence of leadership on job satisfaction of midwives in North Maluku province.
2. Is there the influence of competence on job satisfaction of midwives in North Maluku province.
3. Is there the influence of work motivation on job satisfaction of midwives in North Maluku province.
4. Is there simultaneous influence of leadership, competence, and motivation on job satisfaction of midwives in North Maluku province.
5. Is there the influence of leadership on midwives performance in North Maluku province.
6. Is there the influence of competence on midwives performance in North Maluku province.
7. Is there the influence of work motivation on midwives performance in North Maluku province.
8. Is there the influence of job satisfaction on the performance of midwives in North Maluku province.
9. Is there simultaneous influence of leadership, competence, work motivation and job satisfaction on midwives performance in North Maluku province.

The Purpose of Research

Based on the problems formulation, then the purpose of research done this a dissertation to understand and analyze how large:

1. The influence of leadership on job satisfaction of midwives in North Maluku province.
2. The influence of competence on job satisfaction of midwives in North Maluku province.

3. The influence of work motivation on job satisfaction of midwives in North Maluku province.
4. The simultaneous influence of leadership, competence, and motivation on job satisfaction of midwives in North Maluku province.
5. The influence of leadership on midwives performance in North Maluku province.
6. The influence of competence on midwives performance in North Maluku province.
7. The influence of work motivation on midwives performance in North Maluku province.
8. The influence of job satisfaction on the performance of midwives in North Maluku province.
9. The simultaneous influence of leadership, competence, work motivation and job satisfaction on midwives performance in North Maluku province.

A. THEORETICAL FRAMWORKS

B.1. Leadership

Leadership is an ability to mobilize, harmonizing, led the group, the ability to explain the idea of and making it acceptable to others. The leader is important in affecting change. The leader is responsible for moving any attempts and barriers to ensure clarity of vision. Leaders should be able to create organizational climate in which employees feel free but fully responsible.

Bass and Avolio (in Suwatno and DoniPriansa June, 2011: 159), a leader can transform their subordinates in four ways called “4I”, namely: idealized influence, inspirational motivation, intellectual simulation, and individualized considerations.

Thereby, the leadership is seen as a process or an attempt by a leader to influence and direct the subordinates in achieving organizational goals that include idealized influence, inspirational motivation, intellectual simulation, and individualized consideration.

Rival (2006), the research results stated that the leadership affect positively in improving employee performance which is realized in three basic patterns of leadership that is concerned with the task implementation, cooperation and results can be achieved. Therefore the leader that always links with three such patterns may increase the employee performance.

B.2. Competency

Competency is a dynamic condition of the human resources that is seen and judged based on the organizational issues and employment issues in the organization. Therefore the description of competency is closely related to the role of human resources in the organization.

The existence of an organization, especially organizations that are concerned with the affairs of public administration, is certainly is not far from the strategic environmental changes. Strategic environmental changes is not only happening in the local dimension, the national dimension, but also occurs in the global dimension. Strategic environment change is the impact of the fast communication and information technology advancement that globally increased (Spencer and Spencer 1993) (in Sudarmanto, 2009:53) showed a five-dimensional characteristics of the following competency:

- 1) **Motives** is something that consistently thought out by someone which can cause a desired action. Motives are moving, directing and selecting activities or behavior towards a specific purpose and separated from the others.
- 2) **Traits** are physical characteristics and consistent responses to the situations or information.
- 3) **Self-concept** is the attitudes, values and self-image.
- 4) **Knowledge** is knowledge or information of a person in certain specific fields.
- 5) **Skill** is the ability to perform certain physical tasks or specific mental tasks..

Therefore it can be stated that competency are always have the intent or purposes such as motives, self-concept or traits that can lead into particular action conducted either to get an outcome or achieve goals. Actions are performed by the knowledge and skill competency.

For organizations that do not develop any motive competency, traits and self-concept for their employees, do not expect increasing in productivity, profitability and significant quality of a product and services management. Why? It's because everyone has motives, traits and their own self-concept to presenting themselves in the workplace, motive, trait and self-concept that is affecting their behavior in implementing the task or job

Within this context, David McClelland (in Sukmalana, 2010: 689) said: There is a basic characteristics that are more important to predict employment success. Something that is more valuable than academic intelligence and something that can be determined accurately, can be critical factor differentiating between a star performer and a dead wood. According to McClelland, that is something called Competence..

McClelland's thought clearly stated that the competence is the factor that differentiates between someone that capable of doing the optimal performance and someone that does not capable of. competence is a human resources skill that is dynamically showing the intellectual capacity, mental attitude and the quality of someone's social capabilities.

Based on this theory, variable Competency of Midwife is seen as the basic characteristics of someone who fulfills the three main components: knowledge, skills, and behavior of the individual that reflected in how to think, act, carrying out the duties and also draw conclusions about what would have to be performed and to be maintained by someone. Therefore, competency of midwife having positively effect on their performance.

Moehariono, (2009: 15) Five dimensions of competency that must be possessed by all individuals are; (1) Task-skills; (2) Task management skills; (3) Contingency management skills; (4) Job role environment skills; and (5) Skill to adaptation or skill transfer

B.3. Work Motivation

FuadMas'ud (2004: 39) defines motivation as a catalyst (driver) that exists in a person to act. To be able to carry out the duties and to work well, requires motivation of each employee.

Employees who have a high motivation will be able to perform the job better, compared with employees who lack motivation. Everyone has something that can trigger (move) either in the form of material, emotional, spiritual, and values or certain beliefs.

The motivation concept from many literature often emphasized the stimulation that appear either from someone itself (intrinsic motivation) or from outside (extrinsic motivation). Intrinsic factors are associated with satisfaction within, example the success, social recognition (appreciation) earned from the institution, the feeling when the work is being done, career advancement, as well as professional and intellectual growth that experienced by someone

It corresponds to the hierarchy of needs by Maslow (in Robbins, 2014: 224) which identifies five needs in humans; physiological needs, safety needs, social needs, esteem needs, and the need for self-actualization.

According to Santrock (Gu and Kim, 2010: 40), motivation is a process of encouragement, direction, and behavior persistence. Motivated behavior is a full of energy, focused, and last a long time.

In the work activities, the motivation can be considered as the overall driving force within a self employee who inflict work activities, which ensures continuity of work activities and give direction to the work activities. So that, the desired goals by the worker can be achieved..

Lindenberg and Foss (2011), in his research stated that motivation can affect positively in enhancing the job satisfaction which is realized by what is motif of someone's heart either in doing or achieving something they interested, which is, the one's intention to achieve success and avoid failure of life.

B.4. Job Satisfaction

Davis and Newstrom, (Robbins, 2014: 103) suggest that some managers assume that the higher job satisfaction will lead to a high achievement, but this assumption is not completely true, some evidence suggest that the more productivity become accurate it might be lead to contentment.

Employees who are not satisfied, could have been indeed someone whose productivity high, medium or low, and they will continue to raise the achievement levels of their satisfaction. The relations of employee's performance-satisfaction is far more complicated than the simple assertion that "Satisfaction leads to high performance". The opinions above shows that it can be generalized if employees are satisfied at work, would certainly get high performance.

As stated by Rival (2009: 478) that "if better performance can increase rewards for employees in a fair and balanced, then the job satisfaction will increase. Because of employee satisfaction is the feedback that affects of either self-image and motivation to improve performance.. Furthermore Lawyer and Porter in the book Sutrisno (2009: 81) revealed that 'expects high productivity led to an increase of job satisfaction if workers perceive that the rewards / intrinsic rewards (eg, the feeling when achieved something), and reward / extrinsic rewards (eg, salary) who received both fair and reasonable and are associated with performance / performance excellence.

Robbins (2014: 78) pointed out that job satisfaction is the general attitude towards the work of who shows the difference between the numbers of awards received by someone's entitlements.

B.5. Performance

Performance is the result of the implementation of the level of achievement of certain tasks. In the context of human resource development, performance of an employee in a company is required to achieve the employee's work achievement and to the company's success.

Helfert (Jimmy L. Gaol, 2014: 589) suggests that the performance is a display situation as a whole over the company during a certain period of time, where results or achievement is affected by the operations of the company in utilizing its resources.

According to Rivai (2004: 309), the meaning of performance is “Real behavior displayed by everyone as the resulting performance by employees accordance with its role within the company”. Rivai also explained that the performance is a function of motivation and ability. To complete a task or a job, a person should have a degree of willingness and a certain level of ability. The willingness and skills of a person is not effective enough to do something without a clear understanding of what is done and how to do it..

The terms of performance comes from job performance or the actual performance (actual job performance or achievements attained by someone), or also quality and quantity of work to be achieved by an employee in performing their duties in accordance with the responsibilities given to him. (Mangkunagara, 2009: 67).

Furthermore, Jimmy L. Gaol, (2014: 589-590) suggest that the performance is a term generally used for the majority of all acts or activities of an organization in a period with reference to a number of standards such as costs or projection of the past, on the basis of efficiency, accountability or the accountability of management.

It also delivered by Sinambela, (2012:5) that employee performance is defined by the ability of an employee on a specific particular expertise in doing something. Employee performance is absolutely necessary, because with this performance would have known how much the ability of the employee necessary in performing the duties charged to him. It is necessary to determined a clear and measurable criteria and apply them simultaneously to be used as a reference

Based on the above understanding, the performance is a strategic concept in order to establish a relationship of cooperation between the management and the employees to achieve good performance, the most dominant element is the human resources, although planning has been arranged well and neatly but if people or personnel who implement are not qualified and does not have a high work motivation, then the plan that has been compiled will be wasted.

Works are almost always have more than one criteria or job dimensions. Criteria is the most important factor of what people do in his job. In terms of employment criteria, describe what people are doing on the job. Therefore these important criteria, individual performance in the job must be measured, by comparing it to existing standards and the results should be communicated to every employee.

Rival (2004: 309), the real behavior’s shown by everyone is the results of work performance by employees which accordance to its role within the company. To complete a task or a job, a person should have some degree of willingness and a certain level of ability, the technical ability, conceptual ability and ability in interpersonal relations either as a manager as well as executor

C. The hypothesis

1. There is influence of leadership on job satisfaction of midwives in North Maluku province.
2. There is influence of competence on job satisfaction of midwives in North Maluku province.

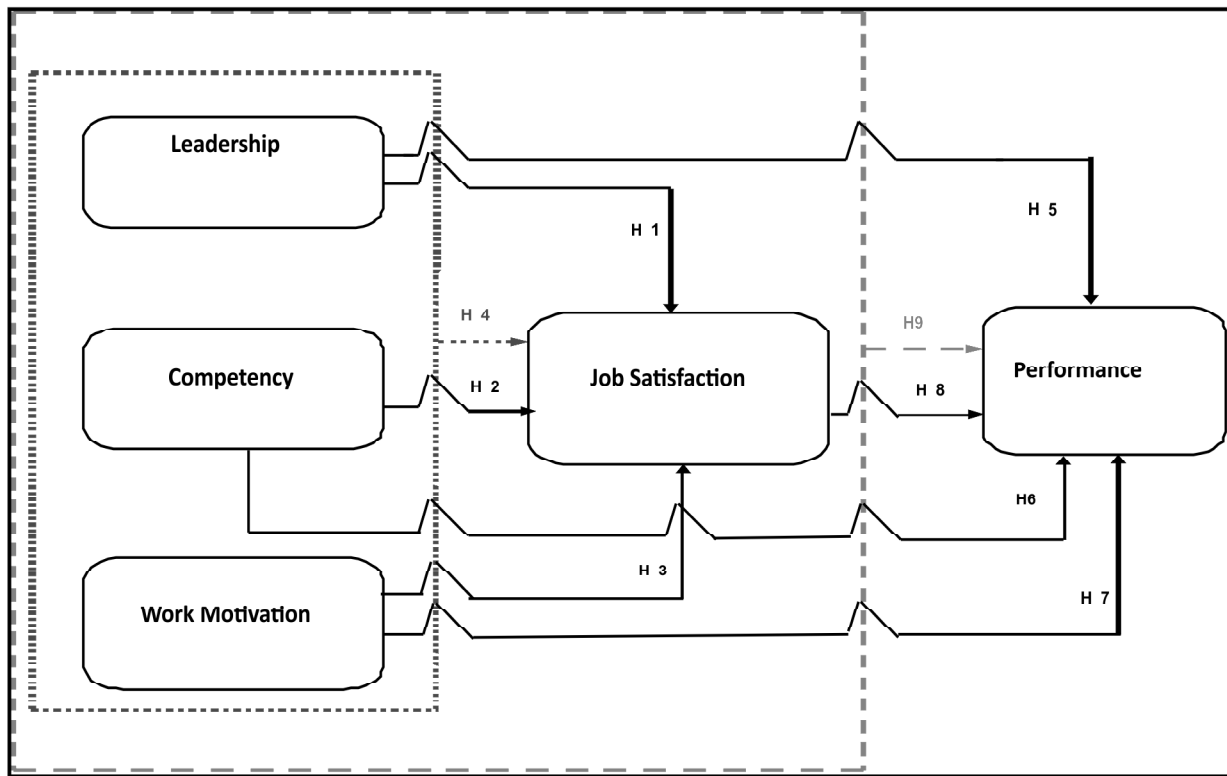


Figure 3: Conceptual Framwork

3. There is influence of work motivation on job satisfaction of midwives in North Maluku province.
4. There is simultaneous influence of leadership, competence, and motivation on job satisfaction of midwives in North Maluku province.
5. There is influence of leadership on midwives performance in North Maluku province.
6. There is influence of the competence to midwives performance in North Maluku province.
7. There is influence of work motivation on midwives performance in North Maluku province.
8. There is influence of job satisfaction on the performance of midwives in North Maluku province.
9. There is simultaneous influence of leadership, competence, work motivation and job satisfaction on midwives performance in North Maluku province.

D. The Methods

The nature of this research is descriptive and verifikatif implemented through data collection in the field, then research methodology that is used is descriptive method survey and a method of explanatory survey.

A unit of the analysis in this research are midwives in North Maluku province Time horizon in this research was crosssectional, where the research was done at the same of time at once

Population in observational is about 1227 peoples spread in 8 (eight) Regency / City in North Maluku province

The sample withdrawal in this research refers to the minimum sample with the use of the SEM analysis by Hair, Anderson and Black (in Ferdinand, 2002: 47) that when research using the technical SEM analysis, requires that the sample be considered representative for use in research is 10 (ten) to 15 (fifteen) times the number of parameters to be estimated.

In this research the estimated parameters number are 42, then the minimum number of samples is 210. The number of the samples that used in this research as many as 210, which is obtained from the sum of the parameters examined multiplied by 5 (five) then the result is 210.

To test hypotheses in this research was as follows: hypothesis 1 through 9 hypothesis tested with use the model equation structural or structural equation modeling (SEM) with Vs.8.80 Lisrel program. This are undertaken to test the Confirmatory Factor Analysis,so that measurements from the indicators dimensions and exogenous variables on endogenous variables can be known.

E. Research Result

Full model equations SEM with using program lisrel 8.70 obtained this following are the results of the data testing of Structural Equation Model:

1. Leadership impact positively and significant on job satisfaction by 0.47, it is evident from the significant test results that the value of the t-value are greater than t-count ($5.43 > 1.96$). It was found that the dimension contributes are the most dominant dimensional contribution value towards Individualized Consideration, by 0.88 career development the indicators and create a good working environment 0.89.
2. Competencies of midwife are positively and significantly impact on job satisfaction by 0.11, evident from the test results that t-value significantly greater than t-count ($2.32 > 1.96$), Provided that the most dominant dimension is skill stints with the indicators timeliness of midwives work are 0.64 and abide the rules Midwives are 0.61.
3. The motivation of Working is positively and significantly impact on job satisfaction by 0.43, evident from the test results that t-value is more than the value of the t-count are ($4.97 > 1.96$). Shows that dimension of safety needs are the most dominants with safety work environment indicator are 0.77.
4. Leadership, the midwives competencies, and motivation to work simultaneously are positively and significantly impact on job satisfaction of $R^2 = 0.75$, proven from significant test that the value of F-value of more than F-count ($3.66 > 3.04$).
5. Leadership does not affect positively and significantly to performance Midwives at the Health centers and hospitals in the North Maluku Province. Where the estimated value from -0.15 and significant test t-count ($-1.27 > 1.96$).
6. Competencies of Midwives positively and significantly effects to the Performance of Midwives at the health centers and hospitals in North Maluku province at 0.29, this was proven from significant test that t-value has greater value more than t-count ($5.77 > 1.96$). It was found that the most dominant dimension is skill stints by the indicators timeliness of work are 0.64 and abide by the rules Midwives 0.61.

7. Work Motivation is not positively and significantly effects on the Performance of Midwives at the health centers and hospitals in North Maluku province where the estimated value from -0.15 and significant test t-count ($-1.28 > 1.96$).
8. Job satisfaction positively and significantly effects the performance of midwives at 0.32, proven by a significant test that t-value are bigger than t-count ($2.03 > 1.96$). It was found that the most dominant dimensions is the satisfaction of internal working relationships by the indicators of satisfaction within leadership coaching by 0.82.
9. Leadership, Competencies, Work Motivation and Job Satisfaction simultaneously positive and significant impact towards the midwives performance by terminated coefficient $R^2 = 0.83$, proven by significant test that F-value has more value from the F-count ($8.06 > 3.04$)

F. Conclusion

Based on the results of research and discussion in the previous chapter, the obtained points the following conclusions:

- 1) Leadership are positively and significantly effecting to the Midwives job satisfaction at the health centers and hospitals in the province of North Maluku. The influence gives meaning that there is an increased dimensional pattern of leadership to the Individualized Consideration by creating a good working environmental indicators that would increase job satisfaction from midwives. (Shown in Figure 5.3, 5:14, 5:15, 5:16 and 5:17 Table).
- 2) Midwives competencies are positively and significantly influencing the midwives Job Satisfaction at the health centers and hospitals in the province of North Maluku. Influence gives meaning that it increased the competency of the Midwife on carrying out the duty by dimensional skills indicators of Midwives timeliness work will increase the job satisfaction of midwives. (Shown in Figure 5.3, 5:14, 5:15, 5:16 and 5:17 Table)
- 3) Work Motivation effects positively and significantly to the Midwives job satisfaction at the health centers and hospitals in the province of North Maluku. Influence meant by increasing the work motivation of Midwife on the dimensions of the safety needs by the indicators of safe working environment will increase from the midwives job satisfaction. (Shown in Figure 5.3, 5:14, 5:15, 5:16 and 5:17 Table)
- 4) Leadership, Midwives Competencies and Working Motivation simultaneously gives positive and significant impact to the Midwives Job Satisfaction at the health centers and hospitals in North Maluku province by the coefficient of determination (R^2) of 0.75 or 75% ($p: 258$). This shows that job satisfaction Midwives are able to be explained simultaneously by variable leadership, midwives competencies, and work motivation. While the remaining 25% are influenced by other factors in addition to leadership, competencies and work motivation of the midwives. The influence meant that by improving the leadership, the competence of midwives, and work motivation creates a good working environment, the Midwives careers development can make a role model, as well as the timeliness of work, obey the fixed rule in making decisions, and maintain security in the working environment, the existence of adequate working facilities, and a comfortable working

space on the health centers and hospital in North Maluku Province simultaneously will increase the job satisfaction. Thus, the most dominant variable that influence the job satisfaction is a factor of leadership are shown in (Figure 5.3, 5:13, 5:14, 5:15, 5:16, 5:19 and Table 5:26), while the manifest variable or the observed variable that influence the formation of job satisfaction is a revealed in simulations of creative idea intellectual dimensions.

- 5) Leadership are negatively influence and not significant the Midwives Performance at the health centers and hospitals in the province of North Maluku.

The lack of influence means, that by emphasizing creating a good working environment and the midwife career development and also be a role model will have no effects in improving the performance of Midwives are shown in (Figure 5.3, 5:14, 5:15, 5:16 and 5:20 Table)

- 6) Competencies of Midwives are given the positively and significantly effects on the Performance of Midwives at the health centers and hospitals in the province of North Maluku. The influence are meant by increasing the midwives competency, with the skill dimension to execute tasks by the timeliness work as the indicators, it can improve the performance of midwives. (Shown in Figure 5.3, 5:14, 5:15, 5:16 dan Tabel 5:21)

- 7) Work Motivation has the negative and not significant effect on the Midwives Performance at the health centers and hospitals in the province of North Maluku.

The lack of influence meant that by increasing Midwives work motivation in example safe working environment as well as their adequate working facilities and a comfortable working space will have no effect in improving the performance of Midwives. (Shown in Figure 5.3, 5:14, 5:15, 5:16 and 5:22 Table)

- 8) Job satisfaction effect positively and significant in improving the Midwives performance at the health centers and hospitals in the province of North Maluku. The influence meant by increasing job satisfaction of the Midwives is on the satisfaction dimensions with the internal working relationships by the indicators of satisfaction with leadership coaching will improve the performance of midwives. (Shown in Figure 5.3, 5:14, 5:15, 5:16 and 5:17 Tables Table 5:23)

- 9) The Leadership, Midwives Competencies, Work Motivation and Job Satisfaction are simultaneously had positive and significant impact on the Midwives Performance in the health centers and hospitals of North Maluku province with the coefficient of determination (R^2) of 0.83 or 83%. This indicates that the performance is able to be explained Midwives simultaneously by the leadership variables, midwives competencies, work motivation and midwives job satisfaction. While the remaining 17% are influenced by other factors besides leadership, midwives competencies, work motivation and midwives job satisfaction.

The influence meant by improving leadership, the competence of midwives, motivation and job satisfaction by creating a good working environment, the development of careers for Midwives and can make a role model, as well as the timeliness of work, abide to the prescribed rules, taking decision, and maintain safety in the working environment, their working facilities are adequate, and a comfortable working space, as well as settle on coaching leadership is satisfied with the assurance of career development midwives, and satisfied with the suitability between salary and

benefits with the responsibility given to the midwife at the Hospital and health center in North Maluku province together will improve the performance of midwives. Thus, the most dominant factor influencing performance midwives competence factor are as shown in (Figure 5.13, Figure 5.14, Table Table 5:24 and 5:26).

While job satisfaction mediating into partial variables which are also shown no indirect effect as the following:

Total amount of influence on Job Satisfaction Leadership are 0.47 (same as the output value GAMMA); and the magnitude of the total the influence of on the Midwives Performance Leadership is 0.17. The value of 0.17 was obtained from the sum of the value of the direct the influence of 0.02 and 0.15 indirect effect. Competencies of the Midwives total amount of influence on Job Satisfaction by 0.11 the same as the output value GAMMA); and the influence of the total Competencies Midwives performance of 0.224. Value of 0.224 was obtained from the sum of the value of direct influence indirect the influence of 0.184 and 0.04. Work Motivation total amount of influence on Job Satisfaction of 0.43 the same as the output value GAMMA); and the influence of work motivation to the total midwives performance are 0.16. Value of 0.16 was obtained from the sum of the value of the direct the influence of 0.02 and 0.14 indirect effect. (Table 5: 31).

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