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## The Competency Indicator for the Position of Head of District Health Office (DHO) in North Sumatera Province

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Abstract : The greatest challenge constrains the achievement of the objectives of the SDGs, particularly with regard to health related to human resource competency gaps. Uneven Head of District Health Office (DHO) Competencies caused a disparity success between districts. The purpose of this research is to identification the competence of Head of DHO that can be used as minimum reference to recruit someone in that position. This research is cross-sectional, qualitative and quantitative research methods. Data were collected using interview guides and questionnaires distributed to 150 respondents in 50% of districts in North Sumatera Province consisting of Head of the District or Head of the District Office, DHO, Chief of Division at DHO, and Head of Primary Health Centre (PHC). In addition the respondents of this study also the Head of District Personnel Agency, Head of District Supervision, and Head of District Development Planning Board. Data analysis was done by using Confirmatory Factor Analysis (CFA) approach. The results are presented in tables, figure and text. The results indicate that the competence of the Head of DHO consists of achievements and actions (achievement orientation, concern to order, initiative, information seeking, planning, budgeting, organizing, quality oriented and initiative), helping and human services (interpersonal understanding, customer service orientation, and responsiveness), leadership (impact and influence, organizational awareness, and relationship building), personal effectiveness (integrity, selfcontrol, self-confidence, flexibility, and organizational commitment), and local specific leadership (understanding of main value of the local cultural understanding values and local customs understanding).

Keywords : competence, indicator, district health office.

## Introduction

Indonesia, like many other developing countries, is committed to realizing the Goals of Sustainable Development (SDG) by 2030. However, serious challenges are an obstacle to the achievement of goals, especially health-related SDGs. The main challenge related to human resources for health. Indonesia's health

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system has been decentralized by the end of the second millennium, but the competence of Head of District Health Office (DHO) is uneven, causing gaps in inter-district development. Therefore, the research was conducted to identify the competence of Head of DHOwhich can be used as standard for recruitment and also to evaluate the official of the Head of DHO to minimize the success gap of community health development between districts.

Public Health Development Index (PHDI) in North Sumatra Province as shown in Table 1.

 Table 1 PHDI Ranked Districts in North Sumatera Province by the National Ranking

No	Districts	National Ranking	No	Districts	National Ranking
1	PematangSiantar	12	18	LabuhanBatu	205
				Utara	
2	Medan	34	19	Tapanuli Utara	214
3	Toba Samosir	42	20	Langkat	216
4	Sibolga	46	21	Deli Serdang	236
5	TebingTinggi	64	22	LabuhanBatu Selatan	307
6	Binjai	80	23	Tapanuli Selatan	328
7	Simalungun	88	24	Padang Sidempuan	334
8	Samosir	96	25	Mandailing Natal	427
9	TanjungBalai	110	26	Padang Lawas Utara	430
10	Batubara	114	27	Nias Utara	443
11	SerdangBedagai	118	28	Nias Selatan	466
12	Karo	120	29	Gunungsitoli	470
13	HumbangHasundutan	121	30	Padang Lawas	472
14	LabuhanBatu	139	31	Nias	473
15	Asahan	160	32	Tapanuli Tengah	475
16	Pakpak Barat	193	33	Nias Barat	486
17	Dairi	194			

Sources: Ministry of Health, Republic of Indonesia (2016)

The data as in table 1 shows that with reference to the national rankings, the gap between of the public health development in the districts of North Sumatera Province. Nationally, the Districts of North Sumatera Province was ranked 12 to 486 of the 497 districts in Indonesia, a great range that is indicative of the gap. The success of health development is strongly influenced by health leadership. The gap between of the public health development in the districts of North Sumatera Province is an indication of competency gaps the Head of DHO.

Spencer and Spencer<sup>1</sup> wrote that the term 'competence' in the field of employment for the first appeared in the early 1970s when US scientists published an article entitled "Testing for competence rather than intelligence". The first competency testing by the Ministry of Foreign Affairs of the United States in selecting prospective employees on the part of Foreign Service Information Officer or FSIO. The previous selection method based on the testing of intelligence and academic achievement was not able to give a precise estimate of the FSIO success at work and eventually changed to test competence.

Analysis of the competency for Head of DHO is the competence requirements that must be owned by a person in performing basic tasks and functions of the position as Head of DHO. Identification of job competency for Head of DHO is informing all stakeholders to guide its efforts 'on the right man on the right place' and on the right job. In addition, the identification for the Head of DHO competence useful to assist in

the evaluation and development of the performance for the Head of DHO, the reference in recruiting candidates for the Head of DHO, as well as in-service training programs to support the needs of the DHO. Robbins and Judge<sup>2</sup> found that the assessment of competence is able to predict performance in office or profession in the future.

The fact is that since the implementation of decentralization or district autonomy, there is no standard that can be used for the selection of the job for Head of DHO. The Head of the DHO Placement is often done without competency analysis. The mechanism of appointment of a person by open recruitment and competitive positions has been implemented in several countries including South Korea and Australia. The Senior Executive Service (SES) has a standard for charging position, the measurement of performance, competency development, and compensation granted. Harris and Bleakley<sup>3</sup>, research shows that leadership, decision-making and communication competencies required of an SES. The results also demonstrate achievement of the performance differences between the various groups of managers were significantly associated with levels of management, length of work in the field of management, discipline, size, and type of organization. Similar delivered by Griffith<sup>4</sup>, which is based on the research results show that the SES competencies include technical competence, interpersonal competence and strategic competence. Likewise, research Zhanming and Howard<sup>5</sup> showed that the competency has a causal relationship with the level of management, different health service and health care context.

Spenser's theory<sup>1</sup> classifies domain competencies in 6 groups: achievement and action, helping and human service, leadership, managerial, cognitive, personal effectiveness. Then he breaks down the domains in several indicators. Achievement and action consist of achievement orientation, concern for order, initiative, and information seeking; helping and human service consist of interpersonal understanding, and customer service orientation; leadership consist of impact and influence, organizational awareness, and relationship building; managerial consist of developing others, directive, team work, and team leadership; cognitive consist of analytical thinking, conceptual thinking, expertise, and personal effectiveness consist of self control, self confidence, flexibility, and organizational commitment.

When examined more deeply, the various indicators of competence mentioned above have limitations given that the job for the Head of DHO is a district office, so that the necessary additional competence in the form of local leadership competencies. Local leaders should pay attention, utilize and develop local wisdom in achieving the vision, mission and objectives of decentralization. Through creativity, leaders think of the district's development by utilizing local knowledge to be able to build a competitive advantage of the district. Leadership based on local wisdom in Indonesia includes an understanding of the value of the main culture, customs and language that can be used as local wisdom, and human capital.

Based on the research motivations above, the purposes in this study are: to identify the major and minor competences for the Head of DHO competences, and to propose the core competence of the contents in the fit and proper test of the job competence for the Head of DHO.

## Methods

This study is a cross-sectional, qualitative and quantitative research (mix method). Data collection was conducted on 150 respondents spread in 15 districts. Sampling is done by purposive sampling which is 50% of the total population area with reference to PHDI achievement set by the Ministry of Health of the Republic of Indonesia which refers to the development of Newberry and Taylor<sup>6</sup> theory. The North Sumatera Province consisting of 33 districts.Sample area consisting of 6 districts with the highest PHDI level,6 districts with the highest PHDI level and 5 districts with median PHDI. So, the sample research area is: Siantar, Medan, Toba Samosir, Sibolga, Tebing Tinggi, Binjai, Asahan, Pakpak Bharat, Dairi, LabuhanBatu Utara, North Tapanuli, South Nias, Gunungsitoli, Padang Lawas, Nias, Tapanuli Tengah and Nias Barat. Informants for each district are Head of the District, Head of DHO, Chief of Division at DHO, and Head of Public Health Centre. Data analysis was performed using Confirmatory Factors Analysis (CFA).

1. Work competence model: Based on theoretical competence model proposed by Spencer and Spencer<sup>1</sup>, this research uses domain and competence indicator to define the competence of Head of DHO. The Head of DHO Competence, which is expected to be handled by the Head of DHO and mutually agreed upon, is used as an indicator for the competence of the Head of DHO.

- 2. Delphi Techniques: To avoid some experts influencing the thoughts of other participants, and to have a preliminary understanding of the competence of the Head of DHO, the competency indicator categories are consulted with experts to verify the need for it and also collect input for revision.
- 3. Expert Panel: Participants hold panel discussions to review the competence of the Head of DHO and to assess each competency in the competency indicator category. The competency indicators specified by Delphi technique and the expert panel in this study cover a total of 7 domains or major competencies and 30 indicators or minor competencies.



## Figure 1 Conceptual Study

## Hypothesis

- 1. Achievement and action, concern for order, initiative, information seeking, planning, budgeting, organizing, quality oriented and innovation are valid and reliable variables for measuring construct achievement orientation on competency model Head of DHO
- 2. Interpersonal understanding, customer service orientation, and responsiveness are valid and reliable variables for measuring construct helping and human service on competency model Head of DHO
- 3. Impact and influence, organizational awareness, and relationship building are valid and reliable variables for measuring construct leadership on competency model Head of DHO
- 4. Developing others, directiveness, teamwork, and team leadership are valid and reliable variables for measuring construct managerial on competency model Head of DHO
- 5. Analytical thinking, conceptual thinking, and expertise are valid and reliable variables for measuring construct cognitive on competency model Head of DHO
- 6. Integrity, self control, self confidence, flexbility, and organizational commitement are valid and reliable variables for measuring construct personal effectiveness on competency model Head of DHO

7. Major Cultural Values Understanding, Local Customs Understanding, and Local LanguageUnderstanding are valid and reliable variables for measuring construct Local Specific Leadership on competency model Head of DHO

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## Participants

Participants in Delphi techniques from practitioners related to the development and utilization of health personnel. Each district elected 5 participants consisting of Head of Human Resources of the Head of District, District Secretary, Head of DHO, Chief of Division at DHO, and Head of Public Health Centre. A total of 150 research samples were selected. The expert panel is an expert on human resource management, health regulations, and health administration from the Faculty of Public Health, University of North Sumatera. The principle of sample selection is: 1) willing to be a participant; 2) who have performed professional work for more than two years; and 3) who are willing to attend meetings and fill out questionnaires.

#### **Data Analysis**

To achieve the research objectives, the test used consisted of the Model Fit Test (Chi Square, Goodness Of Fit Index (GFI), Root Mean Square Error of Approximation (RMSEA), Adjusted Goodness Fit Of Index (AGFI), Tucker Lewis Index (TLI), Normative Fit Index (CFI), Incremental Fit Index (IFI), and Relative Fit Index (RFI)], Validity Test [Loading Factor] and reliability test [Construct Reliability (CR) and Variance Extracted (VE)]<sup>7</sup>

#### RESULTS

#### **Opinion of the Participant**

The results of this study indicate that based on the choices already provided in the questionnaire (very important, important, not important, and very unimportant), the all respondents only decide on very important and important as in table 2.

## **Table2 Participant's Opinion**

		Very Important		Important	
No	Variable	Ν	%	Ν	%
Achi	evement Orientation				
1	Achievement and Action	133	88,7	17	11,3
2	Concern for Order	135	90,0	15	10,0
3	Initiative	133	88,7	17	11,3
4	Information Seeking	133	88,7	17	11,3
5	Planning	133	88,7	17	11,3
6	Budgeting	134	89,3	16	10,7
7	Organizing	134	89,3	16	10,7
8	Quality Oriented	133	88,7	17	11,3
9	Innovation	135	90,0	15	10,0
Help	ing and Human Service				
10	Interpersonal Understanding	125	83,3	25	16,7
11	Customer Service Orientation	125	83,3	25	16,7
12	Responsiveness	127	84,7	23	15,3
Lead	lership				
13	Impact and Influence	102	68,0	48	32,0
14	Organizational Awareness	102	68,0	48	32,0
15	Relationship Building	102	68,0	48	32,0
Man	agerial				
16	Developing Others	139	92,7	11	7,3
17	Directiveness	138	92,0	12	8,0
18	Teamwork	139	92,7	11	7,3
19	Team Leadership	138	92,0	12	8,0

Cog	Cognitive				
20	Analytical Thinking	94	62,7	56	37,3
21	Conceptual Thinking	97	64,7	53	35,3
22	Expertise	100	66,7	50	33,3
Pers	onal Effectiveness				
23	Integrity	117	78,0	33	22,0
24	Self Control	117	78,0	33	22,0
25	Self Confidence	117	78,0	33	22,0
26	Flexibility	116	77,3	34	22,7
27	Organizational Commitment	117	78,0	33	22,0
Local Specific Leadership					
28	Main Values of Local Culture Understanding	88	58,7	62	41,3
29	Local Customs Understanding	90	60,0	60	40,0
30	Local Language Understanding	140	93,3	10	6,7

Table 2 shows that 88.7% -90.0% chose very important on achievement orientation competency indicators, while the rest chose important. Percentages for other competency indicators can be seen in the same table. Overall the respondents' choice for these indicators ranged from 58.7% - 93.3% to very important and 6.7% - 41.3% to important.

#### **Hypothesis Testing**

Result of hypothesis test for Achievement Orientation Competence as in figure 2, table 3, and table 4.



Chi square =34,652, Degree of Freedom=27, GFI=,950, RIMSEA=,044, AGFI=,917, TLI=,978, NFI=,929, CFI=,983, IFI=,984, Standardized estimates

**Figure 2** Competence of the Achievement Orientation

Figure 2 shows that all observed variables have an absolute value of Standardized Loading Factor (LSF) > 0.05, meaning that all observed variables are valid variables for latent variables.

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Parameter	Result	Threshold	Category
		Value	
Chi Square	34,652	> 0,05	Good
GFI	0,950	> 0,90	Good
RMSEA	0,044	< 0,08	Good
AGFI	0,917	> 0,90	Good
TLI	0,978	> 0,90	Good
NFI	0,929	> 0,90	Good
CFI	0,983	> 0,90	Good
IFI	0,984	> 0,90	Good
RFI	0,906	> 0,95	Good
Cmin/DF	0,044	< 2,00	Good

Table 3 shows that all variables have met the predetermined criteria of goodness of fit, meaning that the fit model is estimated with the observed values already qualified.

Observed Variable	Construct Reliability (CR>0,7)	Variance Extracted (VE>0,5)
Achievement and	6,176	0,612
Concern for Order	6 780	0.674
Initiative	6,176	0,700
Information Seeking	6,601	0,715
Planning	6,363	0,644
Budgeting	6,788	0,654
Organizing	6,706	0,615
Quality Oriented	6,558	0,685
Innovation	6,716	0,615

 Table 4 The Result of Construct Reliability Test of the Achievement Orientation Competence

Table 4 shows that all observed variables are within threshold values, meaning all observed variables are reliable variables for latent variables. So it can be concluded that the variables Achievement and Action, Concern for Order, Initiative, Information Seeking, Planning, Budgeting, Organizing, Quality Oriented, and Innovation are a valid and reliable variable for Achievement Orientation Competence.

Result of hypothesis test for Helping and Human Service as in figure3, table 5, and table 6.

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#### Figure 3 Competence of the Helping and Human Service

Figure 3 shows that all observed variables have an absolute value of Standardized Loading Factor (LSF) > 0.05, meaning that all observed variables are valid variables for latent variables.

Parameter	Result	Threshold Value	Category
Chi Square	304,186	> 0,05	Good
GFI	1,000	> 0,90	Good
RMSEA	0,821	< 0,08	Good
AGFI	1,000	> 0,90	Good
TLI	1,000	> 0,90	Good
NFI	1,000	> 0,90	Good
CFI	1,000	> 0,90	Good
IFI	1,000	> 0,90	Good
RFI	1,000	> 0,95	Good
Cmin/DF	0,000	< 2,00	Good

Table 5 The Result of Fit Model Construct Variable of the Helping and Human Service

Table 5 shows that all variables have met the predetermined criteria of goodness of fit, meaning that the fit model is estimated with the observed values already qualified.

Table 6 The Result of Construct Reliability Test of the Helping and Human Service

Observed Variable	Construct Reliability / CR (> 0,7)	Variance Extracted /VE (> 0,5)
Interpersonal Understanding	0,900	0,810
Customer Service Orientation	0,844	0,713
Responsiveness	0,892	0,795

Table 6 shows that all observed variables are within threshold values, meaning all observed variables are reliable variables for latent variables. So it can be concluded that the variables Interpersonal Understanding, Customer Service Orientation, and Responsiveness are a valid and reliable variable for Helping and Human Service Competence.

Result of hypothesis test for Leadership as in figure 4, table 7, and table 8.

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#### **Figure 4 Competence of the Leadership**

Figure 4 shows that all observed variables have an absolute value of Standardized Loading Factor (LSF) > 0.05, meaning that all observed variables are valid variables for latent variables.

Parameter	Result	Threshold	Category
		Value	
Chi Square	185,667	> 0,05	Good
GFI	1,000	> 0,90	Good
RMSEA	0,113	< 0,08	Good
AGFI	1,000	> 0,90	Good
TLI	1,000	> 0,90	Good
NFI	1,000	> 0,90	Good
CFI	1,000	> 0,90	Good
IFI	1,000	> 0,90	Good
RFI	1,000	> 0,95	Good
Cmin/DF	0,000	< 2,00	Good

Table 7 The Result of Fit Model Construct Variable of the Leadership

Table 7 shows that all variables have met the predetermined criteria of goodness of fit, meaning that the fit model is estimated with the observed values already qualified.

Table 8 The Result of Construct Reliability Test of the Leadership

Observed Variable	Construct Reliability / CR (> 0,7)	Variance Extracted /VE (> 0,5)
Impact and Influence	3,859	0,908
Organizational Awareness	3,859	0,908
Relationship Building	3,859	0,908

Table 8 shows that all observed variables are within threshold values, meaning all observed variables are reliable variables for latent variables. So it can be concluded that the variables Impact and Influence, Organizational Awareness, and Relationship Building are a valid and reliable variable for Leadership Competence.

,71 Developing Others

Directiveness

Teamwork

Team Leadership

Result of hypothesis test for Managerial as in figure5, table 9, and table 10.

.80

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## Figure5Competence of the Managerial

Figure 5 shows that all observed variables have an absolute value of Standardized Loading Factor (LSF) > 0.05, meaning that all observed variables are valid variables for latent variables.

Managerial

Parameter	Result	Threshold	Category
		Value	
Chi Square	55,799	> 0,05	Good
GFI	1,000	> 0,90	Good
RMSEA	0,037	< 0,08	Good
AGFI	1,000	> 0,90	Good
TLI	1,018	> 0,90	Good
NFI	1,000	> 0,90	Good
CFI	1,000	> 0,90	Good
IFI	1,006	> 0,90	Good
RFI	1,000	> 0,95	Good
Cmin/DF	0,000	< 2,00	Good

**Table9 The Result of Fit Model Construct Variable of the Managerial** 

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Table 9 shows that all variables have met the predetermined criteria of goodness of fit, meaning that the fit model is estimated with the observed values already qualified.

Table10 The Result of Construct Reliability Test of the Managerial

Observed Variable	Construct Reliability / CR (> 0,7)	Variance Extracted /VE (> 0,5)
Developing Others	16,367	0,799
Directiveness	15,481	0,840
Teamwork	16,367	0,799
Team Leadership	15,481	0,840

Table 10 shows that all observed variables are within threshold values, meaning all observed variables are reliable variables for latent variables. So it can be concluded that the variables Developing Others, Directiveness, Teamwork, and Team Leadership are a valid and reliable variable for Managerial Competence.

Result of hypothesis test for Cognitive as in figure6, table 11, and table 12.



#### Figure6Competence of the Cognitive

Figure 6 shows that all observed variables have an absolute value of Standardized Loading Factor (LSF) > 0.05, meaning that all observed variables are valid variables for latent variables.

Parameter	Result	Threshold	Category
		Value	
Chi Square	224,482	> 0,05	Good
GFI	1,000	> 0,90	Good
RMSEA	0,000	< 0,08	Good
AGFI	1,000	> 0,90	Good
TLI	1,000	> 0,90	Good
NFI	1,000	> 0,90	Good
CFI	1,000	> 0,90	Good
IFI	1,000	> 0,90	Good
RFI	1,000	> 0,95	Good
Cmin/DF	0,000	< 2,00	Good

Table11 The Result of Fit Model Construct Variable of the Cognitive

Table 11 shows that all variables have met the predetermined criteria of goodness of fit, meaning that the fit model is estimated with the observed values already qualified.

Table12 The Result of Construct Reliability Test of the Cognitive

Observed Variable	Construct Reliability / CR (> 0,7)	Variance Extracted /VE (> 0,5)
Analytical Thinking	0,890	0,971
Conceptual Thinking	0,970	0,985
Expertise	0,944	0,943

Table 12 shows that all observed variables are within threshold values, meaning all observed variables are reliable variables for latent variables. So it can be concluded that the variables Analytical Thinking, Conceptual Thinking, and Expertise are a valid and reliable variable for Cognitive Competence.

Result of hypothesis test for Personal Effectiveness as in figure7, table 13, and table 14.



## **Figure7** Competence of the Personal Effectiveness

Figure 7 shows that all observed variables have an absolute value of Standardized Loading Factor (LSF) > 0.05, meaning that all observed variables are valid variables for latent variables.

Parameter	Result	Threshold Value	Category
Chi Square	137,213	> 0,05	Good
GFI	1,000	> 0,90	Good
RMSEA	0,000	< 0,08	Good
AGFI	1,000	> 0,90	Good
TLI	1,007	> 0,90	Good
NFI	1,000	> 0,90	Good
CFI	1,000	> 0,90	Good
IFI	1,004	> 0,90	Good
RFI	1,000	> 0,95	Good
Cmin/DF	0,000	< 2,00	Good

Table 13 The Result of Fit Model Construct Variable of the Personal Effectiveness

Table 13 shows that all variables have met the predetermined criteria of goodness of fit, meaning that the fit model is estimated with the observed values already qualified.

Table 14 The Result of Constituet Renability Test of the Tersonal Effectivenes	Table	14	The	Resu	lt of	Construct	Rel	iability	Test	of the	Personal	l Effectivenes
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Observed Variable	Construct Reliability / CR (> 0,7)	Variance Extracted /VE (>0,5)
Integrity	0,960	0,922
Self Control	0,981	0,922
Self Confidence	0,960	0,922
Flexibility	0,960	0,963
Organizational Commitment	0,960	0,922

Table 14 shows that all observed variables are within threshold values, meaning all observed variables are reliable variables for latent variables. So it can be concluded that the variables Integrity, Self Control, Self

Confidence, Flexibility and Organizational Commitment are a valid and reliable variable for Personal Effectiveness Competence.

Result of hypothesis test for Local Specific Leadership as in figure 8, table 15, and table 16.



#### Figure 8 Competence of the Local Specific Leadership

Figure 8 shows that all observed variables have an absolute value of Standardized Loading Factor (LSF) > 0.05, meaning that all observed variables are valid variables for latent variables.

Parameter	Result	Threshold Value	Category
Chi Square	145,800	> 0,05	Good
GFI	1,000	> 0,90	Good
RMSEA	0,000	< 0,08	Good
AGFI	1,000	> 0,90	Good
TLI	1,000	> 0,90	Good
NFI	1,000	> 0,90	Good
CFI	1,000	> 0,90	Good
IFI	1,000	> 0,90	Good
RFI	1,000	> 0,95	Good
Cmin/DF	0,000	< 2,00	Good

Table 15 The Result of Fit Model Construct Variable of the Local Specific Leadership

Table 15 shows that all variables have met the predetermined criteria of goodness of fit, meaning that the fit model is estimated with the observed values already qualified.

Table 16 The Result of Construct Reliability Test of the Local Specific Leadership

	Construct Reliability /	Variance Extracted /VE
Observed Variable	<i>CR</i> (> 0,7)	(> <i>0</i> ,5)
Main Values of Local Culture Understanding	0,903	0,107
Local Customs Understanding	1,048	1,024
Local Language Understanding	0,011	0,950

Table 16 shows that all observed variables are within threshold values, meaning all observed variables are reliable variables for latent variables. So it can be concluded that the variables Main Values of Local Culture Understanding, Local Customs Understanding andLocal Language Understanding are a valid and reliable variable for Local Specific Leadership Competence.

## **Model Analysis**

The initial estimate of the study model after being transformed as the path diagram as in figure 9.



Chi square =426,990, Degree of Freedom=370, GFI=,802, RMSEA=,032, AGFI=,768, TLI=,808, NFI=,416, CFI=,825, IFI=,842 Standardized estimates

Figure 9Pathdiagram of initial estimate of Model

Figure 9 shows that the Achievement Orientation Competence have absolute value of the Standardized Loading Factor (LSF) is 0.30 (>0.05), the Helping and Human Service Competence 0.82 (>0.05), the Leadership Competence 0.71 (>0.05), the Managerial Competence 0.07 (>0.05), the Personal Effectiveness Competence 0.56 (>0.05), and the Local Specific Leadership Competence 0.60 (>0.05). The LSF of the Cognitive Competence is 0.02(<0.05), so removed from the model. Re-estimation as shown in Figure10.



Chi square =292,654, Degree of Freedom=293, GFI=,849, RMSEA=.000, AGFI=,819, TLI=1,001, NFI=,496, CFI=1,000, IFI=1,001 Standardized estimates

Figure 10Path diagram of the 2nd estimate of Model



Chi square =221,746, Degree of Freedom=204, GFI=,865, RMSEA=,024, AGFI=,832, TLI=,924, NFI=,552, CFI=,933, IFI=,939 Standardized estimates

## Figure 11Pathdiagram of final estimate of Model

Figure 11 shows that the Achievement Orientation Competence variable of the Standardized Loading Factor (LSF) value is 0.23 (>0.05), the Helping and Human Service Competence 0.81 (>0.05), the Leadership Competence 0.66 (>0.05), the Personal Effectiveness Competence 0.60 (0.05), and Local Specific Leadership Competence 0.54 (>0.05). Therefore it can be concluded that Achievement Orientation Competence, Helping and Human Service Competence, Leadership Competence, Personal Effectiveness Competence, and Local Specific Leadership Competence are valid variables to measure the Competence of the Head of DHO.

In addition, the Confirmatory Factor Analysis test results as shown in table 16.

Parameter	Result	Threshold	Category
		Value	
Chi Square	298,786	> 0,05	Good
GFI	0,947	> 0,90	Good
RMSEA	0,056	< 0,08	Good
AGFI	0,910	> 0,90	Good
TLI	0,967	> 0,90	Good
NFI	0,915	> 0,90	Good
CFI	0,971	> 0,90	Good
IFI	0,971	> 0,90	Good
RFI	0,904	> 0,95	Good
Cmin/DF	1,465	< 2,00	Good

Table 17 The Result of Fit Model Construct Variable of the Competence of the Head of DHO

Table 17 shows that the variable of the model meets the established goodness of fit criteria. Other model feasibility measures fall into either category. Therefore, the suitability of the model that is predicted with observation values on all variables is eligible.

The significance test of extracted indicators in forming latent variables can be obtained from the standardized loading factor of each indicator, as in table 18.

		Estimate	S.E	C.R.	Р
<-	Achievement Orientation	1,000			
<-	Achievement Orientation	1,059	0,157	6,763	***
<-	Achievement Orientation	1,002	0,161	6,221	***
<-	Achievement Orientation	1,065	0,163	6,519	***
<-	Achievement Orientation	1,046	0,163	6,429	***
<-	Achievement Orientation	1,132	0,163	6,951	***
<-	Achievement Orientation	1,112	0,162	6,863	***
<-	Achievement Orientation	1,091	0,164	6,637	***
<-	Achievement Orientation	0,942	0,152	6,192	***
<-	Helping & Human Service	1,000			
<-	Helping & Human Service	0,950	0,068	13,900	***
<-	Helping & Human Service	0,962	0,064	14,928	***
<-	Leadership	1,000			
<-	Leadership	1,000	0,039	25,727	***
<-	Leadership	1,002	0,039	25,984	***
<-	Personal Effectiveness	1,000			
<-	Personal Effectiveness	1,000	0,034	29,444	***
<-	Personal Effectiveness	1,000	0,034	29,451	***
<-	Personal Effectiveness	1,033	0,030	34,416	***
<-	Personal Effectiveness	1,000	0,034	29,401	***
<-	Specific of Local Leadership	1,000			
<-	Specific of Local Leadership	0,937	0,051	18,382	***

Table 18 The Result of Regression Weight of The Competence of the Head of DHO

The results of Confirmatory Factor Analysis on the Competence of the Head of DHO indicate that each indicator or dimension of each latent variable represents a high significance, that is, CR value is well above 1.96. These results indicate that the latent variables forming indicators are good indicators or dimensions as measuring instruments. Furthermore, based on the confirmatory factor analysis, the research model for the Competence variable of the Head of DHO can be used for further analysis.

The next test is to analyze the level of data normality used in this study. The assumption of data normality must be met so that data can be further processed for model. The normality of the data used in this analysis can be tested for normality, as in table 19.

Normality testing is done through the skew indicator. If the value of CR in the skew of data is between of the  $\pm$  2.58, then the research data used can be said to be normal. Normality testing is performed based on skew value of data used with CR threshold value is  $\pm$  2.58.

Variable	Skew	c.r.	Kurtosis	c.r.
Achievement Orientation	-2,440	-12,198	3,951	9,878
Concern for Order	-2,667	-13,333	5,111	12,778
Initiative	-2,440	-12,198	3,951	9,878
Information Seeking	-2,440	-12,198	3,951	9,878
Planning	-2,440	-12,198	3,951	9,878
Budgeting	-2,548	-12,742	4,494	11,236
Organizing	-2,548	-12,742	4,494	11,236
Quality Oriented	-2,440	-12,198	3,951	9,878
Innovation	-2,667	13,333	5,111	12,778
Interpersonal Understanding	-1,789	-9,944	1,200	3,000
Customer Service Orientation	-1,789	-9,944	1,200	3,000
Responsiveness	-1,924	-9,621	1,703	4,257
Impact and Influence	-0,772	-3,859	-1,404	-3,511
Organizational Awareness	-0,772	-3,859	-1,404	-3,511
Relationship Building	-0,772	-3,859	-1,404	-3,511
Integrity	-1,352	-6,759	-0,172	-0,431
Self Control	-1,352	-6,759	-0,172	-0,431
Self Confidence	-1,352	-6,759	-0,172	-0,431
Flexibility	-1,306	-6,529	-0,295	-0,738
Organizational Commitment	-1,352	-6,759	-0,172	-0,431
Main values of local culture	-0,352	-1,760	-1,876	-4,690
Local Customs	-0,408	-2,041	-1,833	-4,583
			560,823	105,684

 Table 19 Normality of Construct Data of Head of DHO

Figure 11 shows that all data are at a threshold or no value is beyond  $\pm 2.58$ . Thus, all data proves to be normally distributed. Conformity testing of research model is used to test how goodness of fit level of research model. The test results performed, it is known that all variables are in good condition (GFI and AGFI still in marginal condition). Based on this result, it can be said that the research model has a goodness of fit level.

The results of validity and reliability test of the research model as shown in table 20. Table 20 shows that all observed variables from the 1stCFA study model are valid because they have an absolute value of SLF>0.5. When viewed from the values of CR and VE, table 20 shows that the value of VR>0.7 and the value of VE> 0.5. Therefore it can be concluded that the reliability of measurement model of latent variable Achievement Orientation Competence, Helping and Human Service Competence, Leadership Competence, Personal Effectiveness Competence, and Local Specific Leadership Competence reliable.

Similarly, for the 2ndCFA research model, the Achievement Orientation Competence, Helping and Human Service Competence, Leadership Competence, Personal Effectiveness Competence, and Local Specific Leadership Competence variables are valid because they have an absolute value of SLF>0.5. When viewed from the value of CR and VE, it can be seen that the value of CR>0.7 and the value of VE> 0.5, it can be concluded that the reliability of the research model (The Competence of Head of DHO) is reliable.

Variable	SLF > 0,5	CR > 0,7	VE > 0,5	Conclusion
1stCFA				
Achievement Orientation Competence		1,000	0,233	Reliable
	0,89			Valid
	0,96			Valid
	0,92			Valid
	0,97			Valid
	0,87			Valid
	1,08			Valid
	1,09			Valid
	1,02			Valid
	1,00			Valid
Helping and Human Service		1,282	0,809	Reliable
	1,00			Valid
pn	0,92			Valid
	1,02			Valid
Leadership		1,411	0,659	Reliable
	1,00			Valid
	1,00			Valid
	0,99			Valid
Personal Effectiveness		1,316	0,604	Reliable
	1,02			Valid
	1,08			Valid
	0,98			Valid
	1,03			Valid
Organizational Commitment	1,08			Valid
Local Specific Leadership		1,623	0,539	Reliable
Main values of local culture	1,00			Valid
Local Customs	0,94			Valid
2ndCFA				-
Competence of the Head of DHO		0,893	0,96	Reliable
Achievement Orientation	1,00			Valid
Helping and Human Service	6,35			Valid
Leadership	6,82		Valid	Valid
Personal Effectiveness	5,68		Valid	Valid
Local Specific Leadership	5 74		Valid	Valid

## Table 20 Validity and Reliability of Research Model

Based on the description, Achievement Orientation Competence, Helping and Human Service Competence, Leadership Competence, Personal Effectiveness Competence, and Local Specific Leadership Competence, is the formation of Head of DHO Competence.

#### Conclusion

The competency indicator of the Head of DHO consists of 5 domains, including Achievement Orientation Competence, Helping and Human Service Competence, Leadership Competence, Personal Effectiveness Competence, and Local Specific Leadership Competence.

The competency indicator of the Head of DHO consists of 22 competency indicators or minor competencies namely Achievement and Action, Concern for Order, Initiative, Information Seeking, Planning, Budgeting, Organizing, Quality Oriented, Innovation, Interpersonal Understanding, Customer Service Orientation, Responsiveness, Impact and Influence, Organizational Awareness, Relationship Building, Integrity, Self Control, Self Confidence, Flexibility, Organizational Commitment, Main Values of Local Culture Understanding, and Local Customs Understanding.

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