

Analysis of Leadership Flexibility Capability of District/City Public Health Department in North Sumatra

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Abstract Leadership has an important role in the organization as leader is in charge of supervising and controlling the course of an organization. Ability to lead in mobilizing and empowering employees will affect the performance of the organization. This behavior has a significant impact on the attitudes, behavior and performance of employees. The results of the study showed there is a significant relationship between characteristics such as age ($p = 0.004$), education ($p = 0.034$), work experience ($p = 0.000$), the experience of the organization ($p = 0.000$), and educational hierarchy ($p = 0.000$) for leadership flexibility. Sex variable is not significant to the leadership flexibility ($p = 0.801$). There is a relationship with the flexibility of directive leadership style ($p = 0.027$), supportive leadership style ($p = 0.046$), and participative leadership style ($p = 0.009$) with the flexibility of leadership. There is also a relationship between achievement-oriented leadership style and leadership flexibility ($p = 0.000$). There is a relationship between the individual characteristics of leadership style and versatility with variable: educational level of leadership ($p = 0.021$; OR = 19.265). The result suggests that we need more organized seminars / work shop / scientific studies that stimulate the realization of learning about leadership flexibility in improving the performance of the District/City Health Office and it is necessary to study the performance of the head of the Department of Health assessment intensively and periodically.

Keywords: Flexibility, Leadership, Model

Abstrak Kepemimpinan memiliki peran penting dalam organisasi karena pemimpin bertanggung jawab untuk mengawasi dan mengontrol suatu organisasi. Kemampuan untuk memimpin dalam memobilisasi dan memberdayakan karyawan akan mempengaruhi kinerja organisasi. Perilaku ini memiliki dampak yang signifikan terhadap sikap, perilaku dan kinerja karyawan. Hasil penelitian menunjukkan bahwa ada hubungan yang signifikan antara karakteristik seperti usia ($p = 0,004$), pendidikan ($p = 0,034$), pengalaman kerja ($p = 0,000$), pengalaman organisasi ($p = 0,000$), hirarki pendidikan ($p = 0,000$) untuk fleksibilitas kepemimpinan. Sementara jenis kelamin tidak menunjukkan hubungan yang signifikan ($p = 0,801$). Terdapat hubungan antara fleksibilitas kepemimpinan dengan gaya kepemimpinan direktif ($p = 0,027$), gaya kepemimpinan suportif ($p = 0,046$), dan gaya kepemimpinan partisipatif ($p = 0,009$). Terdapat pula hubungan gaya kepemimpinan berorientasi prestasi dengan fleksibilitas kepemimpinan ($p = 0,000$). Hubungan antara gaya kepemimpinan karakteristik individu dengan variabel hirarki pendidikan kepemimpinan adalah $p = 0,021$; OR = 19,265. Berdasarkan hasil ini disarankan untuk lebih sering menyelenggarakan seminar / workshop / studi ilmiah yang merangsang realisasi belajar tentang fleksibilitas kepemimpinan dalam meningkatkan kinerja Dinas Kesehatan Kabupaten / Kota dan perlu untuk mempelajari penilaian kinerja kepala Departemen Kesehatan secara intensif dan berkala.

Kata kunci: Fleksibilitas, Kepemimpinan, Model

1. Introduction

Leadership style is the way a leader in the effort to implement activities guide, guiding, directing and controlling the thoughts, feelings or behavior of someone or some people to achieve certain goals. Many leadership styles affect the success of a leader in influencing the behavior of his followers, this style can be roughly translated means used to influence followers (Wiyono, 1997).

District or City Health Office is one of the local technical institute under the authority of local

governments respectively and overall has an authority of health development efforts in the province of North Sumatra and is responsible for the achievement of performance accountability of the organization's overall health. Achievement SKPDs performance is highly influenced by the achievement of the performance of programs on each unit under the scope of the health districts / cities in North Sumatra province also in other technical implementation unit. Achievement of organizational performance DHO is very dependent on the leadership that brought towards this health organization (Trisnantoro, 2005).

The Chief of Health Department carries out strategic effort to accommodate and improve coordination and

communication with the leaders of other agencies in the county / city health department means that every health department in North Sumatra Province requires strategic leadership and quality, equity, good communication and good leadership in order to achieve improvement in organizational performance in health institution (Trisnantoro, 2005).

The ability from the chief of district/city health department in mobilizing and empowering employees will affect the performance of the organization. This behavior has a significant impact on the attitudes, behavior and performance of employees. Effectiveness is influenced by the flexibility of leadership and its characteristics related to the process of communication that occurs between leaders and subordinates. Progress in the area of health development activities in principle depends on the background of pattern of activity, pattern of power and leadership behavior pattern in districts / cities health department (Trisnantoro, 2005). During this time, there are still many who have not achieved the coverage number of Minimum Service Standards at the Health Office (Profile provincial health office. SU, 2012). Leadership skills in district/city health department is still unknown so this issue is necessary to be discussed and studied in a systematic and in-depth research of what is happening in the field. Therefore, this research is conducted with the title: Analysis of Leadership Flexibility Capability of District/City Public Health Department in North Sumatra.

Based on the background above, the formulation of the problem of this research is about the leadership flexibility of public health employee in the province of North Sumatra. The purpose of this research is to analyze the capability of leadership flexibility of health department employee in North Sumatra Province. The research hypotheses are:

- a. There is a correlation between the characteristics of the individual with the ability of leadership flexibility of health department employee in Sumatra.
- b. There is a relationship with the directive leadership style in leadership flexibility capability.
- c. There is a relationship with a supportive leadership style in leadership flexibility capability.
- d. There is a relationship with a participative leadership style flexibility in leadership flexibility capability.
- e. There is a relationship-oriented leadership style leadership achievements with leadership flexibility capability.
- f. There is a correlation between individual characteristics and leadership style flexibility leadership capability health districts / cities in North Sumatra province.

The benefits of research are:

- a. North Sumatra Provincial Government in formulating policies and strategies at provincial level of human resource management leadership coaching health districts / cities to support the accelerated development of the region of North Sumatra province.

- b. District Government / City in the province of North Sumatra in formulating policies and strategies of human resource management leadership empowerment of health services to support the acceleration of development in the district / city

2. The Methods

This study is a survey with explanatory research aims to determine the analytical capabilities of leadership flexibility districts / cities health department in North Sumatra. The population was District/City Health Office in North Sumatra province, amounting to a total of 33 people. Each county/city has the head of the office (echelon IIb), Secretary (echelon IIIa) and Head of Others (echelon III b) districts/cities health office in North Sumatra Province. The sample in this study took the entire population (total sampling), namely districts / cities health in North Sumatra province, amounting to a total of 33 people. Each county / city there are three respondents, namely the head office, secretary and head of the other health districts / cities in North Sumatra province.

Quantitative analysis of research data is conducted using statistical software, ranging from editing, coding, scoring, transferring, and drying. The type of data that is processed is the numerical data and categorical data. Univariate analysis was conducted in order to see a picture of each variable in distribution, with variable proportions present in the sample. Bivariate analysis aims to calculate the OR of each independent variable on the dependent variable and calculate the CI and test statistical significance by chi square test. If the significance of test results obtained $p\text{-value} \leq 0.25$, then the next will be included in the analysis of multivariate model. Multivariate analysis is ordinal logistic regression analysis is one statistical method that describes the relationship between a response variable (Y) with more than one predictor variable (X) in which the response variable more than two categories and the measurement scale is level (Hosmer and Lemeshow, 2000).

3. Result and Discussion

The relationship between age and capability of leadership flexibility can be seen in the table 1. Table 1 indicate that the ability of the flexibility of good leadership is more common in the age of the respondents > 50 years as much as 9 (27.3%) compared with respondents aged <45 years as many as 4 people (12.1%). While the ability of poor leadership flexibility more common among respondents aged <45 years as many as 11 people (33.3%). Based on the results obtained by the chi square test $p = 0.004$, which means that there is a relationship of age with flexibility leadership abilities.

The relationship between sex and capability of leadership flexibility can be seen in the table 2. Table 2 indicate that the ability of the flexibility of good

leadership is more common in male gender were 13 (39.4%) compared with female sex as much as 6 people (18.2%). While the ability of poor leadership flexibility more common in male sex as much as 11 people (33.3%), while women were 3 people (9.1%). Based on the results obtained by the chi square test $p = 0.801$, which means that there is no relationship sex with flexibility leadership abilities.

Table 1. Relationship Between Age and Leadership Flexibility Capabilities of Health Office In North Sumatra Province

Age (year)	Leadership Flexibility				Total		P value
	Good		Less		N	%	
	N	%	N	%			
< 45	4	12,1	11	33,3	15	45,5	
45-50	6	18,2	2	6,1	8	24,2	
>50	9	27,3	1	3,0	10	30,3	0,004
Total	19	57,6	14	42,2	33	100	

Table 2. Relationships Between Sex and Leadership Flexibility Capabilities of District/City Health Office City In North Sumatra

Gender	Flexibility Leadership Ability				Total		P value
	Good		Less		n	%	
	N	%	N	%			
Male	13	39,4	11	33,3	24	72,7	
Female	6	18,2	3	9,1	9	27,3	0,801
Total	19	57,6	14	42,4	33	100	

The relationship between education and capability of leadership flexibility can be seen in the table 3. Table 3 indicate that the ability of the flexibility of good leadership is more common in the education of respondents S-2 of 16 (48.5%) compared with the S-1 education respondents were 3 people (9.1%). While the ability of poor leadership flexibility more common in the education of respondents S-1 of 8 people (22%) compared to the S-2 education of people with as many as six (18.2%). Based on the results obtained by the chi square test $p = 0,034$ which means that there is a relationship of education with flexibility leadership abilities.

The relationship between working experience and capability of leadership flexibility can be seen in the table 4. It indicates that the ability of the flexibility of good leadership is more common in work experience > 10 years were 9 people (27.3%) compared with work experience < 5 years were 3 people (9.1%). While the ability of poor leadership flexibility more common in

work experience < 5 years as many as 12 people (36.4%). While the > 5 years (3.0%). Based on the results obtained by the chi square test $p = 0.000$, which means that there is a relationship of work experience with the flexibility leadership abilities.

Table 3. Relationship Between Education and Leadership Flexibility Capabilities of District/City Health Office City In North Sumatra

Education	Flexibility Leadership Ability				Total		p value
	Good		Less		n	%	
	N	%	N	%			
S-1 (Bachelor)	3	9,1	8	24,2	11	33,3	
S-2 (Master)	16	48,5	6	18,2	22	66,7	0,034
Total	19	57,6	14	42,4	33	100	

Table 4. Relationship Between Work Experience and Leadership Flexibility Capabilities of District/City Health Office City In North Sumatra

Work Experi- ence	Flexibility Leader- ship Ability				Total		p value
	Good		Less		n	%	
	N	%	N	%			
< 5 Year	3	9,1	12	36,4	15	45,5	
5-10 Year	7	21,2	1	3,0	8	24,2	0,000
>10 Year	9	27,3	1	3,0	10	30,3	
Total	19	57,6	14	42,4	33	100	

Table 5. Relationship Between Organizational Experience and Leadership Flexibility Capabilities of District/City Health Office City In North Sumatra

Organi- zational Experience	Flexibility Leadership Ability				Total		p value
	Good		Less		N	%	
	n	%	n	%			
≤ 5 Year	3	9,1	12	36,4	15	45,5	0,000
> 5 Year	16	48,5	2	6,1	18	54,5	
Total	19	57,6	14	42,5	33	100	

The relationship between organizational experience and capability of leadership flexibility can be seen in the table 5. The flexibility of good leadership is more common in organizations experience > 5 years as many as 16 people (48.5%). Compared with the respondent organizations ≤ 5 years experience as much as 3 persons (9.1%). While the ability of poor leadership flexibility more common in organizations experience < 5 years as many as 12 people (36.4%). While the organization's experience > 5 years by 2 people (6.1%). Based on the results obtained by the chi square test $p = 0.000$,

which means that there is a relationship between the organization experience and leadership flexibility.

The relationship between educational level and capability of leadership flexibility can be seen in the table 6. Table 6 shows that the ability of the flexibility of good leadership is more common in the education hierarchy Training Pim. II as many as 15 people (45.5%) compared with the educational hierarchy Pim Training. III by 4 people (12.1%). While the ability of poor leadership flexibility more common in the educational hierarchy Pim Training. III as many as 13 people (39.4%). While the educational hierarchy Pim Training II by 1 person (3.0%). Based on test results obtained chi-square $p = 0.000$, which means that there is a relationship with the educational hierarchy flexibility leadership abilities.

Table 6. Relationship Between Education Level and Leadership Flexibility Capabilities of District/City Health Office City In North Sumatra

Education Level	Flexibility Leadership Ability				Total		P value
	Good		Less		N	%	
	n	%	n	%			
Diklatpim III	4	12,1	13	39,4	17	51,5	0,000
Diklatpim II	15	45,5	1	3,0	16	48,5	
Total	19	57,6	14	42,4	33	100	

In multivariate data analysis, the variables that need to be selected to be included in the multiple logistic regression. Testing for the selection of variables that can be included in multiple logistic regression performed using chi square, where the variables are entered in the multivariate analysis is that the bivariate variable has a value of $p < 0.25$.

The test results of selection of variables included in multiple logistic regression can be seen in the following

Table 8. End Model of Multiple Logistic Regression Flexibility Ability Leadership

	Research Variable	B	S.E.	Sig	OR	95% CI	
						Lower	Upper
Step 1a	Education Level	3.887	1.181	.001	48.750	4.821	492.971
	Constant	-2.708	1.033	.009	.067		
Step 2b	Education Level	2.958	1.284	.021	19.265	1.556	238.503
	Oriented Achievements	-2.452	1.141	.032	.086	.009	.806
	Constant	-.961	1.246	.440	.383		

Table 7. It shows that of the 10 (ten) variables in the test for selecting variables using the chi square test there are nine (9) variable followed by multiple logistic regression test of variable age ($p = 0.004$), education ($p = 0.034$), work experience ($p = 0.000$), the experience of the organization ($p = 0.000$), education Level ($p = 0.000$), directive ($p = 0.027$), supportive ($p = 0.038$), participation ($p = 0.009$), achievement-oriented ($p = 0.000$). Multiple logistic regression model with forward method can be seen in the table 8.

Based on Table 8 can be seen that there are two variables that predicted affect the ability of the flexibility of variable educational leadership hierarchy ($p = 0.021$) and achievement orientation ($p = 0.032$). While most dominant variable effect on the ability of leadership flexibility is variable with a value hierarchy of education (OR = 19.265), which means that the education hierarchy Pim II has a chance 19.265265 times higher than the ability flexibility educational leadership hierarchy Pim III.

Table 7. The Variable Selection Test Results can Sign in Multiple Logistic Regression Against Flexibility Ability Leadership

Variable	P value	Specification
Age	0,004	
Education	0,034	
Work Experience	0,000	
Organizational Experience	0,000	Entire Variable has
Education Level	0,000	a p value < 0,25
Directives	0,027	
Supportive	0,046	
Participatory	0,009	
Oriented	0,000	
Achievements		

Based on the results of the study showed that the results obtained by the chi square test $p = 0.004$, which means that there is a relationship of age with flexibility leadership abilities. It is declared a state leadership

health districts / cities in North Sumatra province of the higher age of the leadership of the health department, the higher the flexibility leadership abilities.

The results are consistent with research Jumhur, et al., (2013) on the Relationship of Leadership Style on Performance Health Workers in South Wara Palopo health center stating that the entire sample of health personnel of 60 people. When viewed by age, the age group most were age 20-29 years as many as 23 people (38.3%) shows the performance of health workers aged by increasing their technical prowess skilled.

The results of this study supported Rudy (2003) which states the age factor is a variable that, in principle, a person's age will increasingly growing maturity and more absorbing information that will affect the quality of leadership.

The results of this study differ by Robbins (2006) which states that there is a widespread belief that the leadership would decline with increasing age. it is understandable because if age increases health conditions also began to decline and that the reflect movement also declined this may affect the performance as a leader, this occurs at a very advanced age on reproductive age. Increasing a person's age workers decreased their work commitments.

According to Robbins (2006) also describes three reasons for this situation. Group leaders are older than 45 years have positive qualities such as experience, specialization, consideration, a strong work ethic and commitment to the qualities. However, this group is not considered flexible. At present, most organizations need more young leaders who are happy to adjust and promote change. Age leaders will exalt increasing absenteeism due to health problems and a long time to recover if it were experiencing injury. The third reason is the permissibility of a person's leadership as decorum, agility, strength and coordination will decrease with the addition of time, in addition to the boredom of work for a long time and the lack of intellectual stimulation also led to a decrease in work commitments.

Based on the results of the study showed that the results obtained by the chi square test $p = 0.801$, which means that there is no relationship sex with flexibility leadership abilities. It is declared a state leadership health districts / cities in North Sumatra province that the sex of male and female leaders, the health department is not related to the ability of leadership flexibility.

This study is in line with research Jumhur et al., (2013) on the Relationship of Leadership Style on Performance Health Workers in Health Center South Wara Palopo say that samples the entire health personnel of 60 people. The results of the analysis of data by sex, women had higher numbers than men as many as 48 people (80%) when compared with male gender were only 12 people (20%). The behavior of female health workers and men in technical jobs showed no significant difference.

These results are not in line with the research Suhendar (2004), which states that people who have attitudes tend to dominant masculine, active and free which is indicated by the nature of confidence, frankly, hard, competitive, assertive and confident. While feminine tend to be sensitive to the nature of the concern shown, warm, wise, can work together and patient. According Suhendar (2004), there is no significant relationship between the sexes with absenteeism nurses.

According to Robbins (2006) The best thing is to start with the recognition that only a few important differences (if any) between men and women that will affect their performance. For example, there are no consistent differences in men and women in problem solving, analytical skills, driving competition, motivation, sociability, or the ability to learn. Psychological studies show that women are more willing to comply with authority while men are more aggressive and more likely to have a hope of success than women, but the difference was not great.

Based on the results of the study showed that the results obtained by the chi square test $p = 0,034$, which means that there is a relationship of education with flexibility leadership abilities. It is declared a state leadership health districts / cities in North Sumatra province of higher education leadership of the health department, the higher the flexibility leadership abilities.

The results are consistent with research Jumhur et al., (2013) on the Relationship of Leadership Style on Performance Health Workers in South Wara Palopo health center stating that the entire sample of health personnel of 60 people. If seen by the latest education respondents, the most widely is set S1 as many as 37 people (61.6%) and the least is the educational background S2 as many as one person (1.7%). The higher the level of education of a leader it will affect the quality of the decision.

Based on the results obtained from the chi square test $p = 0.000$, which means that there is a relationship work experience with leadership flexibility. It is declared a state leadership health districts / cities in North Sumatra province more work experience health department leadership, the higher the flexibility leadership abilities.

The results of this study supported by Robbins (2006) which stated that the most recent evidence shows a positive relationship between seniority with work productivity. The longer a person works or worked the increasing technical experience, including psychological maturity.

Leaders are experienced in performing their duties always strive to create and maintain good relationships with subordinates so that they can work productively. Directly thus productivity can be increased with an effective leadership style. Looking at some of the importance of the influence of a leader within the organization operate with different individuals, then

a leader must be really experienced qualified to lead subordinates well so that productivity and organization purpose can be achieved effectively and efficiently.

This study is in line with the results Jumhur, et al., (2013) on the Relationship of Leadership Style on Performance Health Workers in Health Center South Wara Palopo say that samples the entire health personnel of 60 people. If seen by respondents working period, then the most is > 5 years as many as 34 people (56.6%) and the least was <5 years as many as 26 people (43.4%). HCWs who have long worked to have insight broader and more experienced play a role in the formation of the officer's behavior.

Based on the results of the research results obtained by chi square test p -value = 0.000, which means that there is a relationship of work experience with the flexibility leadership abilities. It is declared a state leadership health districts / cities in North Sumatra province more experience led organization of health services, the higher the flexibility leadership abilities.

In any situation when organizations are faced with an ever-changing environment, it is difficult to predict and even filled with uncertainty. To deal with this environment of uncertainty, the organization is required to maintain flexibility, teamwork, trust and willingness to share information. Variable-experience is often believed to be a smart variables that can increase the effectiveness of leadership (Omang, 2008)

Thus the direct any company productivity can be enhanced with an effective leadership experience. Seeing some of the important influence of experience as a leader in the organization operate with different individuals, then a leader must be really high quality experience to effectively lead subordinates well so that productivity and company goals can be achieved effectively and efficiently.

The results are consistent with the research Khuraimun (2011) that actively organize office, campus or in the surrounding neighborhood residence has many benefits, it is as stated by Ahmad Khuraimun that the Students' union (OSIS) showed beneficial to 93.1% students improve leadership skills.

Based on the results obtained from the chi square test p = 0.000, which means that there is a relationship hierarchy education with flexibility leadership abilities. It is declared a state leadership health districts / cities in North Sumatra province of higher education leadership training leadership of the health department, the higher the flexibility leadership abilities.

The results of this study supported by Timpe (2007) knowledge and skills is a factor related to the performance, which in the development of knowledge and skills in performing the tasks necessary leadership training (Training Pim) in accordance with the knowledge and skills necessary responsibilities. Leadership training (Training Pim) can help ensure a knowledgeable leader who can be used appropriately.

The results of this study supported by Rivai (2004)

states that in carrying out its duties, trained leaders have three basic patterns of leadership styles that are concerned with the implementation of the task, which is concerned with the relationship of cooperation and are concerned with results that can be achieved. Leadership Training is also said to be the process of directing and influencing the activities that had to do with the work of the group members. Three important implications contained in this regard: (1) Leadership involves others either subordinates or followers, (2) Leadership involves the distribution of power between the leader and the group members in a balanced manner as members of the group is not without power, (3) The ability to using different forms of power to influence the behavior of their followers through a variety of ways.

Based on the results obtained from the chi square test p = 0.027, which means that there is a relationship with the directive leadership style flexibility leadership abilities. It is declared a state leadership health districts / cities in North Sumatra province more directive leadership style leadership of the health department, the higher the flexibility leadership abilities.

The results of this study supported by Yukl (2007) which states that employees working on difficult tasks, but because of lack of motivation they do not want to accept this ambiguous situation by arranging their own activities. The function of leadership in this situation is to give structure to the task of planning, organizing, coordinating, directing and controlling the work of his men. Such an attitude directive is expected to produce positive results.

The results of this study supported Mamduh (2003) states that the subordinate leader told what is expected of them, tell work schedules must be completed and working standards, and provides specific guidance on ways to complete the task, including all aspects of planning, organization coordination and supervision. Subordinate personal characteristics affect the effective leadership style. If subordinates perceived to have capabilities that are not good, instrumental leadership (directive) would be more appropriate. Conversely, when subordinates feel have good skills, style directive will be felt redundant, subordinates will tend to be hostile. Yukl (2007) states that the directive leadership tell subordinates what is expected of them, giving specific guidance, ask subordinates to follow the rules and procedures, set the time and coordinate their work.

Based on the results of the chi-square test results obtained value of p = 0.038, which means that there is a relationship with a supportive leadership style flexibility leadership abilities. It is declared a state leadership health districts / cities in North Sumatra province more supportive leadership style leadership of the health department, the higher the flexibility leadership abilities.

The results of this study supported by House (2008) which states that employees who perform tasks that are less satisfactory as it tends to give a positive response to

the supportive attitude of the leadership.

Based on the results obtained by the chi square test $p = 0.038$, which means that there is a relationship of leadership style flexibility partisipatif with leadership abilities. It is declared a state leadership health in districts or cities in North Sumatra province more participative leadership style leadership of the health department, the higher the flexibility leadership abilities.

The results of this study supported by (Mamduh, 2003) that the leadership style which expects suggestions and ideas before taking a decision. When subordinates feel have good skills, directive leadership style would be considered excessive, subordinates will tend to antagonize so participative leadership style is more appropriate. If the subordinates have a high locus of control, he felt his way more controlled by himself rather than by external factors such as destiny. Participative leadership style is more appropriate.

Based on the research results obtained by chi square test $p = 0.000$, which means that there is a relationship with achievement-oriented leadership style flexibility leadership abilities. It is declared a state leadership health districts / cities in North Sumatra province increasingly oriented leadership style leadership accomplishments health department, the higher the flexibility leadership abilities.

According to Yuki (2007) obtained a higher job satisfaction when it is carrying out a good performance. Employees who have a need to develop and tasks difficult and challenging based on the discussion of conceptual attitudes most appropriate leader for this employee is a participatory style and achievement orientation.

The results also supported by Yuki (2007) states achievement oriented leadership style is a leader who directs members in achieving organizational goals by constantly reminding the achievement of the vision and mission of the organization to all the staff who provide guidance, assessment, addressing issues that arise in achieving organizational goals.

According to Yuki (2007) states achievement oriented leadership style where the leader sets challenging goals and expects subordinates to perform as much as possible and constantly seek development in the achievement of that objective.

According to Yuki (2007) obtained a higher job satisfaction when it is carrying out a good performance. Employees who have a need to develop and tasks difficult and challenging based on the discussion of conceptual attitudes most appropriate leader for this employee is a participatory style and achievement orientation.

This research was supported by Muninjaya (2004) stated that individual behavior is driven by the need for achievement or need for achievement. Leadership achievement orientation (achievement) hypothesized would increase the effort and satisfaction if the work is not structured (eg complex and not patterned) with increasing confidence and expectation of completing a challenging task and purpose.

After bivariate analysis see the effect of each variable on the ability of leadership flexibility, then performed multivariate analysis to see which variables are the most dominant influence on the ability of leadership flexibility using Multiple Logistic Regression Test.

These results are supported by Timpe (2007) knowledge and skills is a factor related to the performance, which in the development of knowledge and skills in performing the tasks necessary leadership training (Training Pim) in accordance with the knowledge and skills necessary responsibilities. Leadership training (Training Pim) can help ensure a knowledgeable leader who can be used appropriately.

4. Conclusion

Based on the results of research on the analysis of the ability of leadership flexibility District/City Health Office in the province of North Sumatra, it can be concluded as follows:

1. There is a significant relationship between characteristics such as age ($p = 0.004$), education ($p = 0.034$), work experience ($p = 0.000$), the experience of the organization ($p = 0.000$), educational level ($p = 0.000$) on the ability of leadership flexibility. While gender is not significant relationship to the ability of leadership flexibility ($p = 0.801$)

2. There is a relationship between the directive leadership style and leadership flexibility ability ($p = 0.027$)

3. There is a relationship between the supportive leadership style and leadership flexibility ability ($p = 0.046$)

4. There is a relationship between the participative leadership style and leadership flexibility ability ($p = 0.009$)

5. There is a relationship between achievement-oriented leadership and leadership flexibility ability ($p = 0.000$)

6. There is a relationship between the individual characteristics of leadership style and leadership capabilities with the flexibility of a variable that is educational hierarchy where the value ($p = 0.021$; OR = 19.265)

7. The most dominant variable effect on the ability of leadership flexibility is the hierarchy of education ($p = 0.021$) with the value (OR = 19.265), which means that the education hierarchy Pim II has a chance 19.265265 times higher than the leadership flexibility ability with the educational leadership hierarchy Pim III.

The research suggestions are:

1. For the Provincial Government of North Sumatra in order to make the policy and strategy of the management of human resource development that builds flexibility aspect of leadership ability.

2. For the Government of Regency / City in the province of North Sumatra that every year organizes educational leadership training (Training Pim) for potential health department leadership.

3. For Local Government District / City in the province of North Sumatra when choosing health department leaders to pay attention to aspects of leadership that enabled the flexibility to focus (focus), bending (flexion), fast (fast), friendly (friendly), and fair (fair) .

4. Although there is no difference in the ability of leadership flexibility between men and women, as the locus of leadership tasks for the health department should be men that had emotional intelligence (EQ) is high. EQ is the ability to understand oneself. Someone who has a good self-awareness will be able to control itself (self-control) effectively

5. For other researchers in order to increase knowledge by researching about the unfair aspects or other aspects of flexibility leadership abilities health districts / cities in North Sumatra province to be contributing to the development of science, especially science Health Leadership.

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