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Health worker performance and achievement in the Inspection Visual Acetic Acid (IVA) test

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Abstract

Background: Cervical cancer is the fourth common cancer affecting women all over the world and in the second place after breast cancer in Indonesia. There were 36,964 new cases of cervical cancer recorded in 2022 with 20,708 mortality cases per year. IVA examinations are a government program in all public health centers in Indonesia which can be done by a competent doctor and midwives. Low IVA's screening is one of the causes of cervical cancer.
Purpose: To identify the characteristic and the dominant health worker's performance on the achievement of IVA examinations.
Method: The cross-sectional analytic design study was conducted on April-July 2024. Sample was 121 doctors and midwives in 20 public health centers that were chosen by proportionate stratified random sampling. Data were collected using seven questionnaires about the supervision, compensation, infrastructure, workload, training and IVA achievements then analyzed and presented in univariate, bivariate and multivariate analysis, using chi square and binary logistic regression.
Results: Supervision (p=0.000), facilities (p=0.000), compensation (p=0.000), workload (p=0.000), and training (p=0.001) are related to the achievement of IVA examinations by health workers at public health centers of Bandar Lampung City Health Department and supervision are the most dominant related factors (p=0,000 OR=11,252).
Conclusion: The achievement of IVA examinations by Health workers in the Bandar Lampung City Health Service Work Area is related to supervision factors (p=0.000; OR=17.040), facilities and infrastructure (p=0.000; OR=4.499), compensation (p=0.000; OR=5.612), workload (p=0.000; OR=5.802), and training (p=0.000; OR=4.346) where good supervision can increase the performance of IVA examinations by health workers.

Keywords: Cervical Cancer; Health Worker's Performance; IVA; Public Health Center.

INTRODUCTION

IVA examination is an examination of women carried out with the aim of detecting cervical cancer. This examination is carried out using vinegar (IVA) or 3–5% acetic acid to detect precancerous lesions on the cervix. This check stated in the Decree of the Minister of Health of the Republic of Indonesia No. 34 of 2015 and has become a government program in all community health centers in Indonesia because has a technique that is easy, cheap, high level of sensitivity, fast and quite accurate, as well can be done by

doctors or midwives who have received training. The training in question is organized by the government or regional government in collaboration with professional organizations or accredited training institutions (Ministry of Health of the Republic of Indonesia, 2015).

Until 2021, only 6.83% of women aged 30–50 years have undergone screening examinations using the IVA method, while in 2023 it will only be 7.02% of the target of 70% (Ministry of Health of the Republic

of Indonesia, 2022). In 2022, only 6.8% of women aged 30-50 years in Lampung Province will undergo IVA examinations, namely 84,961 out of a total of 1,246,539 women and in Bandar Lampung City, IVA examination coverage is only 36.2% of the target achievement of 70% (Lampung Provincial Health Office, 2023). This gap illustrates that program implementation has not been successful. If not treated effectively, cervical cancer rates increase and cause a large socio-economic burden and a decrease in the quality of life of individuals (Ministry of Health of the Republic of Indonesia, 2022).

In 2022, there will be around 604,000 new cases of cervical cancer worldwide, of which 342,000 will die, with almost 90% of deaths occurring in low and middle income countries, which are lagging behind in terms of vaccination, screening and treatment (World Health Organization, 2024). Cervical cancer data at Abdul Moeloek Hospital, Lampung Province is increasing every year with the percentage distribution of cervical cancer stages including stage I (15.4%), stage II (32.2%), stage III (31.4%), and stage IV (21%) (Sari, Ekasari, & Aryastuti, 2022).

The government has made several efforts to prevent cervical cancer as stated in the Decree of the Minister of Health of the Republic of Indonesia No. 34 of 2015 concerning the prevention of cervical cancer article 4 paragraph 9, including mass special protection, mass screening and mass early discovery and early follow-up (Directorate General of Disease Prevention and Control Ministry of Health Republic of Indonesia, 2024). Mass special protection in Bandar Lampung City has started from 2023 in the form of HPV vaccination for elementary school children in grades 5 and 6, while for cervical cancer screening the commonly used acetic acid (IVA) visual inspection test and pap smear with early follow-up cryotherapy.

Community health centres is one of the health service facilities that can provide IVA examination services. Bandar Lampung City is one of the districts in Lampung Province with good health service facilities compared to other districts. In terms of IVA examinations, there are 54 trained health workers, both doctors and midwives, spread across 31 health centers in the working area of the Bandar Lampung City Health Service (Bandar Lampung City Health Service, 2022). Human resource development must be carried out optimally, so that human resources can work optimally to achieve goals in accordance with the

vision and mission. Individual factors include a person's abilities, skills, family background, work experience, social level and demographics. Psychological factors such as perception, role, personality, motivation and job satisfaction. Organizational factors such as organizational structure, job design, leadership and reward systems (Gibson, Ivancevich, & Donnelly, 2005).

Previous studies state that employee performance is influenced by workload and communication; There is an influence of supervision and infrastructure on performance. Other variables that can affect performance are training and competence, compensation or rewards (Ramadhanti, 2023; Andoko & Putri, 2020; Sitio, 2022; Herawati, Ranteallo, & Syafira, 2021).

RESEARCH METHOD

This research is an observational analytical study with a cross-sectional design which aims to analyze supervision factors, facilities and infrastructure, compensation, and workload on the achievement of IVA examinations by health workers at community health centers in the work area of the Bandar Lampung City Health Service in 2023. This research was conducted at community health centers. Bandar Lampung City working area in July 2024. The sample for this study was 146 women out of a total of 216 implementing doctors and midwives who provided IVA examination services in the Bandar Lampung City health center working area in 2023 who were willing to be respondents and were calculated using the Slovin formula. Determining the research location was taken from a comparison of the number of community health centers in the city of Bandar Lampung, namely from 6 community health centers on the coast and 25 other community health centers in the city so that a ratio of 6:25 or 2:8 was obtained. Four health centers on the coast and 16 health centers in the city were taken. The selection of research locations used a stratified random sampling technique based on achievement scores. Next, use the proportionated stratified random sampling formula to determine the number of samples in each Community Health Center.

The instrument as a measuring tool uses a questionnaire, the variable Supervision of leaders is categories as poor if the starting mean < 32.8 and good if ≥ 32.8; Availability of facilities and

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infrastructure is categories as poor if the starting mean < 21.48 and good if ≥ 21.48; compensation is categories as poor if the starting mean < 23.24 and good if ≥ 23.24; workload is categories as poor if the starting mean < 24.24 and good if ≥ 24.24; and IVA achievement is categories as Achieved if ≥ 80% and not achieved if < 80%.

Data analysis for this research used the IBM SPSS version 22 application including univariate, bivariate and multivariate analysis. Univariate analysis is presented in the form of frequency distribution (n) and percentage (%). Bivariate analysis uses the chi square statistical test to test the hypothesis with a p value <0.05 indicating the existence of a relationship and a confident interval (CI) of 95%. Multivariate analysis using multiple logistic regression test. This research has taken into account all basic principles of bioethics and received ethical approval from the Health Research Ethics Committee of the Muhammadiyah University of Surakarta with number 382/KEPK-FIK/VI/2024. Research data was collected using questionnaires on supervision, compensation, infrastructure and workload and validity and reliability tests have been carried out with valid and reliable results.

RESEARCH RESULTS

Table 1. Respondent's Characteristic (N=146)

Characteristics	Result
Age (Mean±SD)(Range)(Year)	(38.9±7.730)(25-57)
Length of Service (n/%)	
≤ 5 Year	93/63.7
6-10 Year	49/33.6
> 10 Year	4/2.7
Supervision (n/%)	
Good	80/54.8
Poor	66/45.2
Facilities and Infrastructure (n/%)	
Good	91/62.3
Poor	55/37.7
Compensation (n/%)	
Good	76/52.1
Poor	70/47.9
Workload (n/%)	
Good	68/46.6
High	78/53.4
Training (n/%)	
Yes	41/28.1
No	105/71.9
Achievement	
Achieved	90/61.6
Not Achieved	56/38.4

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All respondents were female with a mean age and standard deviation (38.9±7.730), with an age range between 25 and 57 years. The majority of respondents with ≤5 years of service were 93 (63.7%).

Based on the variables of supervision, facilities and infrastructure, compensation, workload, training and IVA achievement; the majority of health workers in the category of good supervision as many as 80 (54.8%), with good facilities and infrastructure as many as 91 (62.3%), good compensation as many as 76 (52.1%), high workload as many as 78 (53.4%) and have no history of training as many as 105 (71.9%), and perform IVA examination as many as 90 (61.6%) respondents.

Table 2: Relationship between Supervision, Facilities and Infrastructure, Compensation, Workload and Training with Achievement of IVA Screening.

Variable	IVA Test Achievement		p-value	OR
	Not Achieved (n=56)	Achieved (n=90)		
Supervision (n/%)				
Good	10/17.9	70/77.8	0.000	16.100
Poor	46/82.1	20/22.2		
Facilities and Infrastructure (n/%)				
Good	23/41.1	68/75.6	0.000	4.435
Poor	33/58.9	22/24.4		
Compensation (n/%)				
Good	15/26.8	61/67.8	0.000	5.749
Poor	41/73.2	29/32.2		
Workload (n/%)				
Good	14/25.0	54/60.0	0.000	4.500
High	42/75.0	36/40.0		
Training (n/%)				
Yes	7/12.5	34/37.8	0,001	4.250
No	49/87.5	56/62.2		

The results of the chi square test showed that there was a relationship between supervision (p=0.000), facilities and infrastructure (p=0.000), compensation (p=0.000), workload (p=0.000), and training (p=0.001) with the results of the IVA examination by health workers. The achievement of the IVA examination was not achieved more in health workers with the category of poor supervision 46 (82.1%), poor facilities and infrastructure 33 (58.9%), poor compensation 41 (73.2%), high workload 42 (75%), and no training history 49 (87.5%). Meanwhile, the IVA examination was more achieved in the category of health workers with good supervision 70 (77.8%), good facilities and infrastructure 68 (75.6%), good compensation 61 (67.8%), good workload 54 (60%), and no training history 34 (37.8%).

The supervision factor has an OR value of 16.100, which means that health workers with good supervision are 16.100 times more likely to achieve a IVA examination than health workers with poor supervision. The facilities and infrastructure factor has an OR value of 4.435, which means that health workers with good facilities and infrastructure are 4.435 times more likely to achieve a IVA examination than health workers with poor facilities and infrastructure. The OR value for the compensation factor is 5.749, which means that health workers with good compensation are 5.749 times more likely to achieve a IVA examination than health workers with poor compensation. The workload factor has an OR value of 4.500, which means that health workers with a good

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workload are 4.500 times more likely to achieve a IVA examination than health workers with a high workload. The OR value for the training factor is 4.250, which means that health workers with a training history are 4.250 times more likely to achieve a IVA examination than health workers with no training history.

Table 3. Final Model of Multivariate Analysis of Multiple Logistic Regression Test

Variabel	B	*p*-value	OR	95% C.I	
				Lower	Upper
Supervision	2,509	0,000	12,290	4,930	30,637
Facilities and Infrastructure	1,313	0,004	3,717	1,506	9,175
Compensation	1,292	0,005	3,639	1,484	8,924
Constant	-7,183	0,000	0,001		

After bivariate analysis, it can be seen that the five variables have a p value <0.25 which is a requirement for multivariate analysis. Multivariate testing was carried out using multiple logistic regression testing with the backward method to load the five variables studied into the initial to final model. From the results of the analysis, the Odds Ratio (OR) value for the supervision variable was 12.290, which means that health workers with good supervision will be 12.290 times higher in achieving IVA examination compared to health workers with poor supervision after taking into account the variables of facilities and infrastructure, compensation, training and workload.

DISCUSSION

Respondents in this study were health workers who were active in carrying out IVA examinations at community health centers in the working area of the Bandar Lampung City Health Service. Based on KMK RI No. 34 of 2015, health workers who can carry out IVA examinations are midwives or doctors who have had training in IVA examinations, there is no mention of age restrictions. Age can influence a person's maturity in making decisions, maturity, psychological, emotional maturity and problem-solving abilities (Zuliyanti & Hidayati, 2021). Potential age-related declines in performance can be prevented by the use of self-regulatory strategies, such as selection, optimization, and compensation (Zacher, Sagha Zadeh, Heckhausen, & Oettingen, 2021).

IVA examination is a special examination of a woman's feminine area. Respondents as health workers carrying out IVA examinations in the study were all women. Examination of sensitive feminine parts carried out by female health workers can provide comfort, confidence and a positive attitude which can reduce patient anxiety during the examination (Tejena, Aprodita, Nuranti, & Iskandarsyah, 2017). Researchers have not found any male IVA examination officers in the health centers in the working area of the Bandar Lampung City Health Service.

Respondents' work periods in the IVA examination program varied. Experience can increase along with a person's years of service as well as the quality of performance. A person will master their work better and be more skilled (Muthiah, Dulahu, & Hunawa, 2022). In IVA examinations with visual assessment, the longer the work period, the more frequency of carrying out examinations, the more often you look, the more understanding you can have regarding the interpretation of IVA examinations. Whether positive or negative examination results are found, other pathological abnormalities or the appearance of cervical cancer.

There were 80 (54.8%) more health workers with good supervision compared to 66 (45.2%) with poor supervision. Based on the Path-Goal model, it explains that supervision can be effective if a supervisee or leader can provide motivation, guidance and support to followers to achieve goals or targets.

The variable category of good facilities and infrastructure is 91 (62.3%) more than poor facilities and infrastructure 55 (37.7%). In an organization, facilities and infrastructure are one of the factors that can influence performance results. Facilities and infrastructure are tools and equipment used to support the implementation of a task (Hasanuddin, Singgarniari, Faisal, Ritonga, Nasution, Wasesa, & Rahayu, 2022). Facilities are the facilities and infrastructure needed to carry out IVA inspections, such as inspection rooms, equipment and external

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service vehicles. In this research, many respondents answered regarding the unavailability of external service vehicles which were provided specifically to assist in carrying out IVA inspections. Apart from this, consumable equipment and IVA sets have been provided from the Health Service. IVA equipment currently does not need decontamination, because the set is single-use.

The good compensation category was 76 (52%) more than the less compensated 70 (48%). Compensation has a big influence on performance. In social life, compensation can be considered as a standard of living or social position. Funding for the IVA program for the community can be fully funded by Social Security Administrator of Health. From this research, the benefits of compensation obtained by health workers are still lacking. There has been no compensation in the form of rewards or awards given to health workers implementing IVA to appreciate their achievements. This good compensation can certainly increase motivation to improve achievements.

The high workload category was 78 (53.4%) more than the good workload category 68 (46.6%). Workload can be interpreted as the situation faced by workers regarding tasks that must be completed at a certain time (Meutia & Narpati, 2021). A large workload will certainly hinder employee performance without supporting facilities, but a large workload and supported by supporting activities will be proportional to employee performance (Ramadhanti, 2023).

There were 105 (72%) more health workers who had no training history compared to 41 (28%) health workers who had a training history. Job training is a process of teaching certain knowledge and skills as well as attitudes to become more skilled and able to carry out their responsibilities better according to predetermined standards.

There were 90 (61.6%) more health workers who achieved IVA examination compared to 56 (38.4%) who did not achieve it. The development of an organization can be seen from its performance achievements, where the role and efforts of health workers as implementers of IVA examinations to achieve this are very much needed. Achievement can describe whether the implementation of activities and policies is in accordance with the organization's strategic plan (Moeheriono, 2014).

Achievements in IVA examinations were not achieved more often in health workers with poor

supervision category, 46 (82.1%) compared to good supervision, 10 (17.9%). Both show a significant relationship with a p value of 0.000 (<0.05). This is in line with previous research which stated that there is a relationship between supervision and performance (Andoko & Putri, 2020). In the analysis of this research, an OR value of 16.100 was also obtained, which means that health workers with good supervision had a 16.100 times higher chance of achieving IVA examinations compared to health workers with poor supervision. A person's performance will increase when working under good supervision (Andoko & Putri, 2020). This study is also in line with the study at the Pagerageung Health Center, Tasikmalaya Regency (Suhartoyo, Febriani, Suparman, & Mamlukah, 2022). However, it is different from the study in Medan, where in this study supervision only provided an indirect influence through motivation in improving performance (Ginting, Pelawi, & Joe, 2021). A leader is tasked with providing motivation, guidance and support to followers to achieve organizational goals or objectives.

Every community health center in Bandar Lampung City has a community health center head with various leadership styles. A leader has his own style and can adapt it to the existing situation. There are various leadership styles, including democratic and participative styles. Most employees like this leadership style because the leader consults with employees to obtain advice on efforts to determine a decision so that employees feel that they have participated in determining decisions that are carried out through deliberation. There is also a dictatorial leadership style that is implemented and creates fear and uses punishment and threats, and an autocratic leadership style is almost similar to a dictator but the opinions of employees are justified even though all decisions are in the hands of the leader. In times of urgency, a leader is allowed to have an autocratic style so that he can make decisions quickly. In implementation in the world of work, especially in Community Health Centers, supervision in the IVA program is obtained from the Head of the Community Health Center. Apart from being the Head of the Community Health Center, leaders usually also have multiple duties according to their competence. Like doctors who also provide services, and have various other activities in managing various health programs

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so that there is not enough time to implement the functions of a leader himself.

IVA examination results that were not achieved were more common among health workers in the poor facilities and infrastructure category, 33 (58.9%) compared to good infrastructure, 23 (41.1%). The relationship between facilities and infrastructure and the achievement of IVA examinations by health workers is significant (p=0.000) with an OR of 4.435, which means that health workers with good facilities and infrastructure are 4.435 times more likely to achieve IVA examinations than health workers with poor facilities and infrastructure. The results of this study are in line with research in Labuhanbatu Regency, and Semarang City which stated that there is a relationship between facilities and infrastructure and performance (Hasanuddin, et al., 2022; Alfiyah, Indarto, & Budiati, 2023). Infrastructure is a supporting factor in an organization, without infrastructure, human resources or employees cannot carry out their work well. Means are anything that can be used as a tool to achieve the meaning and goals of an organization. By providing adequate facilities that are balanced with suitability for the environment and work risks and job duties, employees will be motivated and do everything to work better to achieve organizational goals. Therefore, if the facilities provided to employees are provided, they can improve performance, so it can be said that the facilities have a big influence on employee performance.

In an IVA examination, the facilities and infrastructure required are not too complex, therefore this IVA examination was chosen as an early detection examination for cervical cancer in the majority of community health centers in Indonesia. However, in accelerating the achievement of IVA, the IVA program is not only implemented passively but also actively by collaborating with other fields. Inspections outside the building, vehicle facilities and infrastructure and transport (gasoline) are really needed by IVA implementing officers. Public health center vehicles such as community health centers or official motorbikes are of course limited in number. So it is necessary to plan adequate transportation needs for IVA implementing officers. The existence of obstacles in the availability of facilities and infrastructure will affect the results of IVA inspection activities.

IVA examination results that were not achieved were more common among health workers in the poor compensation category, 41 (73.2%) compared to 15 (26.8%) with good compensation. The relationship between the two is significant with a p value = 0.000 (<0.05). The OR value of 5.749 indicates that health workers with good compensation are 5.749 times more likely to achieve IVA examinations than health workers with less compensation. This study is in line with research at PT Bhumyamca Sekawan, South Jakarta, on Casual Daily Workers on the Shoulder of the Road, Public Works and Spatial Planning Department, Rembang Regency, and on Employees of the Health Department of North Central Timor Regency (Herawati, et al. 2021; Sari, Irvani, & Nurhidayati, 2021; Mitang & Kiha, 2019). Compensation is all income in the form of money, direct or indirect goods received by employees as compensation for services provided. Compensation can increase or decrease employee performance. Compensation needs to get more attention by an organization. Compensation must have a strong basis, be true and fair. Compensation given to employees in a strong, correct and fair manner can be trusted to increase employee satisfaction and performance. The amount of compensation reflects the status, recognition and level of fulfillment of needs enjoyed by the employee and his family. If the remuneration received by employees is greater, it means that their position is higher, their status is better and their needs are fulfilled more and more. Thus, job satisfaction will also get better (Hasibuan, 2019).

In the IVA program, health workers only receive a salary, no other additional compensation is provided outside of wages from the organization. Wages are an important determinant of job satisfaction because they are a tool to meet needs. Compensation based on achievement can certainly increase officer performance motivation to achieve target achievements. One of the other forms of compensation that is really needed is funding for training. In accordance with the KMK, those who can carry out IVA examinations are trained midwives and doctors. Due to limited funding, the number of trained doctors at the Bandar Lampung City Health Center is still small, only 41 people.

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IVA examination results that were not achieved were more common among health workers in the high workload category, 42 (75%) compared to good workload 14 (25%). The relationship between workload and the achievement of IVA examinations by health workers is significant with a p value of 0.000 (<0.05). The OR value of 4.500 means that health workers with a good workload are 4.500 times more likely to achieve IVA examinations than health workers with a high workload. This study is in line with research at the Panjang Health Center and Sukaraja Health Center in Bandar Lampung City and on employees of the Housing and Settlement Areas and Land Service of Surakarta City which stated that the workload variable had a significant effect on employee performance characteristics (Deska, 2017; Ramadhanti, 2023). A large workload will certainly hinder employee performance without supporting facilities, but a large workload and supported by supporting activities will be proportional to employee performance. Workload can be interpreted as the situation faced by workers regarding tasks that must be completed at a certain time (Meutia & Narpati, 2021). Indicators of workload include work conditions, time spent working and achievement of targets in the work. The annual target set in the IVA program at the Bandar Lampung City Working Area Health Center in 2023 is with a minimum achievement target of 80%.

The program stipulates a minimum of having an IVA examination every 5 years. The way to set a community health center target is to calculate the total female population (aged 30 - 50 years in the work area) divided by 5 years, to set an annual target. Then divide the annual target by 12 for the monthly target. For example, in Community Health Center A, the number of women aged 30 -50 years = 6,000 people. The target is that 6,000 people must undergo an IVA examination at least once every 5 years, so that every year there must be 1,000 people. And for 1 month a minimum of 800 people must be examined. The IVA examination schedule at the Community Health Center is usually scheduled twice a week, meaning 8 times per month. Health officers implementing IVA with dual duties must be able to reach 100 people per day in order to achieve this target in one month with an inadequate number of officers according to training. This burden is certainly too high for implementing health workers.

IVA examination results that were not achieved were more common among health workers with no training history, 49 (87.5%) compared to those with a training history, 7 (12.5%). The relationship between the two is significant with a p value of 0.001 (<0.05). In the analysis, an OR value of 4.250 was also obtained, which means that health workers with a history of training had a 4.250 times higher chance of achieving an IVA examination compared to health workers in the category of no training history. This research is in line with research at PT. Supra Primatama Nusantara and Cooperative administrators in East Java (Sitio, 2022; Aulia, 2021). Training is an activity that has been designed in such a way by company managers to improve skills, knowledge, experience and to change employee mindsets (Nurhayati & Atmaja, 2021). The more capable and skilled a person will be, they will be able to complete their work correctly, according to what has been determined. There are several factors that support increased performance, namely competency, training and work ability. Adequate work abilities are expected to have implications for improving performance so that they are able to support the implementation of tasks efficiently, effectively and professionally.

Job training is a process of teaching certain knowledge and skills as well as attitudes to become more skilled and able to carry out their responsibilities better according to predetermined standards. An IVA examination can be carried out by a competent midwife or doctor. The expected number is 2 midwives and 1 doctor in each community health center. In IVA competency, there are two stages to obtain a competency certificate. First, participants must have a certificate of attendance by following TOT and provider training. Then the implementation of new competencies can be carried out 3 months after training. For a minimum of 1 year, you must carry out IVA examinations on 50 clients for general practitioners and midwives as well as cryotherapy for general practitioners and make a report by filling in a logbook. If you do not carry out early detection at all within 1 year, you will need another competency test. Competence is defined as an individual's ability to carry out tasks, integrating knowledge, skills, attitudes and personal values (Mardiana, Dasuki, & Pradjatmo, 2015). Competency is also defined as the basic knowledge possessed by both formal and non-formal

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education so that employees are able to carry out their work. This training is of course very meaningful in IVA examinations, especially in terms of interpretation and service (Jayanti & Dewi, 2021).

Supervision is the dominant factor related to the achievement of IVA examinations by health workers, with the highest OR value, namely 12.290. Supervision or leadership is an element that influences and helps other people to work and be enthusiastic in achieving predetermined goals. Leadership is an important aspect in determining an organization's performance and capacity in responding to external changes (Jufrizen & Lubis, 2020). All employee efforts to achieve organizational goals need to be directed by effective leadership. Without leadership, there may be a one-way relationship between organizational goals and personal goals (Suyanto, 2018). This leads to a scenario where people try to achieve their own goals while the organization as a whole becomes ineffective in achieving its goals. A supervisee's capacity to lead is innate and influenced by a variety of internal and external circumstances. A person's performance will increase when working under good supervision (Andoko & Putri, 2020). Human resources are a group of people who work and function as organizational assets in achieving goals. The performance of HR itself is one of the efforts in the process of managing and developing an organization. Every leader has their own way of directing and demanding their employees. There are two types of leadership styles, namely transformational leadership style and transactional leadership style, each of which has various indicators that influence employee performance (Supriyatin, Miarsyah, & Melia, 2017).

Transformational leadership is a leadership style that tends to provide support and motivation to subordinates, while transactional leadership is a leadership style that involves reciprocal relationships with subordinates. Characteristics of leaders with a transformational leadership type include intellectual stimulation. Leaders teach employees new ideas and never criticize employees openly for mistakes they make. Through intellectual stimulation, leaders stimulate members' creativity to find solutions to every problem from a new perspective. Employees are also encouraged to innovate in developing their own abilities and are actively involved in solving organizational problems (Tjahyanti & Chairunnisa,

2021). In a transformational leader, the leader also states a clear and attractive vision. Leaders must have a clear vision and make a strong commitment to each employee. The success of an organization can be achieved if every employee knows the goals, targets and priorities that must be achieved. Conveying this vision must be done repeatedly on every occasion and in different ways.

In transactional leadership, the leader motivates his members to work as optimally as possible by giving awards or rewards as a reward when they can carry out organizational tasks well and in accordance with expectations. However, this certainly cannot be implemented in the financing system related to IVA in the community health centers in the working area of Bandar Lampung City because of funding. Transformational leadership is what is truly defined as true leadership because this leadership truly works towards targets in the act of directing the organization to a goal that has never been achieved before. Because transformational leadership truly works towards targets in the act of guiding towards goals that have never been achieved before, transformational leadership is appropriate to be described as leadership that can be applied in the IVA program.

CONCLUSION

The achievement of IVA examinations by Health workers in the Bandar Lampung City Health Service Work Area is related to supervision factors ($p=0.000$; $OR=16.100$), facilities and infrastructure ($p=0.000$; $OR=4.435$), compensation ($p=0.000$; $OR=5.749$), workload ($p=0.000$; $OR=4.500$), and training ($p=0.001$; $OR=4.250$) where good supervision can increase the performance of IVA examinations by health workers.

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Firantika Dias Puteri*, Endang Budiati, Bambang Setiaji, Aila Karyus

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