

LEADERSHIP STYLE AND INCREASING PRODUCTIVITY OF HEALTH PERFORMANCE IN HOSPITAL

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Received date: 27 December 2022

Revised date: 17 January 2023

Accepted date: 07 February 2023

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ABSTRACT

Introduction: Leadership is analogous to life in that it dictates the birth, development, maturity, and demise of an organization. Leadership is essential to maintaining the company in times of unpredictable transition. Adapting one's leadership style to changes that occur is one of a leader's problems. The goal of this research was to assess the impact of leadership style on the performance and productivity of hospital health employees. This is a descriptive analytic research using a cross-sectional design. Accidental sampling was used to choose 284 study participants. The data was obtained using an online questionnaire referencing the 2009 edition of the 5X Multifactor Leadership Questionnaire (MLQ), and it was analyzed using a multivariate linear regression test. The findings indicate that prefers to utilize transformational leadership style, while tends to use transactional leadership style. Transformational and transactional leadership styles have a favorable influence on the performance of health professionals in hospitals, including work quality, amount of work, accuracy time, and quality of service.

INDEX TERMS: leadership, performance productivity, health workers, hospital.

I. INTRODUCTION

Human resource management is a fundamental aspect of an organization's management (Por Pan et al., 2020). Human resource management has a significant impact on the performance of a firm. This is significant since human resources are the organization's driving force in carrying out all its actions to achieve its short- and long-term objectives (Irawati, 2019). Achieving an organization's objectives needs human resources to serve as system managers. Obviously, for this system to function, its administration must pay attention to a number of crucial factors, including the leadership component (Sahadi et al., 2020).

The primary objective of leadership is to accomplish shared objectives. Leadership plays a crucial and strategic function inside a business. Leadership is comparable to a life in that it dictates the birth, development, maturity, and death of an organization. Leadership is essential to an organization's survival in the face of unpredictable change. One of the difficulties for leaders is to create a leadership style that can accommodate current changes (Nasser et al., 2021). In

hospitals, presidents and directors, ward managers, administration, nursing, and medical professionals all have leadership responsibilities (Kolomboy et al., 2021). Individual and group performance can have a significant impact on organizational performance, as service companies, especially hospital medical services, require punctuality, are safe for patients (customers), and the services provided are well received. (Mustriwati et al., 2021).

Human resources are the most important organizational assets that must be managed properly, because they play an important role in shaping and achieving every organizational goal. Companies must have competent human resources with high quality and performance to advance their business, the success or failure of the company in its business will be known from the company's ability to manage its human resources (Pt et al., 2014). The success or failure of an organization, both business-oriented and public, is usually perceived as the success or failure of the leader. The role of the leader is so important that the issue of leadership style has become a focus that has attracted the attention of researchers. Leaders play a key role in formulating, implementing

organizational strategies to improve performance (Padauleng et al., 2020).

Performance is termed as job performance, in a broader sense, namely the results of work in terms of quality, quantity and timeliness achieved by an employee in carrying out his duties according to the responsibilities given (Rijal et al., 2019). Given that the problem is very complex, the parties involved in the process of operating medical services must be careful in observing the available resources. Many things can affect performance, so the management must take care of the factors that can affect performance, so that they can be fulfilled optimally (Dirham, 2019). Increasing the performance of individual employees will encourage the performance of human resources as a whole, which is reflected in the increase in organizational performance. Performance appraisal is something that cannot be separated from the organization (Shields et al., 2022).

The organization's performance criteria should be projected onto the employee's performance criteria according to its unit of work. Performance assessments need to be ongoing so that your organization's goals can be achieved effectively and efficiently. Quality medical services are one of the basic needs of everyone. This condition encourages researchers to seek out and conduct research on the impact of leadership styles on improving the productivity of hospital healthcare professionals.

II. METHOD

Observational research approach using a cross-sectional study design. The 2009 edition of the 5X Multifactor Leadership Questionnaire (MLQ) was administered between August and September 2021 utilizing Google Forms and WhatsApp. Purposive sampling was used to choose 324 health care professionals as study participants. This study was performed at four rural hospitals in Malang, East Java, Indonesia. Minimum sample size is calculated by the Slovin formula, which is stated as $n = N / (1 + (N \times e^2))$, where n = sample size, N = population size, and e = 5 percent or 0.05 margin of error. $N = 978$, $e = 0.05$, and total of participants is $n = 978 / (1 + (978 \times 0.052)) = 284$. The eligibility requirements

for health professionals to participate in this research are as follows: Working at a Rural Hospital in Indonesia. Researchers recruited hospital employees such as nurses, pharmacists, medical record professionals, radiographers, and others who consented to fill out informed consent forms. All potential participants who fit the requirements were contacted by telephone to explain information and research aims and to solicit their participation in the study. If a healthcare professional agrees to engage in this research, we provide them a link to a Google Form with information on the study, eligibility requirements, and consent as a prerequisite for future involvement in this study. After health professionals indicate their desire to engage in research by completing an online informed consent form using the Google Form link, we give them a second Google Form link containing the research questionnaire. All participants were urged to fill out the form entirely.

Leadership style is the independent variable in this research, whereas health care worker performance productivity is the dependent variable. The data was acquired using an online survey that referenced the 2009 version of the 5X Multifactor Leadership Questionnaire (MLQ). This quiz has 45 items ranging from (0) no Likert scale to (4) often or always. There are 36 questions that evaluate transformational, transactional, and laissez-faire leadership styles. Four questions measuring leadership outcomes. The Performance Questionnaire is a self-administered online questionnaire that was adapted from a previous survey and aims to generate global health performance measurements based on the performance standards of the Indonesian medical profession.

Using descriptive statistics, the data was analyzed. Frequency and percentage distributions using mean and standard deviation (SD), socio-demographic characteristics of participants, information about leadership styles, and data on productivity performance related to leadership styles adopted in the workplace. As promised, a report will be sent to you shortly. SPSS version 23 was used for all analyses. New York (IBM Corp. Armonk)

III. RESULT

Table 1 Respondent Demographic Data.

| Characteristics | Frequency (n) | Percentage (%) |
|--------------------|---------------|----------------|
| Age | | |
| ≤ 40 years | 187 | 65.8 |
| >40 years | 97 | 34.2 |
| Education | | |
| Diploma | 178 | 62.7 |
| Bachelor | 103 | 36.3 |
| Above | 3 | 1.1 |
| Employment States | | |
| Civil servants | 56 | 19.7 |
| Non-civil servants | 228 | 80.3 |

| | | |
|-------------------|-----|------|
| Gender | | |
| Male | 104 | 36.6 |
| Female | 180 | 63.4 |
| Length of working | | |
| ≤10 years | 191 | 67.2 |
| >10 years | 93 | 32.7 |

Source: Primary data, 2021

The characteristics of the participants are shown in Table 1. The mean age was 40 years (SD = 1.33). The majority of participants were women (n = 187, 65.8%), diploma

level of education (n = 178, 62.7%), and status as private employees (n = 228, 80.3%). The length of service of most of the participants was 10 years (n = 191, 67.2%).

Table 2. Descriptive statistical results for leadership style with the Multifactor Leadership Questionnaire (MLQ).

| Skala & konstruksi MLQ | Mean | SD | Minimum | Maximum |
|----------------------------------|-------------|-------------|-------------|-------------|
| Transformational | 2.84 | 1.05 | 0.00 | 4.00 |
| Idealism as a Motivator | 3.02 | 1.10 | 0.00 | 4.00 |
| Motivation via Inspiration | 2.90 | 1.05 | 0.00 | 4.00 |
| The stimulation of one's mind | 2.76 | 1.02 | 0.00 | 4.00 |
| Individual Considerations | 2.68 | 1.01 | 0.00 | 4.00 |
| Transactional | 2.83 | 1.01 | 0.00 | 4.00 |
| Reward | 2.76 | 0.99 | 0.00 | 4.00 |
| Management-by-Exception-Active | 2.89 | 1.03 | 0.00 | 4.00 |
| Passive-Avoidant | 0.99 | 0.72 | 0.00 | 4.00 |
| Management-by-Exception-Passive | 1.01 | 0.82 | 0.00 | 3.50 |
| Laissez-faire | 0.98 | 0.62 | 0.00 | 1.90 |
| Leader's Outcomes | 2.76 | 1.00 | 0.00 | 4.00 |
| Extra Effort | 3.04 | 1.14 | 0.00 | 4.00 |
| Effectiveness | 2.88 | 1.04 | 0.00 | 4.00 |
| Satisfaction with the Leadership | 2.36 | 0.82 | 0.00 | 4.00 |

M, mean; SD, standard deviation; MLQ, Multifactor Leadership Questionnaire

Based on table 2, it is found that transformational and transactional leadership styles have the highest mean MLQ scores. The mean score of transformational leadership style MLQ score is 2.84 with 4 components including leadership style associated with ideal (3.02), inspirational motivation (2.90), intellectual stimulation

(2.76) and individual consideration (2.68). Transactional with an average score of 2.83 has 2 aspects in it, namely reward (2.76) and Management-by-Exception-Active (2.89). Meanwhile, the Passive-avoidant leadership style has the lowest MLQ mean score of 0.99.

Data from the study on how self-leadership and organizational commitment affect performance, shown in Table 3.

| Variabel | Standardized Estimate | S.E. | Prob |
|-------------------------|-----------------------|--------------|--------------|
| Transformational | 0.319 | 0.078 | 0.000 |
| Quality Results | 0.322 | | |
| Quantity Results | 0.342 | | |
| Punctuality | 0.298 | | |
| Service quality | 0.314 | | |
| Transaksional | 0.342 | 0.096 | 0.000 |
| Quality Results | 0.312 | | |
| Quantity Results | 0.348 | | |
| Punctuality | 0.336 | | |
| Service quality | 0.372 | | |
| Passive-Avoidant | 0.312 | 0.072 | 0.002 |
| Quality Results | 0.246 | | |
| Quantity Results | 0.308 | | |
| Punctuality | 0.314 | | |
| Service quality | 0.378 | | |

| Leader's Outcomes | 0.295 | 0.068 | 0.013 |
|-------------------|-------|-------|-------|
| Quality Results | 0.309 | | |
| Quantity Results | 0.310 | | |
| Punctuality | 0.274 | | |
| Service quality | 0.287 | | |

Source: Primary data, 2021

Table 3 shows that transformational leadership style has a substantial impact on the outcomes of enhancing performance on characteristics such as quality of results, quantity of results, timeliness, and quality of service (p 0.000). In addition, the outcomes of enhancing performance in terms of quality, quantity, timeliness, and service quality are significantly influenced by transactional leadership style. When it comes to the quality, quantity, and timeliness of work produced, transformational and transactional leadership styles have a beneficial impact.

IV. DISCUSSION

Results of a survey indicated that the amount was 0.319 (p 0.000) Transformational leadership methods are often used by them. People who can foresee changes in their company's environment and excite and drive their employees are transformational leaders. Responsible, innovative, imaginative, and rigorous performance management is used by leaders and their members to run the organization, and these individuals have a strong work ethic. It has been shown that there are four types of leadership styles: transactional leadership, transformational, passive-avoidant and leader achievements. (Agaronnik et al., 2022) Transformational leadership is prevalent and very effective. Transformative leadership motivates its followers to put out their best effort ssss(Beauchamp et al., 2007). An organization's ability to recognize and respond to environmental shifts and abnormalities, as well as the ability to transform such shifts into positive outcomes, is a key component of transformational leadership. Members in the upper echelons create a sense of trust that aids in the creation of a cohesive team. Despite its robustness, it provides more to the business (Beauchamp et al., 2007).

The four pillars of transformational leadership are intellectual stimulation, personal consideration, inspiring motivation, and ideal influence. The intellectual stimulation pushes subordinates to think beyond the box. We may learn a lot about our workers' individual quirks and motivations by paying attention to what our subordinates want and need. From this vantage point, transformational leaders are able to recognize and foster subordinates' potential and growth. Then, the creative juices flow. At the same time as maintaining high standards, they inspire others with a feeling of hope and energy. A charismatic leader's acts are perceived as carrying ideals by the idealized influence dimension, which views the charismatic leader's power of influence and self-confidence. In order to lead in a transformative way, one must serve as a role model for those under

one's command. Alloubani et al., (2019) observed that transformational leadership style and behavior had a favorable connection with organizational outcomes like employee contentment and readiness for additional efforts. In order to develop transformational leadership, leaders must be able to impact the ideal characteristic of transformational leaders, which is to be an inspiration to subordinates and generate useful ideals and ideas in people. Leaders who recognize the increasing requirements of subordinates and nurture people will adopt a coaching approach (individual considerations) to promote employee performance. Permanent emotional intelligence officers have been shown to improve performance but not happiness at work.

This study discovered a transformational leadership style of 0.319 (p 0.000) And the amount of transactional 0.342 (p 0.000) It has a positive impact on productivity performance such as work quality, workload, punctuality and quality of service. This study also shows that the role of management factors in the work of hospital health care workers is significant when related to quality of service. The results of this study show that various leadership factors are positively linked to performance productivity. In essence, the exemplary element is an important element of the leader, and this element is one of the most strategic elements in creating model leadership for subordinates. Authority is also an important part of being a leader, as authoritative leaders are perceived by their subordinates and subordinates. Providing good and effective information is an important communication asset, but determinants are also very important for leaders. The results of this study support the study (Organ et al., 2006). Employees who are content with their boss's leadership show a good (positive) attitude and seek to perform their duties in good faith in return for the boss and the organization that satisfied him. The impact of leadership on the performance of hospital healthcare professionals. The results of this study support a statement (Lee et al., 2011) that a sense of responsibility for the work done and knowledge of the outcome of the work increase their job satisfaction and productivity. The results of the study are also consistent with the results of the study (Ria Tumilaar, 2015). (Ogbonna & Harris, 2000); (Hartinah DS et al., 2019) proves that leadership style has a positive impact on performance.

V. CONCLUSION

Four different sorts of leadership styles are available: transactional styles, transformational styles, passive avoidance styles, and leader accomplishments. Survey findings show that staff productivity may be improved

by adopting a transformational and transactional leadership style, which includes a focus on quality, quantity, timeliness and quality of service. With this kind of leadership, employees feel more confident and are more likely to contribute to the company.

VI. ACKNOWLEDGMENT

Thank you to STIKes Kepanjen Malang for providing support in this research publication.

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