



# Leadership Strategies in Improving Service Quality and Employees Motivation in Hospitals: Review and Challenges

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## ABSTRACT

**Intorduction** : Effective leadership in hospital organizations is critical to achieving optimal health care goals. This abstract discusses the implementation of various leadership theories, such as Transformational Leadership Theory, Situational Leadership Theory, and Servant Leadership Theory, in the hospital context.

**Method** : This research shows that the application of transformational leadership can increase the motivation and performance of medical and non-medical staff, through developing a shared vision and empowering employees. Meanwhile, situational leadership theory emphasizes the importance of leader flexibility in adapting leadership style according to the needs of the team and the situati on at hand. On the other hand, servant leadership focuses on service to the team and patients, which contributes to increased patient satisfaction and employee loyalty.

**Result** : The results of this study indicate that the combination of various leadership approaches can create a collaborative work environment, improve the quality of care, and support innovation in medical practice. Thus, hospital organizations are advised to adopt a holistic and adaptive leadership approach to achieve long-term success in healthcare.

**Keywords:** Leadership, Hospital Organization, Service Quality, Employee Motivation

## INTRODUCTION

A hospital is a large organization and to exercise leadership in a large organization requires big thinking and action as well as mature policies and decisions. It is not an easy matter to carry out this because it requires the right skills and abilities, methods and leadership style to carry out good leadership of the organization. Hospital organizational leadership plays a very important role and can even be said to be one of the determining factors in the management of health service activities. A hospital must be led by a chief medical officer who has the ability and expertise in the field of hospitals (UU No. 44 Tahun 2009 Pasal 34).

Leadership is a very important competency dimension from the perspective of organizational performance/success. Organizational success cannot be separated from the role of organizational leaders and support from subordinates who have high enthusiasm and commitment for mutual progress and to achieve the vision and mission of a company. The function of a leader is to ensure that employees get all their needs in work activities, which then facilitates the achievement of organizational goals (Darda et al., 2022).

Human resource management in the health sector can be understood as the use of management functions in managing human resources in the health sector. Management in the health service sector has a large role and responsibility to achieve maximum service performance. This management is related to all professions in this field. (Ariga RA et al., 2021)

Leadership and management are seen as equally important in achieving organizational goals. However, there are differences in the functions of these two roles. Management creates order and consistency, while leadership creates change and movement. Management is responsible for leading all elements of the organization in such a way that the manager's vision and goals are successfully achieved. If governance is poor, goals cannot be achieved; and when there is poor leadership, there is no clear goal or vision to aspire to. Leadership is understood as setting direction, influencing others and driving change with management dealing with managing and organizing resources and maintaining stability. (Van Diggele C et al. 2020)

Leadership style can influence the job satisfaction of health workers because through a leadership style a leader or room head can treat subordinates to work with a more motivated heart so that health workers feel more satisfied at work. There are several types

of leadership styles, namely, authoritarian, directive, supportive and participative leadership styles (Marques et al., 2021).

A leader must be aware and understand the roles and responsibilities he wants to fulfill to advance the company he leads. In leadership, the success of a leader who is able to influence subordinates or other parties is discussed, but leadership also teaches how to work together well as a team to build a solid foundation for an organization. The leadership style applied in an organization can help create positive work effectiveness for members. By having a leadership style that matches the situation and conditions of an organization, members will provide high enthusiasm in carrying out their duties and obligations in achieving common goals. Apart from that, leadership style can also have negative impacts, one of which is decreasing member performance (Rumaisha et al., 2019).

## **LITERATURE REVIEW**

### **Leadership Styles**

Leadership style is the way a leader carries out his leadership or the function of carrying out his management function in leading his subordinates. The leadership styles are as follows:

#### **1. Democratic Leadership Style;**

Democratic leadership style is the ability to influence other people so that they are willing to work together in achieving the goals that have been set by various methods or activities that can be carried out which are determined jointly by subordinates and leaders. This style is sometimes referred to as subordinate-centered leadership style, leadership with equality, participative or consultative leadership. A leader who consults with his subordinates in formulating a joint decision action. The characteristics of this democratic leadership style are that the leader's authority is not absolute, the leader is willing to delegate some authority to subordinates, policies and decisions are made jointly between subordinates and the leader, communication can take place in two directions, where the leader is to the subordinate and vice versa. Supervision of (attitudes, actions, behavior or activities) of subordinates is carried out in a reasonable manner, initiative can come from subordinates or leaders, subordinates have many opportunities to convey suggestions or opinions and the tasks given to

subordinates are in the nature of requests regardless of the nature of instructions, and leaders will pay attention in acting and behaving to create mutual trust and respect. (Mattayang B., 2019)

#### 2. Delegative Leadership Style;

The delegative leadership style is characterized by the leader rarely giving instructions, decision making is in the hands of subordinates, and organizational members are expected to solve all problems themselves. This delegative leadership style shows the characteristics of a manager's behavior in carrying out his managerial duties. A manager's leadership style is greatly influenced by his personality. Leadership is a delegative leadership style that managers apply to subordinates who are able to carry out activities that the manager cannot temporarily carry out for various reasons. This delegate management style is best suited if your own workforce is highly motivated and efficient. In this way, the leader does not give too many orders to his subordinates, in fact the leader gives his subordinates more support. (Mattayang B., 2019)

#### 3. Democratic Leadership Style;

Managers try to ensure that the group is known and participates as a unit in the group's goals. In other words, it is not enough for leaders to implement policies only through speeches, but based on the constitution or mutually agreed regulations, not on their own will or force. (Mattayang B., 2019)

#### 4. Laissez Faire Leadership Style;

This style encourages initiative among members. Lacking interaction and control from leaders, this style can only be successful if subordinates can demonstrate a high level of competence and self-confidence in achieving goals. In this leadership style, the leader exercises very little power or lets subordinates do as they please. (Mattayang B., 2019)

#### 5. Authoritarian Leadership Style;

A leadership style that completely focuses all decisions and policies that one wants to take on oneself. All divisions of tasks and responsibilities will be handled by the leader with an authoritarian style, while the subordinates simply carry out the tasks that have been given. The authoritarian type of leadership usually leads to tasks. This means that with a task that has been given by an institution or an organization, the policy of this institution must be projected in how it governs its subordinates so that this policy can be achieved well. Here the

subordinate is just a machine that is only driven according to his own will, the initiative that comes from the subordinate is never even taken into account. (Mattayang B., 2019)

#### 6. Transactional Leadership Style;

Transformational leadership is the leader's ability to work with and through others to optimally transform organizational resources to achieve meaningful goals in line with predetermined performance goals. Relevant resources are human resources such as managers, employees, subordinates, experts, teachers, lecturers, researchers and others. Transformational leadership directs human resources centered on increasing sensitivity to organizational training and development, developing a shared vision, sharing leadership, and building organizational culture. (Mattayang B., 2019)

#### 7. Situational Leadership Style;

Situational leadership is a leadership style model that focuses on people. The situational leadership style is applied by measuring the willingness and maturity of employees to carry out the tasks given by management. In the situational leadership style, the manager's behavior is related to his managerial tasks and the relationship between superiors and subordinates (Mattayang B., 2019)

#### 8. Transformational Leadership Style

Transformational leadership is changing followers who are led towards organizational development (Firman, et al, 2020). Transformational leaders can gain trust, respect, and recognition from their members by focusing on ideal influence, individual consideration, and inspirational motivation, which in turn includes being a charismatic role model and articulating the vision they want to create. Transformational leadership has four components, namely inspirational motivation, intellectual stimulation, individualized consideration, and idealized influence (Suriagiri, 2020 in Bass 1985).

### **The Relationship Between Leadership, Service Quality, and Motivation**

Work motivation is important in increasing work efficiency and effectiveness, because people who have high work motivation will try as hard as they can so that their work can be as successful as possible (Rofik, 2022). Motivational factors are: Intrinsic factors. Intrinsic factors are motivation that arises and grows and develops within a person, which will then influence that person to do something in a valuable and meaningful way; Extrinsic factors Extrinsic factors are motivation that arises from outside a person, which then encourages the

person to build and foster a motivational spirit within the person to change the person's entire attitude (Tarrigan & Rozzyana, 2018).

Employee performance is an employee's ability to do a particular job. Employee performance is very necessary, because with this performance it will be known how far they are able to carry out the tasks assigned to them (Sinambela, 2016). Good leadership contributes to increasing staff motivation, which ultimately has an impact on the quality of service in the hospital. (Hidayati and Susanti, 2023). Along with research (Laschinger et al 2022) found that positive leadership increases the level of employee motivation and commitment, which leads to increased service quality. Additionally, (Cummings et al. 2021) emphasize the importance of interactions between leaders and team members in influencing patient satisfaction.

### **Challenges that influence the success of leadership style**

On the other hand, the high level of work stress among health workers in the digital era is a challenge that needs to be overcome. Increasing workloads, increasingly complex patient demands, and pressure to stay current with rapidly developing health technologies are key factors that can negatively impact the well-being of health workers. Job stress that is not handled properly can result in various problems, including physical and mental health problems and an increased risk of medical errors. Health workers who experience stress can experience a decline in the quality of service, which in turn can affect patient safety (Pavithra and Sivakumar, 2020). The high work pressure faced by nurses/health workers in hospitals usually results in the emergence of a phenomenon of physical and mental fatigue which is usually called burnout (Maria, 2012). Burnout is defined as a chronic affective response pattern from stressful work conditions resulting from excessive interpersonal contact. Emotional exhaustion refers to feeling emotionally drained and exhausted while depersonalization refers to the tendency to develop a negative, cynical, or callous attitude toward those with whom we work and a reduced sense of personal accomplishment that comes from work and employees often evaluate themselves in a negative way. negative (Maslach, Jackson and Leiter, 1996).

Leadership According to several studies, a leader's leadership style has an influence on the occurrence of burnout in workers, such as ethical leadership, trust in leaders, deviant behavior in leaders, surface acting of employees towards leaders. Recent studies on ethical

leadership show employees tend to be able to cope with stress and have greater job satisfaction when they work under a leader who acts as a source of guidance. Ethical leadership that emphasizes actions related to ethics is recognized as an important factor in reducing employee burnout and deviant behavior and can improve worker performance. (Mo and Shi, 2017).

## RESEARCH METHODOLOGY

This literature review took several journals related to leadership strategies, such as leadership styles in influencing the performance of hospital employees in Indonesia in the last five years, using a comprehensive search strategy involving academic databases. To sharpen our research search, we use keywords such as Leadership, Hospital Organization, Service Quality, Employee Motivation. The selection criteria included research published between 2019 and 2024 that focused on hospital leadership styles in Indonesia. We also analyzed existing literature to identify the advantages and disadvantages of some of these leadership styles. This includes scientific articles, books and reports that provide insight into the current state and potential of the sector. All sources are properly cited using APA style.

## RESULTS AND DISCUSSION

Table 1. Research Results

No	Name and Year of Research	Research Title	Research result
1	Yantu, Irwan. (2021)	<i>Gaya Kepemimpinan Direktur Rumah Sakit Umum Daerah Di Provinsi Gorontalo</i>	In this research, hospital directors apply 3 leadership styles, namely, Authoritarian, Democratic, Laissez Faire. Based on the results of the research, it can be determined that hospital directors in Gorontalo

			Province implement three leadership styles but tend to be more inclined towards the Democratic leadership style, namely leadership where the leader is always willing to accept and respect suggestions. suggestions, opinions and advice from staff and subordinates, through deliberation forums to reach an agreement.
2	Indriyani, Ratna et al (2021)	<i>Pengaruh Gaya Kepemimpinan Dan Disiplin Kerja Terhadap Kinerja Karyawan Rumah Sakit Taman Harapan Baru Bekasi</i>	This research found that leadership style and work discipline have a significant effect on employee performance. The more the leadership style is implemented well in the company as well as the increase in employee work discipline, the more the company and employees will achieve high performance
3	Junengsih et al (2024)	<i>Pengaruh Gaya Kepemimpinan Transformasional Terhadap Kinerja Karyawan Rumah Sakit Sentra Medika Cikarang</i>	The research found that the transformational leadership style on employee performance has a positive and significant relationship. In this research, the transformational leadership style can be seen through the idealized influence factor in the leadership of Sentra Medika Cikarang Hospital. Employees can exemplify leadership qualities that have a high level of commitment and ethical consequences of decisions taken



4	Amang, Baso et al (2023)	<i>Pengaruh Gaya Kepemimpinan Transformasional Dan Kepuasan Kerja Terhadap Kinerja Perawat Di Rumah Sakit Umum Lasinrang Kabupaten Pinrang</i>	This research found that the Transformational Leadership Style had a positive and significant effect on the Performance of Nurses at Lasinrang General Hospital, Pinrang Regency, meaning that the transformational leadership style in directing, fostering participation and supporting subordinates in their work was able to improve the performance of nurses better in achieving the goal, namely providing nursing services, transformational leadership style plays an important role in providing direct guidance to employees in completing their tasks
5	Nataline, Eleonora et al (2020)	<i>Pengaruh Kepemimpinan Transformasional Dan Manajemen Kepala Ruang Terhadap Kinerja Dokumentasi Asuhan Keperawatan Di Rumah Sakit X Jakarta</i>	Transformational leadership has a significant effect on the performance of nursing care documentation at Hospital X Jakarta. Leaders who care or support their subordinates have a higher level of job satisfaction than those who do not care about their subordinates. High job satisfaction will improve the performance of nurses compared to those who feel dissatisfied.

The results of this literature review consist of 5 research journals related to leadership style and its significance on the influence of employee performance in a hospital. Seeing how important the role of a leader is in dealing with subordinates and the obstacles that occur in the organization, leadership factors have a big influence and leadership style is a supporting

factor that supports the success of a leader, so a leader must develop in terms of his leadership style in order to be able to lead his subordinates well. well so that it can achieve organizational goals effectively and efficiently. Although research (Irwan Yantu, 2021) states that of the three leadership styles (democratic, authoritarian, Laissez Faire), the research shows that the democratic leadership style is more effective and efficient for hospital employees. However, this is not in line with research (Rohayani, 2013) who stated in his research that an effective hospital nursing service system must be supported by a good leadership style. It was further revealed that in hospitals, autocratic or democratic leadership styles have proven to be not effective enough in creating excellent service.

A leader's leadership style will greatly influence a leader's effectiveness. Choosing the correct and appropriate leadership style can direct the achievement of individual and organizational goals. With an inappropriate leadership style, organizational goals will be neglected and employees can feel annoyed, stressed, burnt out, anxious, rebellious and dissatisfied. The right leadership style used will make employees respect their work and be willing to give their best contribution. Leaders must be able to create conditions that are conducive to looking for something new, not just oriented towards solving problems. Leaders must select and retain creative and independent employees and provide opportunities for them to innovate. Apart from that, a leader needs to carry out evaluations that measure each leader's ability at head of room or coordinator level in terms of carrying out technical tasks and delegation so that they are able to provide tasks well, set an example, have creativity and maintain a more harmonious relationship with subordinates.

Meanwhile, the Transformational Leadership Style is sharing of power. A transformational leader involves subordinates together to make changes, or is often called a form of empowerment. Through transformational leadership there is a positive attachment between superiors and subordinates. In the Transformational Leadership Style there are 4 elements that are interrelated with each other, namely providing an example for the people around them, leaders can increase employee motivation so that work enthusiasm arises, leaders encourage their employees to solve problems in new ways, a leader provides facilities. in the form of physical facilities and infrastructure to support employee work.

There are four dimensions of transformational leadership, namely: Idealized influence means influencing by being a role model, increasing followers' pride, following high ethical standards and moral values. Followers admire and respect leaders and try to imitate them;

Inspirational motivation is the ability to create and share a vision of the future in an engaging and persuasive way. Leaders help followers understand the importance of their work and provide challenges that will motivate and inspire followers; Intellectual stimulation includes leaders who stimulate their followers to be creative and innovative. Leaders encourage changes in their followers' way of thinking in solving problems, so that they can use new and creative ideas to solve problems; Individualized consideration refers to a leader who pays attention to all of his followers, listens to all of his followers, develops followers by assigning tasks, and provides continuous feedback so that they can exchange information well. Leaders help their subordinates develop their potential and increase their responsibilities in the organization. (Anwar, 2012), (Erkutlu, 2008), (Jandaghi et al. 2009), and (M.L Voon, et al, 2011).

## **CONCLUSION**

Based on the results of a literature review of 5 research articles, several types of leadership exist, such as autocratic, democratic, dictator/authoritarian, laissez faire, action-free and transformational, so in 3 of the 5 research articles, the majority of leadership styles applied are transformational leadership styles. and is considered to have a significant relationship with the management performance of implementing nurses in providing nursing care services. Transformational leadership style can increase nurses' job satisfaction compared to other leadership styles. On the other hand, transformational leadership can increase organizational commitment and performance so that it can be recommended that transformational leadership is a model that can be implemented in an organization based on the will to progress and can be maintained using a flexibility approach and also in building job satisfaction, leadership pays more attention to internal and external rewards for employee. Leaders can set an example and always create new ideas that involve subordinates in decision making so that it is hoped that they can increase job satisfaction.

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