



## RELATIONSHIP BETWEEN HOSPITAL LEADERSHIP STYLE WITH EMPLOYEE PERFORMANCE AT GENERAL HOSPITAL IN THE COVID-19 PANDEMIC PERIOD

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ABSTRACT	Keywords
<p>The development of an agency is the duty of a leader to make it happen. In this case the leader needs qualified subordinates or employees to realize this vision. Leaders must be able to influence their employees to be responsible for completing their work. The purpose of this study was to identify the relationship between leadership style and employee performance in Dr Soekandar Hospital Mojokerto Hospital. The design in this study was cross-sectional. This study's population were all employees of the Mojokerto hospital as many as 90 employees; the sampling technique was total sampling. The sample in this study is Mojokerto hospital employees totaling 90 employees. The crosstabs test results using SPSS 25.0 showed that more dominant in using the strategic leadership style. Results can be seen that respondents with sufficient performance. The leadership style in the Moderate category was more than the leadership style in the high categories. 16 (57%) of respondents. Meanwhile, respondents with good performance. The high category's leadership style was far more than the leadership style in the medium category 47 (75%) of respondents. So it can be concluded that the better the leadership applied by the head of the hospital. The better the quality and quantity of employee performance at the hospital. In advancing the institution, cooperation between leaders and employees is needed. Leaders must be able to understand the character of employees and the conditions they face in order to create an effective leadership style. The implementation of an effective leadership style can improve the quality and quantity of employee performance.</p>	<p><b>Hospital head leadership style, employee performance</b></p>

### INTRODUCTION

Human resources are the most important part in the continuity of a company. Human resources are the most valuable investment and the most solid foundation to support a company's success. Foundations or other contributions such as facilities and systems may be the same as other companies, but when it comes to human resources, this is something unique,

special, and has the ability to differentiate one company from another. The company is one form of organization that carries out management functions, including planning, organizing, directing. In this case, the company will look for potential quality human resources and develop them into figures who are rich in competencies so that they can support the company's future performance. It is in line with (Wayne G

Bremser; Reginald L Jones, 1990) who says, "human resource management is a science and art that regulates the workforce's relationship and role to be effective and efficient to help realize the goals of the company, employees and society". With the existence of human resources, the workforce has an important role in an organization, namely as the executor of management functions.

According to (SALVATION, 2019), a leader is someone who uses his leadership authority to direct others and is responsible for that person's work in achieving a goal. Therefore, we need a leader who can provide direction to achieve the company goals that have been set. According to Kreitner in (Kehoe, 2011), leadership is defined as a social influence process in which leaders seek voluntary participation from subordinates to achieve organizational goals. So leadership is a process in which someone influences others to become subordinates in achieving common goals (Rubin, Munz, & Bommer, 2005).

The results of the Preliminary Study conducted by (Daly, Jackson, Mannix, Davidson, & Hutchinson, 2014) with the observation method for 10 employees, it was found that 6 out of 10 employees (60%) came late with a delay of 10 - 20 minutes, 4 employees (40%) arrived early or on time . And with the interview method with 10 employees, 7 out of 10 (70%) employees think that the head of the hospital often gives the advice to improve service quality, provides solutions when there are problems and 3 in 10 (30%) adds the opinion that the head of a hospital lacks communication with employees.

From some of the research references above, it can be concluded that the leadership style application by the leader has a major effect on employee performance.

Leaders use their leadership authority to direct others and are responsible for that person's work in achieving a goal. (Stordeur, D'hoore, & Vandenberghe, 2001) said that human resources are a potential force and cannot be separated from organizations or work units. Factors that affect performance are factors of expectation regarding rewards, perceptions of tasks, external drives or leadership, A Maslow's Needs, Job factors (Harris, 1983). Employees as a commodity in an effort to achieve company goals also have an assessment (perception) of the manager's leadership style. Employee perceptions are a form of feedback from employees on what their leaders did. Perception is a benchmark for employees in carrying out their duties. If the employee has a good perception of the manager's leadership style, he will feel comfortable carrying out his duties and obligations. However, if employees feel that they are not suitable for their manager's leadership style, they will feel uncomfortable, causing laziness and boredom, resulting in decreased work performance (Sarto & Veronesi, 2016).

Achieving the goals of an organization is the main focus of the formation of the organization. To achieve these organizational goals, a leader who is able to work effectively is needed. The smarter the leader is in carrying out his role, of course, the quicker it is to go company will be achieved.

## RESEARCH METHODS

This study uses a correlation research type with a cross-sectional approach. The population in this study were all general hospital employees totaling 90 people. The sampling technique was total sampling of general hospital employees. In this study, the independent variable is leadership style (x) and the dependent variable is employee performance (y). Data were obtained from a

questionnaire with a leadership style measuring instrument using a questionnaire quoted from (YAHAYA, 2007) designed from the current version, the revised 5x form (Swart, 2013) and the sustainable leadership questionnaire (slq) (mccann and holt, 2010). ) and employee performance measurement instruments using a questionnaire designed by (Fabrigar & Krosnick, 1995) in his thesis. Data analysis using crosstab.

## RESULT

Table 1 Frequency Distribution of Respondents by Gender in Dr Soekandar Hospital Mojosari Hospital,

No	gender	Frequency	Percentage (%)
1	Men	14	15,6
2	woman	76	84,4
	Total	90	100

Table 2 the frequency distribution of respondents based on their latest education Dr Soekandar Hospital Mojosari

No	Education	Frequency	Percentage (%)
1	junior high school	1	1,1
2	Senior high school	7	7,8
3	Diploma 3	71	78,9
4	Diploma 4	1	1,1
5	Bachelor	9	10
6	P2B	1	1,1
	Total	90	100

Table .3 frequency distribution of respondents based on length of work at Dr. Soekandar Mojosari hospital

No	length of work	Frequency	Percentage (%)
1	< 5 years	19	21,1
2	6 – 10 years	27	30
3	11 – 15 years	20	22,2
4	16 – 20 years	10	11,1
5	> 20 years	14	15,6
	Total	90	100

Table 4 Frequency Distribution of the Leadership Style of the Head of Dr Soekandar Hospital Mojosari

No	Leadership	Frequency	Percentage (%)
1	Strategy	40	44,4
2	Democratic	19	21,1
3	Transactional	17	18,9
4	Autocratic	8	8,9
5	Transformational	6	6,7
6	<i>Laizzes-Fair</i>	0	0
	Total	90	100

Table 5 Distribution of Respondents Frequency Based on Employee Performance of Dr. Soekandar Hospital Mojosari

No	Employee performance	Frequency	Percentage (%)
1	less	0	0
2	good	28	31,1
3	better	62	68,9
	Total	90	100

Table 6 cross tabulation of hospital head leadership style and employee performance of Dr. Soekandar Hospital Mojosari

N	Employee performance	Leadership style						Total	
		Rendah		Sedang		Tinggi		F	%
		F	%	F	%	F	%		
1	Less	0	0	0	0	0	0	0	0
2	Good	0	0	16	57,1	12	42,9	28	100
3	better	0	0	15	24,2	47	75,8	62	100
	Total	0	0	1	34,4	9	65,6	90	00

While 62 out of 90 respondents with employee performance in good category, namely respondents who stated that the leadership style was in the medium category as many as 15 (24.2%) employees, the leadership style in the high category was as many as 47 (75.8%) employees.

## DISCUSSION

### Leadership Style

In applying the leadership style of the head of the hospital at Mojosari, the results were different. Based on the frequency

distribution results above, it shows that most respondents are more dominant in assessing the application of strategic leadership styles, namely as many as 40 (44.4%) employees.

This happens because leaders with a strategic leadership style can empower all available resources. Leaders like this start from a dream (vision), change, and move followers to achieve organizational goals (Susanto, 2019). In influencing his subordinates, a leader needs the right leadership style to be applied at the agency. Leadership style is one factor in improving employee performance because basically, the leader is the backbone of organizational development to encourage and influence good work morale for employees (Mosadeghrad & Ferdosi, 2013).

Based on the above results, it can be concluded that the respondents rated the strategic leadership style with the statement that had the most scores. the leader has a clear focus on what needs to be done for the organization/agency (34.5%) and the one with the least score is the leader who is good at finding solutions. practical to complete (32.5%). Based on the frequency distribution results, respondents rated the second-order leadership style, namely the democratic leadership style of 19 employees (21.1%). Leaders with a democratic leadership style allow employees to think critically together, but the leaders make the final decisions (Reeleder, Goel, Singer, & Martin, 2006). From these results it can be concluded that the respondents rated the democratic leadership style with the statement that had the most scores, namely the leader gave the opportunity to employees to comment on the ideas and strategies that the leader conveyed (34.7%) and the one who had the least score, namely employees as a whole (33%).

Based on the frequency distribution results, respondents who rated the third-order leadership style were the transactional

leadership styles of 17 (18.9%) employees. Leaders with a transactional leadership style can guide or motivate their followers towards established goals by clarifying roles and tasks' requirements. From these results, respondents assessed the transactional leadership style of the statement with the highest score, namely the leader clarifies what can be expected to be received when the performance goals are achieved (35.8%) and the one who has the least score is that the leader often seeks and minimizes errors (31.3%).

Based on the frequency distribution results, respondents rated the fourth-order leadership style, namely the autocratic leadership style of 8 (8.9%) employees. Leaders with this autocratic leadership style, employees are under the authority of their superiors. Even though decisions are made very quickly and work is done more quickly, suggestions and opinions are rarely appreciated from employees (Taiwo, 2013). From these results, respondents rated the autocratic leadership style from the statement that had the most scores, namely the leader rarely stepped back when the leader was excited about something (38.7%) and the statement that had the least score was that the leader made decisions without consulting employees because of time pressure on tasks faced (24%).

Based on the frequency distribution results, respondents who rated the fifth-order leadership style, namely the transformational leadership style, were 6 (6.7%) of employees. Leaders with transformational leadership styles first build trust, and then demonstrate integrity. From these results, respondents assessed the transformational leadership style from the statement that had the most scores, namely the leader considering the moral and ethical consequences of each leader's decision (35.1%) and the statement that had the least score, namely the leader skipping personal

interests for the good of the organization / agency ( 30.1%)

Based on the results of the frequency distribution of the Laizzes Fair leadership style, it is in the last order and is rarely applied in Dr Soekandar Hospital Mojosari Hospital. This can happen because leaders in this leadership style tend to let go of responsibility, unable to make decisions (Spetz & Keane, 2009).

Overall, the respondents gave a positive assessment of the leadership in Dr Soekandar Hospital Mojosari Hospital. Statements that get a negative assessment do not mean bad but only have the lowest number of scores than other statements. Therefore, leaders must provide feedback to employees so that employee performance is better and can achieve the agency's vision and mission.

### **Employee performance**

Table 4.5 shows that most of the employee's performance is in good category, namely 62 (68.9%) employees and the remaining 28 (31.1%) employees are in the sufficient category.

Performance is a work result that can be achieved by a person or group of people in an organization according to the authority and responsibility of each person in an effort to achieve organizational goals illegally, does not violate the law and is in accordance with morals or ethics (McEldowney & Connor, 2011). In carrying out their duties, employees are influenced by various factors in their performance, namely mental attitude, education, skills, leadership, income levels, discipline, communication, infrastructure, opportunities for achievement (Maunder et al., 2003).

The relationship between head leadership style and employee performance in general hospital

Table 4.6 shows that there are no employees whose performance is in the poor category.

28 out of 90 respondents with employee performance in the moderate category, namely respondents who stated moderate leadership style were 16 (57.1%) employees and high leadership styles were 12 (42.9%) employees. While 62 out of 90 respondents with employee performance in good categories, namely 15 (24.2%) employees who stated leadership style in the medium category and 47 (75.8%) employees in the high category.

From the results of the crosstabs test above, it can be seen that respondents with sufficient performance stated that the leadership style in the moderate category was more than the leadership style in the high category. Meanwhile, respondents with good performance stated that the high category's leadership style was far more than the leadership style in the medium category. The crosstabs test results show that the direction of the relationship is positive, meaning that the level of relationship between leadership style and employee performance is quite close. So it can be concluded that there is a relationship between the leadership style of the head of the hospital and the employee's performance and the better the leadership applied by the head of the hospital, the higher the quality and quantity of employee performance in the hospital.

Hospital employees are required to complete tasks and always provide services to the community as best as possible to achieve agency goals and raise public health status. Performance is a work result that can be achieved by a person or group of people in an organization according to the authority and responsibility of each person in an effort to achieve organizational goals illegally, does not violate the law and is in accordance with morals or ethics (Negussie & Demissie, 2013). In carrying out their duties, employees are influenced by various factors in their performance, namely mental

attitude, education, skills, leadership, income level, discipline, communication, infrastructure, opportunities for achievement (Sulaksono, 2019).

The research results show the conformity between theory and facts found in the field, namely that leaders can empower all available resources. The leader starts from a dream (vision), changes, and moves followers to achieve organizational goals (Olu-Abiodun & Abiodun, 2017).

So it can be concluded that when a leader is able to show good leadership, it will create employees with good performance. The impact of good employee performance is being able to realize the agency's vision and mission, getting a positive assessment from the community for the agency and being able to provide satisfaction with the services provided to the community.

## CONCLUSION

This study concludes that most of the respondents stated that the dominant leadership style used in the hospital was the strategic leadership style, namely 40 (44.4%) employees. Respondents with adequate performance stated that the moderate category's leadership style was more than the leadership style in the high category. Meanwhile, respondents with good performance stated that the high category's leadership style was far more than the leadership style in the medium category. The relationship's positive direction means that the level of relationship between leadership style and employee performance is quite close. So it can be concluded that there is a relationship between the leadership style of the hospital head and employee performance. The higher the leadership applied by the head of the hospital, the better the quality and quantity of employee performance at the hospital. Suggestions for Researchers can then choose other factors that affect employee performance or add

variables that affect employee performance, for example (mental attitudes (including work motivation, work discipline, work ethics), education, skills, income levels, discipline, communication). From there, it is hoped that further researchers can explore more specific problems regarding employee performance.

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