

The Leadership Style of the Head of the Health Center and Its Effect on the Quality of Patient Service

Asmiddin¹ and Rasifa²

^{1,2} Universitas Dayanu Ikhsanuddin

doi: <https://doi.org/10.37745/gjahss.2013/vol11n23341>

Published: February 26, 2023

Citation: Asmiddin and Rasifa (2023) The Leadership Style of the Head of the Health Center and Its Effect on the Quality of Patient Service, Global Journal of Arts, Humanities and Social Sciences, Vol.11, No.2, pp.33-41

ABSTRACT: *This study aims to determine the influence of the leadership style of the head of the public health center on the quality of patient care at the public health center, Baubau City. This study uses a quantitative research design, in which the data collected from each variable dimension in the form of numbers and then processed statistically so that it can produce conclusions that are statistically recognized. The population of this study were patients who had received a treatment at the Baubau City Health Center and officers who worked at the health center which were mapped in 17 health centers areas in Baubau City. Research data were analyzed using 2 types of analysis, namely univariate analysis to see the frequency distribution of each variable dimension, and bivariate analysis to see the relationship between the independent variable and the dependent variable. The results showed that the leadership style of the head of the public health center in Baubau City can foster morale in serving patients, with an average score of 3.1 or categorized as good. The quality of patient service at the Baubau City Health Center shows that it has been carried out according to the procedure, with an average score of 3.6 or categorized as good. The conclusion of this study shows that the leadership style of the head of the community health center has a positive and significant effect on the quality of patient care at the public health center in Baubau City by 91.8%.*

KEYWORDS: leadership style, quality of service, patient, health center.

INTRODUCTION

Services in the health sector are one form of facility most needed by the community. One of the health service facilities that has a very important role is the health center. Community health center is a functional organization that organizes health efforts that are comprehensive, integrated, equitable, acceptable and affordable to the community, with the active participation of the community and using the results of the development of appropriate science and technology, at an affordable cost by government and society.

Publication of the European Centre for Research Training and Development -UK

The users of health services at the Puskesmas demand quality services, not only physical recovery from illness but also satisfaction with the attitudes, knowledge and skills of officers in providing services as well as the availability of adequate facilities and infrastructure that can provide comfort services. As the quality of service increases, the service function at the health center service needs to be improved so that it becomes more effective and efficient and provides satisfaction for patients and the community (Etilidawati & Handayani, 2017).

However, services in the health sector still seem to be a fundamental problem that most people complain about. One of them is shown by the Citizen Report Card (CRC) survey of Indonesia Corruption Watch (ICW) in November 2009 which shows that health services, both government and private hospitals have not provided good service (Surahmawati, 2015). The findings are almost the same as the phenomena that occur in the health centers in Baubau City. Baubau City has 17 community health centers with a total of 422 health and administration personnel consisting of 89 doctors, 333 nurses. Based on the initial data obtained, health services at the health center appear to be not optimal. This is indicated by several analyzes of the community satisfaction survey reports conducted by the Baubau City Health Office in 2020 and 2021.

Furthermore, theoretically the quality of service is strongly influenced by how the leadership style is applied, including in the case of health center services. The influence of leadership style and competence on employee performance shows that leadership style and competence, organizational commitment and motivation have a positive and significant effect on the performance of public service employees of the Regional Government of South Sulawesi Province. The Effect of leadership style of the head of the health center and work motivation on employee job satisfaction at the Sencano Jaya Health Center, Batang Peranap District, shows that partially leadership style and work motivation have a positive and significant effect on employee job satisfaction.

Leadership theory has been explained by many experts including the transformational and transactional leadership styles: 1) task management style; 2) country club management style; 3) poor management style; and 4) team management style (Rivai and Mulyadi, 2013). This study refers to the situational leadership style by Hersey, Blanchard, & Dewey (1996) namely instructional leadership style, consulting leadership style, participating leadership style, and delegation leadership style. This theory was chosen because it is considered to be the most suitable for dissecting the problems of this research where this leadership style is expected to influence the quality of patient care at the health center in Baubau City. The quality of service referred to refers to nine service quality indices according to the regulation of the Minister of Administrative Reform and Bureaucratic Reform number 14 of 2017 concerning public services.

LITERATURE REVIEW

Leadership in the organization plays an important role in organizational management. Leadership is generally interpreted as a process of influencing in determining organizational goals, motivating the behavior of followers to achieve goals, influencing to improve the group and its culture. (Rivai and Mulyadi, 2013) explains that leadership is a consequence of the position or positions held by someone in an organization. This leadership is synonymous with one's ability to influence all members of the organization in achieving the goals that have been set.

Furthermore, in leadership there is a leadership style, which is the basis for classifying the type of leadership; it is closely related to how a leader controls and maximizes the potential of organizational members. Guritno, (2005) explains that there are three basic patterns of leadership styles, namely leaders who are concerned with carrying out tasks, leaders who are concerned with cooperative relationships and leaders who are concerned with achieving results. To successfully achieve organizational goals, a leader must apply an appropriate leadership style in managing and optimizing the potential of his subordinates, who have different attitudes and abilities.

Leadership style can also be explained by a theory called managerial pattern. This theory explains that there are two basic concerns of a manager that will influence his leadership style, namely concern for tasks/results and concern for subordinates/people. Hersey, Blanchard & Dewey (1996) put forward a situational leadership style consisting of: first, the Instructional leadership style (G1), in which a leader shows behavior that provides a lot of direction but little support. This leader gives specific instructions about roles and goals for followers, and strictly supervises the performance of their duties. Second, consultation leadership style (G2), where a leader shows behavior that directs a lot and provides a lot of support. Leaders who apply this style want to explain the decisions and policies they take and are willing to accept opinions from their followers, but leaders in this style still have to provide oversight and direction in completing the tasks of their followers. Third, Participatory leadership style; where a leader gives a lot of support but little in direction. Through this style, a leader formulates decisions together with his followers, and supports their efforts in completing tasks. Fourth, delegation leadership style; where the leader provides little support and little direction. Leaders with this style delegate decisions and responsibilities for carrying out tasks to their followers. The leadership style as described above has an effect on service basically concerning the fulfillment of a right, it is inherent in everyone, both individually and in groups (organizations) and is carried out universally. This is as stated by Nurdin (2019) that: "the right to service is

Publication of the European Centre for Research Training and Development -UK

universal in nature, it applies to anyone who has an interest in that right, and by any organization whose job it is to provide services".

Viewed from the context of government, government organizations are known as public servants. Service to the community is an activity to fulfill basic rights in the form of services or services which is one of the main tasks that must be carried out by government organizations, in addition to the functions of empowerment and development (Nurdin, 2019). Furthermore, in measuring service quality, you can refer to the Decree of the Minister of Administrative and Bureaucratic Reform No. 14 of 2017 which contains 9 standards namely:

- 1) Requirements are conditions that must be met in managing a type of service, both technical and administrative requirements.
- 2) Systems, mechanisms, and procedures; is a standardized service procedure for service providers and recipients, including complaints.
- 3) Completion time; is the period of time required to complete the entire service process of each type of service.
- 4) Tariffs; is the fee charged to recipients of services in managing and/or obtaining services from the operator, the amount of which is determined based on an agreement between the administrator and the community.
- 5) Product specifications type of service; is the result of services provided and received in accordance with predetermined conditions. This service product is the result of each type of service specification.
- 6) Executor competency; is the ability that must be possessed by the executor including knowledge, expertise, skills, and experience.
- 7) Executor's behavior is the attitude of officers in providing services.
- 8) Handling of complaints, suggestions and feedback; is the procedure for implementing complaint handling and follow-up.
- 9) Facilities and infrastructure are anything that can be used as a tool in achieving goals and objectives. Infrastructure is everything that is the main support for the implementation of a process (business, development, project).

Research methods

This study uses quantitative approach, namely research that collects data from each variable dimension in the form of numbers that are processed statistically so that conclusions can be drawn that are statistically recognized. Quantitative research is carried out by applying strict controls on theoretical grounds, frameworks, instruments, analytical techniques, drawing conclusions, preparing recommendations, and others. This research was conducted using a survey design as meant by Singarimbun and Effendy (1995:5) with a quantitative descriptive method, while the exploratory model used a causal approach or research on the influence of one variable on another (correlation). The independent variable (X) in this study is leadership style, specifically situational leadership style. Meanwhile, the dependent variable (Y) is service quality, which refers to 9 public service

Publication of the European Centre for Research Training and Development -UK
standards according to the regulation of the minister for the utilization of state apparatus and bureaucratic reform number 14, 2017.

The location of this research was conducted in all health centers in Baubau City so that the population of this study were all patients who had received treatment in Baubau City and health center staff who worked at the Baubau City Health Centers which were mapped in 17 Health Center areas in Baubau City, namely 167,519 people. Withdrawal of research samples using a large sample formula using sample size software. 2.0, totaling 338 people spread throughout the Baubau City Health Centers. This sample was drawn using a probability sampling technique, namely proportional stratified random sampling using a random table, where the samples taken were respondents aged 17 years and over.

The type of data used in this study are primary and secondary data, which were collected through questionnaires, observation and documentation studies. The hypothesis tested in this study "The leadership style of the head of the health center has a positive and significant effect on the quality of patient service at the health center in Baubau City." The hypothesis was tested using the FSnedecor statistic to determine the influence of the leadership style of the head of the puskesmas on the patient service quality index of the puskesmas in Baubau City as well as to find out whether the proposed multiple regression equation is acceptable at a significant level of 0.05 F statistic used.

$$F = \frac{JK \text{ Reg} / k}{JKG / (n - k - 1)}$$

Where:

JKreg : expresses the sum of the squares of the regression

JKG : expresses the sum of squared errors

k : independent variable

n : number of data

The statistical hypothesis tested is

H₀: ρ = 0, with a counterpart

H₁: ρ ≠ 0

The testing criteria is H₀ is rejected if F > F (α, k, n-k-1); in other cases H₀ is not rejected, or if F is significant at α = 0.05. The data analysis is carried out with the help of SPSS software version 22.0. There are two types of data analysis namely: univariate analysis and bivariate analysis. The stages of data analysis can be described as follows:

1. Editing. This is a process carried out after the data is collected to see whether the answers to the questionnaire have been filled in completely or not.

Publication of the European Centre for Research Training and Development -UK

2. Coding. Is the process of giving a certain code to the various answers from the questionnaire. The scale used in the questionnaire for the Dependent variable indicator is the Likert scale
3. Tabulation; It is a grouping of answers carefully or regularly, then they are counted and summed up until they are realized in tabular form which is useful as a basis for data processing.
4. Data analysis; To test the influence between variables analyzed using a simple linear regression analysis with the formula:
$$Y = \alpha + \beta X + e$$
 with estimation function
$$\bar{Y} = a + bX$$

Where :

Y = The dependent variable is the index of quality of service for health center patients.

X = Independent variable of the leadership style of the head of the health center

a = Constant value (estimated Y value when X = 0)

b = variable coefficient X

RESEARCH RESULTS AND DISCUSSION

The results of this study indicate that the leadership style of the head of the Puskesmas in Baubau City is categorized as good with an average value of 3.1. This is shown from the 8 questions asked to respondents at a number of Puskesmas in Baubau City, stating that the leadership style of the head of the puskesmas can foster morale in serving patients. Then, the quality of patient care at the Baubau City Health Center is categorized as good with an average value of 3.6. This is shown from the 9 questions asked to respondents, both medical staff and patients at a number of community health centers in Baubau City stating that the quality of patient services is in accordance with the applicable procedures .

Furthermore, based on the results of the hypothesis testing, it shows that the magnitude of the correlation coefficient which states the level of closeness of the relationship and influence between Leadership Style on the Patient Service Quality Index at health center in Baubau City is 0.958 or with a coefficient of determination (r^2) of 0.918. This means that 91.80% of the changes that occur in the patient service quality index are influenced by the leadership style factor, the remaining 8.2% is determined by other factors not observed in this study.

The results of the regression significance test show that the value of F-count = 3,792 is significant at $p=0.000 < 0.05$, which means that there is a positive and significant influence of leadership style on the quality index of patient services at health centers in Baubau City. Accordingly, it can be seen that the value of b as the regression coefficient for variable X is 0.991, significant at $p = 0.000 < \alpha =$

Publication of the European Centre for Research Training and Development -UK

0.05. Likewise, the value of a as a regression constant is 2.845 which is significant at $p = 0.000 < \alpha = 0.05$. This means that the relationship between the leadership style of the Head of the health center and the patient service quality index at the health center in Baubau City, is expressed by the function $Y = 2.845 + 0.991X$. Other factors of 8.2% affect the Patient Service Quality Index as is the opinion of Djeremi et al. (2014: 23), says that the factors that affect performance, namely, effectiveness and efficiency, authority, discipline, initiative, and work environment.

The findings of this study are in accordance with Rahim's research (2016) regarding autocratic and democratic leadership styles on employee performance at the Baubau City regional general hospital in 2016 showing a significant relationship between these leadership styles, but the laissez faire leadership style has no significant relationship with employee performance. Likewise, Hayati's research (2018) regarding superior leadership style and quality of nurse service on patient satisfaction in the surgical treatment room of the Gatot Soebroto Hospital shows that superior leadership style and quality of nurse service, both partially and together have a significant effect on patient satisfaction.

Rusli's research (2017) regarding the influence of the regent's leadership style on the effectiveness of employee services to the community in Batu Sopang District, Paser Regency shows that the analysis results obtained significant value ($0.000 < p (0.05)$ and $t\text{-count} = 8.645 > t\text{-table} = 2.016$, and it meant there is a significant influence of leadership style variables on the effectiveness of employee service variables. So, it can be interpreted that the variable indicator of leadership style has a significant influence on the effectiveness of employee services.

The findings of this study indicate that in an effort to encourage good public service practices and increase the satisfaction of the people served, leaders who have good leadership capacity are needed. Moreover, the health sector is one of the basic needs of society that needs to improve its quality. Meanwhile, services in the health sector are still not good as the results of a citizen report card (CRC) survey by Indonesia corruption watch (ICW) which state that both government and private hospitals have not provided good service (Surahmawati, 2015).

Furthermore, a leader can apply a variety of leadership styles whether to be a leader who is concerned with carrying out tasks, a leader who is concerned with cooperative relationships or a leader who is concerned with achieving results. Some of the basic styles of leadership, namely: (1) task management style in which the leader has high concern for results, but low concern for people; (2) country club management style where the leader has low concern for results and shows more high concern for people; (3) poor management style, where leaders have low concern for both results and people; and (4) team management style,

Publication of the European Centre for Research Training and Development -UK

which is the best leadership style for everyone and in all situations because leaders with this leadership style have high concern for both results and people (Rivai and Mulyadi, 2013).

In addition, there are also leadership styles, namely transformational and transactional leadership styles. The transformational leadership style is also known as the charismatic leadership style because it is characterized by the behavior of leaders who are always able to create a vision and an organizational environment that encourages each high achieving and performing employee to exceed organizational expectations by increasing employee awareness of the importance of business results and always encouraging employees to make their interests group as a top priority as well as raising higher employee needs. Meanwhile, the transactional leadership style emphasizes transactions or exchanges that occur between leaders and other organizational members.

Regarding leadership style, for the success of achieving organizational goals, a leader must apply an appropriate leadership style in managing and optimizing the potential of his subordinates who have different attitudes and abilities, with the hope that the leadership style adopted by a leader can encourage increased performance of all members' organization so that ultimately it is hoped that it will improve service quality and community satisfaction.

CONCLUSIONS AND RECOMMENDATIONS

Based on the overall results of data analysis and discussion described above, it is concluded that the leadership style of the head of the health center has a positive and significant effect on the quality of patient services at the Baubau City health center, namely 91.8%. The leadership style of the head of the puskesmas in Baubau City can foster self-esteem in serving patients so that the quality of patient services is carried out according to procedures and is categorized as good, and effect is 91.8%.

The conclusion of this study is expected to be one of the references for future researchers who have the same variables as this research. For the government as the policy maker, in this case the head of the puskesmas is expected to be able to apply an appropriate leadership style in managing and optimizing the potential of his subordinates who have different attitudes and abilities so that they can improve the performance of all members in providing quality services to the community. For the community, especially patients as those who are affected by the policy, it is hoped that they can provide various suggestions and input to improve the quality of services that will be obtained. It is hoped that they will interact both formally and informally to see and participate in supervising the performance of government agencies, especially the Baubau City health office.

References

- Etilidawaty, H. and Handayani, H. (2017). Service Functions at the Community Health Center and Satisfaction with Patients and Communities. *Unpublihes Thesis* Univertas Dayanu Ikhsanuddin. Available at repository of Unidayan www.unidayan.ac.id
- Hayati. 2018. The Effect of Superior Leadership Style and Quality of Nurse Service on Patient Satisfaction in the Surgical Treatment Room of RSPAD Gatot Subroto Puskisad. *Jurnal Ilmu Keperawatan*, 13 (3), 120-135
- Harsey, Paul; Blancard, Kenneth H. & Johnson Dewey E. 1996. *Management Of Organization Behavior Utilizing Human Resources*. Upper Saddle Rivers, NJ: Prentice Hall.
- Keputusan Menteri Pendayagunaan Aparatur Negara dan Reformasi Birokrasi (KEMENPAN RB) No. 14 Tahun 2017 tentang Indeks Kualitas Pelayanan Publik.
- Nurdin. 2019. Kualitas Jasa/Layanan. Unpublished Thesis Univertas Dayanu Ikhsanuddin. Available at repository of Unidayan www.unidayan.ac.id
- Rahim. 2016. The relationship between Hospital Director's leadership style and Employee Performance at Baubau City General Hospital. *Unpublised Thesis*. Universitas Padjadjaran.
- Veithzal, V. (2013). *Leadership and Organizational Behavior*. Jakarta: Raja Grafindo Persada.
- Rusli, R. (2017). Regent's Leadership Style on the Effectiveness of Employee Services in the Community of Kecamatan Sopang Regency, Paser. *Jurnal Ilmu Sosial Politik*, 9 (2), 16-25
- Singarimbun, Masri & Effendi, Sofyan. 1995. *Research Survey Methods* (Rev.ed.). Jakarta: LP3ES
- Surahmawaty. 2015. Health services functions for remote villages. *Unpublihes Thesis*, Univertas Dayanu Ikhsanuddin. Available at repository of Unidayan www.unidayan.ac.id