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Effects of leadership styles on physician motivation and performance in caring for patients with COVID-19 undergoing preoperative treatment: A qualitative study

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Abstract

Background: Preoperative management of Covid-19 patients at Pertamina Bintang Amin Hospital is still not optimal. The Hospital Director in implementing his leadership style does not yet have a real work program in taking attitudes and policies towards certain situations, the leadership usually does not conduct deliberations in advance which absorb aspirations, the motivation given by the director has not been conveyed to all staff.

Purpose: To find out the analysis of the role of the hospital director's leadership style in increasing the motivation and performance of doctors in the preoperative handling of Covid-19 patients at Pertamina Bintang Amin Hospital.

Method: This research is qualitative with a phenomenology approach. There were 5 research informants namely the Director, Chair of the Medical Committee, Supervisory Board and 2 Doctor Operators. Retrieval of informants by purposive sampling. Data collection techniques using in-depth interview techniques. Data analysis techniques use content analysis.

Results: The role of the leadership style of the director of Pertamina Bintang Amin Hospital is open and two way more to protect and want to mingle with the staff. Motivation has been carried out by the Director, but it has not been conveyed equally to all staff. Doctors' performance in preoperative management of Covid-19 patients has been running according to the SOP. The role of the director's leadership style had a positive impact on the work productivity of all staff during the Covid-19 pandemic.

Conclusion: It is known that the impact of the role of leadership style in perioperative handling of Covid-19 patients at Pertamina Bintang Amin Hospital Lampung in 2021 has had a positive impact on the work productivity of all staff during the Covid-19 pandemic. Apart from that, the director's openness and ease in mingling with all staff has a positive impact on staff at work

Suggestion: Maintaining good communication, building good personality relationships between directors and medical staff, facilitating training is needed to equalize perceptions or ways of working between doctors and medical staff, as well as holding meetings for all staff.

Keywords: Leadership Style; Motivation; Performance; Preoperative Covid-19.

INTRODUCTION

Leadership style is one of the most important determinants of job satisfaction which extensively influences employee motivation and dedication. The effectiveness of leadership style is important for achieving company goals, because an effective leadership style can provide good direction for all

work in achieving organizational goals (Kartika & Wenagama, 2016; Mohammed, Yusuf, Sanni, Ifeyinwa, Bature, & Kazeem, 2014; Alonderiene, & Majauskaite, 2016; Ibrahim, & Daniel, 2019; Al-maaitah, Alsoud, & Al-maaitah, 2021; Elqadri, Priyono, Suci, & Chandra, 2015).

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To create work success, a leader must take managerial steps so that organizational goals can be achieved. One of these steps is to supervise all work carried out by employees. Supervision is the most important element in individual development in the organization, because supervision is a driving force for subordinates to act in accordance with what has been planned according to applicable regulations. Supervision is the totality of activities that compare or measure what is being or has been implemented against criteria, norms, standards or plans that have been previously established (Syahrani, Abdullah, & Widianti, 2014; Igbaekemen, 2014; Velu, Manxhari, Demiri, & Jahaj, 2017; Ellis, Berger, Hanus, Ayala, Swords, & Siembor, 2014; Hardianti, 2016).

The first case of Covid-19 in the world occurred in December 2019 in Wuhan, Hubei Province, China. On March 12 2020, WHO declared Covid-19 a pandemic, and as of April 2020 this disease had spread to more than 200 countries with a total number of cases of 1,922,195 and a total of 119,560 deaths (*Case Fatality Rate*– CFR 6.22%) (Worobey, 2021; Mohan, B. S., & Nambiar, 2020; Cucinotta, D., & Vanelli, 2020). The Covid-19 case in Indonesia began in March 2020. Fears of Covid-19 transmission began to occur throughout the country. The government has taken steps to prevent the spread of Covid-19, both at the central and regional levels. The initial policies implemented included asking the public to follow health protocols, namely washing hands, wearing masks and maintaining distance (Arif & Muchtar, 2020; Rahman, & Utama, 2020; Disemadi, & Pardede, 2021; Said, Dupai, & Farzan, 2016).

Policies and protocols for preventing and managing Covid-19 cases have also brought about changes in the health sector. Covid-19 patients who will undergo surgery require separate management. Perioperative treatment for Covid-19 patients has quite significant differences compared to non-Covid-19 patients, so guidelines are needed that can provide safety, especially for anesthetists to avoid infection and still provide optimal treatment for patients (Indonesian Society of Respiriology, Indonesian Cardiovascular Specialists Association, Association of Indonesian Internal Medicine Specialists, Indonesian Association of

Anesthesiology and Intensive Therapy, & Indonesian Pediatric Society, 2020).

Hospital is a health service institution that provides comprehensive individual health services providing inpatient, outpatient and emergency services. Indonesia experienced an increase in the number of hospitals, both general hospitals and special hospitals, namely by 26.32% from 1,292 units in 2006 and to 1,632 units in 2010. In 2012 the number increased again by 1,719 units, in 2013 it was 2,083 units and in 2014 there were 2,228 units (Ministry of Health of the Republic of Indonesia, 2020).

Problems related to the policy for managing Covid-19 patients also occurred at Pertamina Bintang Amin Hospital. The results of a review of secondary data and brief interviews with the hospital show that the preoperative management of Covid-19 patients is still not optimal. This could possibly be caused by a lack of socialization, non-compliance by health workers, and limited facilities and infrastructure in hospitals.

Based on a preliminary study conducted by researchers by interviewing health workers there, data was obtained that hospital leaders in implementing their leadership style do not yet have a real work program; In taking attitudes and policies towards certain situations, the leadership usually does not conduct deliberations first to absorb aspirations, the motivation given by the director has not been conveyed to all staff. A preliminary study conducted by researchers in January 2021 through interviews with 10 respondents found that 40% expressed a less enthusiastic attitude because they thought the current director's leadership style was not appropriate for the Covid-19 pandemic situation and there was still a lack of socialization, 30% expressed a very enthusiastic attitude at work because the director's leadership style is appropriate, firm and appropriate, and 30% stated that their work attitude was normal.

RESEARCH METHOD

This research is qualitative research using an approach *Phenomenology*. Phenomenology is the study of phenomena and situations, and the meaning of the findings is the ultimate goal of the research.

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This research was conducted at Pertamina Bintang Amin Hospital in February - March 2023 and has been declared ethically worthy by the Malahayati University Health Research Ethics Commission with number: 3142/EC/KEP-UNMAL/I/2023. Informants were taken in this research using methods *purposive sampling* namely with certain criteria according to the research topic. There were 5 research informants, namely the Hospital Director, Chair of the Medical Committee, Supervisory Board and 2 Operator Doctors. Informants were taken using purposive sampling.

Data collection techniques were carried out by means of in-depth interviews, documentation and triangulation. During data collection, the researcher conducted interviews by recording sound and documenting the time the interview took place. The results of the research during interviews and triangulation of the source, namely the operator doctor. In this way, various data is obtained, such as voice recordings and photo documentation. The data analysis technique uses content analysis.

RESEARCH RESULTS

Table 1. Research Subjects

Code	Age	Department	Last education	The Role of Informants
A1	56 Years	Director	Magister	Key Informant
B1	52 Years	Chairman of the Medical Committee	Specialist Dr	Main Informant
B2	52 Years	Board of supervisors	Doctor	Main Informant
C1	39 Years	Operator doctor	Magister	Triangulation Informant
C2	46 Years	Operator doctor	Tumor surgery specialist	Triangulation Informant

The results of the interviews showed that all the main informants and triangulation informants explained that the leadership style applied by the director of Pertamina Bintang Amin Hospital in handling preoperative Covid-19 patients was that the director had an open leadership style, meaning that whenever there was a problem, it was immediately discussed and a solution was sought together. Apart from that, the director also has a strong spirit and protects the medical staff in the hospital environment so that they can work together to provide the best possible service during the Covid-19 period.

Based on the results of the interviews above, all key informants said that the director of Bintang Amin Hospital had been motivated to handle perioperative Covid-19 patients by seeking and providing valid and up-to-date information so that all medical staff would not feel afraid in taking action against patients during the pandemic. However, this is different from the

statements of all informants, namely two 54 operator doctors who said that there was no perceived motivation. This is because doctors already have their own code of ethics in carrying out actions on patients so that they are naturally motivated to take action.

Based on the results of the interviews above, all main informants and some triangulation informants stated that the performance of doctors and medical staff was in accordance with the SOP for preoperative handling of Covid patients. Regarding the facilities and infrastructure supporting the performance of doctors and medical staff, they are quite adequate, but there was a shortage of space for Covid patients because the hospital did not have a special Covid-specific operating room. This can be overcome by emptying the room and making it a special Covid room. In carrying out their performance, the doctors and medical staff in

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preoperatively handling Covid patients have established sufficient cooperation and mutual assistance. The work environment is good enough to improve the performance of doctors and medical staff.

Based on the results of interviews, all key informants said that the impact of the hospital director's leadership style was going well. Medical staff are given the right to submit 58 complaints or opinions directly to the director who will then discuss with each other to find solutions. Apart from that, the work productivity of medical staff is also maintained so that they are able to achieve predetermined performance standards even during the pandemic. One operator doctor as an informant also explained that the leadership style applied by the director of Bintang Amin Hospital had a positive impact on the medical staff who worked.

DISCUSSION

Based on research and related theories, researchers are of the opinion that the role of the leadership style of the director of Pertamina Bintang Amin Hospital in preoperative handling of Covid-19 patients is to be open and willing to involve his subordinate staff. According to researchers, the director of Pertamina Bintang Amin Hospital should continue to maintain good communication with his subordinate staff and involve all staff and be open to receiving suggestions and criticism from staff regarding the leadership implemented.

Based on related research and theory, the researcher believes that motivation has been carried out well by the Director. However, it is not conveyed evenly to all working staff, so there are still some doctors who do not feel this motivation. According to researchers, the motivation given to staff 61 for handling perioperative Covid-19 patients should be given more attention, such as building good personality relationships between the director and medical staff so that work quality and productivity is well established, in addition to giving awards in the form of words or rewards, so that medical staff are motivated and enthusiastic about their work.

Based on research and related theories, researchers are of the opinion that the performance of doctors in preoperative treatment of Covid-19

patients is in accordance with the SOP, there is good cooperation, adequate facilities and infrastructure, and a work environment that supports doctors' performance. According to researchers regarding the performance of doctors, training should be carried out facilitated by the hospital director or the hospital to equalize the perception or way of working between new doctors and medical staff and doctors and medical staff who have worked for a long time at Pertamina Bintang Amin Hospital. So that there can be better cooperation and this can also improve the performance of doctors and medical staff.

Based on research and related theories, the impact of the leadership of the director of Bintang Amin Hospital has had a positive impact on the work productivity of all staff during the Covid-19 pandemic. Apart from that, the director's openness and ease in mingling with all staff has a positive impact on staff at work. According to researchers, the impact of the leadership implemented by the Director of the should be to hold frequent online meetings of all staff so that good communication relationships can be established between the director and working staff in order to improve the good quality of work even during the Covid-19 pandemic.

CONCLUSION

It is known that the leadership style of the director of the Pertamina Bintang Amin Hospital is open and two-way, more towards protecting and being willing to mingle with the staff, when there is a problem, it is immediately discussed directly and involves the subordinate staff in the hospital environment so that they can work together. provide the maximum possible service during Covid-19.

It is known that the motivation of doctors in the perioperative treatment of Covid-19 patients in 2021 is that the motivation has been carried out well by the Director. However, it is not conveyed evenly to all working staff, so there are still some doctors who do not feel this motivation.

It is known that the performance of doctors in preoperative handling of Covid-19 patients, the performance of doctors in preoperative handling of Covid-19 patients is in accordance with the SOP. Facilities and infrastructure to support the performance of doctors or medical staff are quite

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adequate, however there was a shortage of 66 rooms for Covid patients and there has been collaboration between colleagues, and the working environment has been good enough to improve the performance of medical staff.

It is known that the impact of the role of leadership style in perioperative handling of Covid-19 patients in 2021 has had a positive impact on the work productivity of all staff during the Covid-19 pandemic. Apart from that, the director's openness and ease in mingling with all staff has a positive impact on staff at work

SUGGESTION

Regarding the role of the director's leadership style, the director should continue to maintain good communication with his subordinate staff and involve all staff and be open to receiving suggestions and criticism from staff regarding the leadership implemented.

Doctors' motivation for handling perioperative Covid-19 patients should be considered again, such as building good personality relationships between the director and medical staff so that work quality and productivity is well established, in addition to giving awards in the form of words or rewards so that medical staff are motivated and enthusiastic in their work.

The performance of doctors should require training facilitated by the hospital director or the hospital to equalize the perception or way of working between new doctors and medical staff and doctors and medical staff who have worked for a long time. So that there can be better cooperation and this can also improve the performance of doctors and medical staff.

The impact of the leadership implemented by the Director of should be frequent online meetings of all staff so that good communication relationships can be established between the director and working staff in order to improve the good quality of work even during the Covid-19 pandemic.

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