



The existence of an ideal leader's role in controlling employee performance

Engga Lift Irwanto¹, Yunia Wardi²

^{1,2}Student Master of Management, Padang State University (UNP), Padang, Indonesia

ARTICLE INFO

Article history:

Received Apr 02, 2023

Revised Apr 16, 2023

Accepted Apr 30, 2023

Keywords:

Employee;
Existence;
Leader;
Performance;

ABSTRACT

A leader is likened to a spear to determine the success or failure of an organization he leads. When a leader is able to maintain the stability of his organizational system, then of course the organization can run well. A director (leader) at the Padang Regional General Hospital has the duty to control the performance of his employees in order to provide excellent health services to patients and the public. This research is a joint effort that combines literature research and field research, where it is expected to contribute to the development of knowledge, especially in the fields of leadership and organization. The research method used is to use literature and field approach techniques to analyze what conditions and situations are ideal for carrying out leadership in Padang Pariaman Hospital. The informants in this study are all existing employees, including directors, heads of administration, and personnel staff. The results of the study show that, in general, the leadership of the hospital has fully implemented its role as a leader in improving employee performance, while the role carried out by the leadership of the hospital is to guide and direct employees, encourage employees to follow in their footsteps, and be responsible. It's just that some employees have not carried out their duties with discipline. In this case, employees need to improve their performance as employees, while what needs to be improved from employees is the quality, quantity, and completion of work.

This is an open access article under the CC BY-NC license.



Corresponding Author:

Engga Lift Irwanto,

Student, Master of Management, Padang State University (UNP) Padang, Indonesia

Perumahan Redist Green Residence block D no. 3, Kelurahan Lubuk Begalung nan XX, Kecamatan Lubuk Begalung, Padang, Sumatera Barat 25221

Email: enggaliftdr123@gmail.com

INTRODUCTION

The hospital is a means of health efforts organize health service activities. (Mirdahni, 2020) Hospitals are also related to management which includes planning, organizing and mobilizing medical resources followed by good evaluation and control. So as to produce an integrated and competent medical service. (idawati, 2020) Leaders in English are referred to as "leaders". The activity is called leadership or leadership. From the basic word leader means leader and the root word to lead which contains several meanings that are close to each other relates to moving early,

walking in the beginning, taking the first step, doing first, pioneering, directing the thoughts of others, and moving others in their influence. (Gerungai et al., 2021) The leaders are divided into two, namely formal and informal leaders. A formal leader is a person who a particular organization/institution is appointed as a leader, based on official decisions and appointments to assume a position in the organizational structure, with all rights and obligations related to it, to achieve organizational goals. (Swanson et al., 2020)

Leadership is the process of influencing the activities of a group organized towards achieving goals. In another sense, leadership is the ability and skill of someone who occupies a position as a work unit leader to influence, guide, or direct others, especially subordinates, to think and act in such a way that through positive behavior he makes a real contribution to the achievement of organizational goals. (Engzell et al., 2021) A leader in an organization plays a very important role not only internally, But also in dealing with various parties outside the organization, where the organization concerned is intended to improve the ability of the organization to achieve a goal. (Diana et al., 2021) As we know that leaders must have goals that they want to achieve in running an organizational structure. With the purpose in his vision as a leader, of course, it will all boil down to an integral and vertical interest. These interests are on the scale of personal, family, group, career or even broader needs. To fulfill these interests, a means and the right way of acting are needed. This is in makasudkan to maintain a safe and comfortable atmosphere for everyone without any violation of the interests of others. (WOLOR et al., 2020)

In particular, one of the goals of a hospital leader is to create a conducive atmosphere for every system within the scope of the hospital that he leads and manages, such as employee performance that is always maximum every day. (Ilmiah et al., 2021) Hospitals as public health service organizations, function to serve the community at large in the form of services. To achieve the goals desired by management, hospitals require employees to improve their performance. Efforts to improve employee performance require the role of management in carrying out an effective leadership approach, that the success of the hospital depends on the ability of the leader, especially at RSUD Padang Pariaman. (Anggraini, 2022)

With his abilities, leaders can influence their employees to do work according to what they want. Then in anticipating problems, a leader is needed who can see the conditions and needs of employees. (Mirdahni & Idawati, 2021) And it takes a leader who can understand the organizational behavior he is facing so that he is able to bring his organization to achieve the goals that have been set together. Employee performance is basically formed after employees feel satisfaction, because their needs are met in other words if employee needs have not been met as they should be, job satisfaction will not be achieved, and in essence employee performance will be difficult to form. (Paais & Pattiruhu, 2020)

All various basic needs of individuals or it can be said that the power that motivates a person to work hard in his work depends on the reciprocal relationship between what is wanted or needed from the results of the work and how much confidence the organization will give satisfaction to his desires in return for the effort he makes. The impact of motivation desired by leaders from employees (subordinates) is greatly influenced Employee assessment of the expected value (valence) in the form of both immediate and secondary results enjoyed due to performing the prescribed behavior and strong expectation that. This behavior will actually realize the results of the public service. (Holbert et al., 2021)

This is where actually the work motivation factor determines the formation of employee performance in good community service, especially in the health sector. (Hutomo et al., 2020) In this research that can be used as a problem is where a leader and employees have not shown a good role, a leader must be responsible for guiding and directing his employees, and the role as an employee must work together in creating good performance, even many employees who have low or declining performance even though they have a lot of work experience and the institution has done a lot of training and development of human resources, to be able to improve the work ability

of its employees. Low employee performance will be a problem for an organization or institution, because the performance produced by employees is not as expected by the organization. (Mulyono, 2018)

RESEARCH METHOD

The research method used is to use literature and field approach techniques to analyze how ideal conditions and situations in carrying out leadership at the Padang Regional General Hospital. The analytical steps carried out by the researcher were to analyze some of the literature to find gaps while at the same time providing inspiration and ideas in conducting research. In the research literature, researchers need the ability and sensitivity to analyze the characteristics of each study. The selection of informants as data sources in this study is based on the principle of subjects who master the problem, have data and are willing to provide complete and accurate information. Informants are selected using the snowball technique, which is the process of determining informants based on previous informants without determining the number with certainty by digging up information related to the required research topic. The informants in this study, namely all existing employees include directors, heads of administration, and personnel staff.

RESULTS AND DISCUSSIONS

The process of finding results in this research is through literature studies to uncover various theories that are relevant to the problem being researched using the technique of studying and reviewing literature related to cultural leadership in hospitals, then the results are reviewed and analyzed by researchers so the following results are obtained :

The leadership role of Padang Pariaman Hospital

1. Guiding and directing

The role of the leader in question is where a leader is able to create a professional leadership atmosphere, by showing a close and unified relationship between the person who leads (leader) and the person led (subordinate). The duties and position of a leader cover all problems in the work environment with a sense of responsibility. The leader provides efficient guidance to his followers so that there is coordination with all subordinates, with emphasis on a sense of internal responsibility (on oneself) and good cooperation.

2. Influencing employees to follow in their footsteps

Leaders must be able to influence their employees in order to follow in their footsteps so as to create good cooperation. The function of leadership is to guide, guide, guide, build, give, or build work motivations, drive the organization, establish good communication networks and provide efficient supervision, and bring followers to the intended target, in accordance with time and planning provisions. To move its employees, the leadership of Padang Pariaman Hospital must provide a disciplined example for employees, as for some examples that we can take from a leader, which are as follows :

- a. Authoritative, big-hearted, airy and clean, firm, careful, honest, responsible, dare to uphold the truth.
- b. Have objective habits and considerations, not easily influenced, able to read the feelings and thoughts of others.
- c. Being modest, but aspiring is not the opposite of being humble, but living without a program.
- d. Have objective habits and considerations, not easily influenced, able to read the feelings and thoughts of others.

3. Responsible

A leader must be responsible for his duties, which is responsible for guiding and directing his employees, in order to follow in his footsteps, the responsibility of a leader is to bear all obligations and workloads in accordance with existing boundaries.

- a. The leader is responsible for everything he sees. That means, he's also responsible for what his organization sees as well as the team he leads. He is responsible for the results he achieves, both good results and bad results. There is a saying that says "Success has many fathers, while failure is an orphan", but for good leaders, the opposite is true. *"Leadership means you don't duck when things go wrong."*
- b. Leaders are responsible for proactively initiating communication. When misunderstandings occur and gossip arises, the leader is responsible for setting the record straight and establishing communication so that misunderstandings do not arise again.
- c. Leaders are responsible for setting a good example and being agents of change. The leader understands that what he does will be imitated and magnified by his team, and so they must impose high standards on him. Being a leader is being a person who can be a role model both in performance and integrity. He must live according to the good values he adheres to.
- d. The leader is responsible for the performance of his organization. A leader's leadership ability is judged by his performance. The leader cannot blame anyone but himself for poor performance.
- e. Leaders are responsible for their organization to have priorities and focus. Leaders make their teams and organizations focus on what matters. He maintains that focus and priorities, makes decisions, and removes barriers so that the organization can stay focused on what matters and delivers excellent performance.

Performance of Padang Pariaman Hospital employees

1. Quality

The quality of work concerns the quality produced. An employee is required to prioritize quality in carrying out his duties. Quality is the properties possessed by every product of goods or services in meeting consumer needs that have advantages obtained through continuous processes and improvements. Work quality is a form of behavior from an activity that has been carried out and in accordance with predetermined expectations. Quality is a dynamic condition that affects products, services, people, processes and environments that meet or exceed expectations. So that the definition of work quality can be interpreted as an effort to meet consumer needs and desires and the accuracy of its delivery in balancing consumer expectations. Work quality can be known by comparing consumers' perceptions of the services they actually receive / obtain with the services they actually expect / want on the attributes of a company's service. If the service received or perceived (perceived service) is as expected, then the quality of work perceived as good and satisfying, if the service received exceeds consumer expectations, then the quality of work is perceived as very good and of high quality.

2. Quantity

The quantity of work concerns the achievement of targets, the results of work in accordance with the organizational plan. The quantity of work is the amount of work carried out by an employee in a certain period. This can be seen from the results of employee work at work, the use of certain time and speed in completing their tasks and responsibilities." Thus the quantity of work can be seen from the amount of work and the use of time. Every job or job analysis effort must be ultimately related to the quality requirements of human resources needed to fill the position or job being analyzed. Therefore, personnel standards as a comparison must first be determined. This standard is a minimum requirement that must be met so that a worker, employee or employee can carry out the job properly.

3. Completion of work.

Punctuality concerns the completion of the tasks given exactly at the specified time and prioritizes the principle of efficiency. Punctuality greatly affects in an organization, the targets we need to achieve must be in accordance with the plan. Plan for the completion of work taking into account time and resource constraints. Cooperation is a system of work that is done by two or more people to get a common planned goal. Cooperation in the work team is a necessity in realizing successful performance and work achievement. Teamwork will be a driving force that has energy and synergy for individuals who are members of teamwork. Communication will run well based on awareness of the responsibilities of each member. In this case, in completing work, cooperation between employees and leaders is needed, so as to improve employee performance.

Leadership can be viewed as an instrument in an effort to influence and control people or groups of people to cooperate in achieving certain goals. (Ridwan, 2021) In addition, leadership is also very necessary in driving the activities of an organization. So, this leadership is one of the determining and most important factors in an organization. An organization will run well, if Leadership has a high sense of responsibility. A leader's sense of responsibility is one of the characteristics of ideal leadership. (Sahadi, 2020)

But no less important, a leader must be smart, in order to always be able to choose and solve an ideal problem to face in the organization he leads. This ideal leadership is also manifested in the governance of personnel control carried out by the leader (Direktur) at Padang Pariaman Hospital. As according to Sulaksana, the role of leaders in an organization, especially in hospitals, includes Assist the group in achieving goals, Enable members to meet needs, Embody group values, It is the choice of group members to represent their opinions in interactions with other group leaders, Is a facilitator who can resolve group conflicts. (Sulaksana, 2002) (Yantu, 2021)

Then the ideal leader character to realize the existence of the ideal leader role in controlling employee performance in hospitals General Padang Pariaman Area, can be assessed and manifested from the following 8 (eight) characters including Intelligent, Responsible, Honest, Trustworthy, Initiative, Consistent and assertive, Fair. Businesslike. (Masduki Asbari et al., 2021)

In addition, a leader must have policies, concern for common interests and be supported by a clean, sincere and sincere conscience. (Iskamto, 2020) Then ideal leadership is synonymous with future leadership, as Sheila Murray Bethel argues in her book entitled: "Making A Difference", there are 13 (thirteen) traits, including Have a vision and mission, Have strategies and thoughts that are able to attract others, Have ethics to build the trust of subordinates, Able to create change for the future, Be sensitive to creating loyalty, Dare to take risks, Have the ability to make decisions, Able to take wise decisions, Able to communicate effectively, Able to build a team, Have the courage to act, Have a strong commitment, and Have an honest nature. (Haan, 2019)

Thus, at least a hospital leader, especially at RSUD Padang Pariaman, must have concern for others in this context, namely employees. This also means that when the leader (Director) of RSUD Padang Pariaman has instilled an ideal leadership pattern, of course it also guarantees good quality control for the performance of employees of RSUD Padang Pariaman. (Alamanda et al., 2022)

Factors that affect the performance of leaders (directors) are individual variables, psychological variables, and organizational variables. Individual variables include abilities and skills both physical and mental. (Eliyana et al., 2019) Background. Like family, social level and experience, demographics concern age, origin and gender. Psychological variables include perception, attitude, personality, learning, motivation. Organizational variables include resources, leadership, rewards, structure and job design. (Nurjaya, 2020)

According to Samsuddin, the performance of employees in a hospital organization (especially in Padang Pariaman Hospital) is influenced by several factors, namely *Quality of Work*, *Quantity of Work*, *Job Knowledge*, *Teamwork*, *Creativity*, *Inovation*, *Initiative*, In seeing how well a leader performs in controlling employee performance at Padang Pariaman Hospital, it must be

seen from basic things in the form of employee discipline levels, because of course employees will model how the performance and work discipline of the leader. Where according to Nuraini work discipline is an attitude of respect, respect, obedience and obedience to applicable regulations, both written and unwritten and able to carry out and not avoid receiving sanctions if he violates the duties and authorities given to him. (Lai et al., 2020)

CONCLUSION

In particular, one of the goals of a hospital leader is to create a conducive atmosphere for every system within the scope of the hospital that he leads and manages, such as employee performance that is always maximum every day. Hospitals as public health service organizations, function to serve the community at large in the form of services. (Darmawanti & Anto J. Hadi, 2019) To achieve the goals desired by management, hospitals require employees to improve their performance. Efforts to improve employee performance require the role of management in carrying out an effective leadership approach, that the success of the hospital depends on the ability of its leaders and the level of discipline of employees, especially at RSUD Padang Pariaman. (Nurliawati et al., 2019)

Based on direct experience, the limitations of this research are that the research method used by researchers only uses literature and field approach techniques to analyze what conditions and situations are ideal in carrying out leadership in Padang Hospital so that the conditions explored are not in-depth so further researchers need to consider other methods that are more relevant.

ACKNOWLEDGEMENTS

Thank you to all parties who have participated in the research until this manuscript was published, especially to the Padang State University (UNP) educational institution which has facilitated the author so that this article can be completed to the final stage and to my supervisor Yunia Wardi who has provided many directions so that this article can be completed properly.

References

- Alamanda, S., Setiawan, M., & Irawanto, D. W. (2022). Leadership Styles on Employee Performance With Work Satisfaction and Organizational Commitment As Intervening Variables. *Jurnal Aplikasi Manajemen*, 20(1), 34-42. <https://doi.org/10.21776/ub.jam.2022.020.01.04>
- Anggraini, S. N. A. (2022). *Kepemimpinan Organisasi Pelayanan Kesehatan (Rumah Sakit) Yang Ideal Di Era Industri 4.0*. Reaserch Gate.
- Darmawanti, I. E., & Anto J. Hadi, 4Idawati. (2019). Analisis Kualitas Sistem Informasi Manajemen Rumah Sakit Umum Dr. Fauziah Bireun. *Jurnal Biology Education*, 53(9), 1689-1699.
- Diana, I. N., Supriyanto, A. S., Ekowati, V. M., & Ertanto, A. H. (2021). Factor Influencing Employee Performance: The Role of Organizational Culture. *Journal of Asian Finance, Economics and Business*, 8(2), 545-553. <https://doi.org/10.13106/jafeb.2021.vol8.no2.0545>
- Eliyana, A., Ma'arif, S., & Muzakki. (2019). Job satisfaction and organizational commitment effect in the transformational leadership towards employee performance. *European Research on Management and Business Economics*, 25(3), 144-150. <https://doi.org/10.1016/j.iemeen.2019.05.001>
- Engzell, P., Frey, A., & Verhagen, M. D. (2021). Learning loss due to school closures during the COVID-19 pandemic. *Proceedings of the National Academy of Sciences of the United States of America*, 118(17), 139-145. <https://doi.org/10.1073/PNAS.2022376118>
- Gerungai, G. G. V, Saerang, D. P. E., & Gunawan, E. M. (2021). *THE INFLUENCE OF LEADERSHIP STYLE ON EMPLOYEE PERFORMANCE AT CENTURY SUPERMARKET TOMOHON PENGARUH GAYA KEPEMIMPINAN TERHADAP KINERJA KARYAWAN DI SUPERMARKET* Jurnal EMBA Vol . 9 No . 4 Oktober 2021 , Hal . 741-750. 9(4), 741-750.
- Haan, P. L. M. de. (2019). Gaya Kepemimpinan Dengan Motivasi Kerja Perawat Di Rumah Sakit Jiwa. *Jurnal Keperawatan (JKp)*, 7(2), 23.

- Holbert, J., Madhakomala, R., Saparuddin, S., & Timotius, E. (2021). The influence of leadership styles on employees' job satisfaction in public sector organizations in Indonesia. *Management Science Letters*, 27(1), 1393-1398. <https://doi.org/10.5267/j.msl.2020.10.035>
- Hutomo, A., Marditama, T., Limakrisna, N., Sentosa, I., Lee, J., & Yew, K. (2020). *Green Human Resource Management, Customer Environmental Collaboration and the Enablers of Green Employee Empowerment: Enhancing an Environmental Performance*. 1(2), 358-372. <https://doi.org/10.38035/DIJEFA>
- idawati, M. (2020). Hubungan Kepatuhan Perawat Dalam Melakukan Hand Hygiene Terhadap Kejadian Phlebitis Di Ruang Rawat Inap Rumah Sakit Umum Daerah Tgk Chik Ditiro Sigli Kabupaten Pidie , Aceh Effect of Nurse Compliance in Hand Hygiene To the Incidence of Phlebitis in Inpati. *Wacana Kesehatan*, 5(2), 543-550.
- Ilmiah, J., Muhammadiyah, U., Jenis, K., Paku, T., Topografi, B., & Suaka, H. (2021). *Sang pencerah. variable X*, 71-84.
- Iskamto, D. (2020). The Role of Leadership and Influence on Employee Performance in Digital Era. *Jurnal Manajemen Bisnis*, 17(4), 470-484. <https://doi.org/10.38043/jmb.v17i4.2730>
- Lai, F. Y., Tang, H. C., Lu, S. C., Lee, Y. C., & Lin, C. C. (2020). Transformational Leadership and Job Performance: The Mediating Role of Work Engagement. *SAGE Open*, 10(1). <https://doi.org/10.1177/2158244019899085>
- Masduki Asbari, Dylmoon Hidayat, Agus Purwanto, Asbari, M., Hidayat, D., & Purwanto, A. (2021). Managing Employee Performance: From Leadership to Readiness for Change. *International Journal of Social and Management Studies (IJOSMAS)*, 02(01), 74-85. [https://ijosmas.org/index.php/ijosmas/article/view/12/12%0Ahttps://ijosmas.org/index.php/ijosmas/article/view/12/12%0Ahttps://ijosmas.org/index.php/ijosmas/article/view/12/12](https://ijosmas.org/index.php/ijosmas/article/view/12/12%0Ahttps://ijosmas.org/index.php/ijosmas/article/view/12%0Ahttps://ijosmas.org/index.php/ijosmas/article/view/12/12)
- Mirdahni, R. (2020). *Keywords : Handover implementation , nurses , knowledge , attitudes , responsibilities*. 3, 1-7.
- Mirdahni, R., & Idawati, I. (2021). Pengaruh Usia dan Penyakit Ibu dalam Penggunaan Kontrasepsi Tubektomi di Ruang Bersalin RSUD Tgk Chik Ditiro. *Sang Pencerah: Jurnal Ilmiah Universitas Muhammadiyah Buton*, 7(4), 662-669. <https://doi.org/10.35326/pencerah.v7i4.1555>
- Mulyono, H. (2018). Kepemimpinan (Leadership) Berbasis Karakter Dalam Peningkatan Kualitas Pengelolaan Perguruan Tinggi. *Jurnal Penelitian Pendidikan Sosial Humaniora*, 3(1), 34.
- Nurjaya. (2020). Gaya Kepemimpinan Dan Motivasi, Pengaruhnya Terhadap Kinerja Pegawai. *Jurnal Ekonomi Dan Bisnis Islam*, 2(1), 87.
- Nurliawati, Fitriani, A. D., Jamaluddin, & Idawati. (2019). Analisis Pelaksanaan Clinical Pathway Di Rumah Sakit Umum Dr. Fauziah Bireun. *Jurnal Biology Education*, 7(2), 151-166.
- Paais, M., & Pattiruhu, J. R. (2020). Effect of Motivation, Leadership, and Organizational Culture on Satisfaction and Employee Performance. *Journal of Asian Finance, Economics and Business*, 7(8), 577-588. <https://doi.org/10.13106/JAFEB.2020.VOL7.NO8.577>
- Ridwan, R. (2021). THE EFFECT OF LEADERSHIP ON PERFORMANCE: Analysis of School Management Ability and Attitude. *AKADEMIK: Jurnal Mahasiswa Ekonomi & Bisnis*, 1(2), 59-67. <https://doi.org/10.37481/jmeh.v1i2.220>
- Sahadi. (2020). Karakter Kepemimpinan Ideal Dalam Organisasi. *Jurnal Moderat*, 6(3), 518.
- Sulaksana. (2002). *Menuju Masyarakat Partisipatif*. Kanisius.
- Swanson, E., Kim, S., Lee, S. M., Yang, J. J., & Lee, Y. K. (2020). The effect of leader competencies on knowledge sharing and job performance: Social capital theory. *Journal of Hospitality and Tourism Management*, 42(September 2019), 88-96. <https://doi.org/10.1016/j.jhtm.2019.11.004>
- WOLOR, C. W., SOLIKHAH, S., FIDHYALLAH, N. F., & LESTARI, D. P. (2020). Effectiveness of E-Training, E-Leadership, and Work Life Balance on Employee Performance during COVID-19. *Journal of Asian Finance, Economics and Business*, 7(10), 443-450. <https://doi.org/10.13106/jafeb.2020.vol7.no10.443>
- Yantu, I. (2021). Gaya Kepemimpinan Direktur Rumah Sakit Umum Daerah Di Provinsi Gorontalo. *Jurnal Aplikasi Manajemen Dan Inovasi Bisnis*, 3(2).