

## Health Perceptions Of Leadership Style In Clinic X

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Article Info	ABSTRACT
<b>Keywords:</b> Leadership Style, Clinic, Employee Job Satisfaction	This research focuses on the importance of the leader's role in motivating, directing and developing employees to achieve organizational goals, especially in the clinical context. Factors that influence employee job satisfaction are also in the spotlight, including leadership style, organizational policies, and quality of work life. The research objective to be achieved in this study is to determine and analyze the perceptions of health workers regarding leadership styles at Clinic midwife. Structured interviews were used to explore views and experiences regarding health services at the clinic. The results are understood to gain a deeper understanding of the research subject. The research results show that the leader of Clinic Leaders are also able to control subordinates with a positive approach and show good emotional control in difficult situations. In addition, leaders have a high responsibility in ensuring the quality of service and employee performance meet clinic standards. Based on the results of the interview, the leader of Clinic.
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### INTRODUCTION

Every organization or company has goals that must be achieved, and success in achieving these goals really depends on the role of human resources (HR) within it. To achieve common goals, the role of a leader is very crucial. The success of a leader is characterized by his ability to direct, influence, motivate and move his team towards achieving these goals. Leaders not only act as role models for employees, but are also responsible for providing direction and being able to motivate employees when their performance declines. (Hoirunniza, 2022 Wiliana, 2020)

Many elements, including family history, educational attainment, social environment, individual and organizational interests, and daily routines, can influence a leader's attitudes and behavior. These elements will influence the character or qualities seen in the person's behavior and attitudes. These attitudes and actions will appear when they are placed in charge of an organization or business, including when they are given leadership responsibilities. Each person will have a different leadership style in running a company or organization because they all have different attitudes and habits. (Purwanggono, 2020)

Whether an organization is business-oriented or public-oriented, the quality of its leaders is often viewed as the most important component in determining its success or failure. Organizational success or failure is usually seen as a reflection of the leader's personal

qualities. As a result, scholars in the subject of organizational behavior are interested in the role of leaders. Leaders have an important role in developing and implementing organizational strategies. To foster employee dedication and happiness, which can improve overall performance, they must engage in meaningful coaching (Tambora, 2023).

According to the Regulation of the Minister of Health of the Republic of Indonesia Number 9 of 2014, a clinic is a type of health service facility that offers basic and special medical services to people. Primary clinics and primary clinics are two categories of clinics. While primary clinics offer general and specialized patient basic medical care, primary clinics also offer specialist medical care. To ensure the smooth functioning of the services offered, staff job satisfaction is an important component of clinic operations.

Several factors that influence employee work performance include: 1) Personal factors, such as the quality of education and the employee's ability to carry out their duties. 2) Social factors that strengthen ties with work ethics and the desire to be involved in group conversations or discussions. 3) Organizational factors, which include procedures and policies implemented in the workplace, management systems, leadership styles, and existing working conditions. 4) Environmental factors, which influence employees' unsatisfactory economic performance, the quality of life related to their work, such as unsatisfied daily needs and work that does not match their abilities. Based on this problem, researchers will examine issues related to leadership and work-related qualities, which are thought to be related to employee work performance. (Noviyanti, 2020). The research objective to be achieved in this study is to determine and analyze the perceptions of health workers regarding leadership styles at Clinic X.

## METHODS

This research uses a qualitative research methodology with a descriptive approach. Four respondents—two midwives, a dentist, and a pharmacy administrator—participated in in-depth interviews to collect data. To obtain detailed information regarding experiences, opinions and work procedures related to health services in clinics, interviews were conducted in an organized manner using a series of prepared questions. To gain a more thorough understanding of the topic under investigation, the interview results were examined further..

## RESULTS AND DISCUSSION

This The research results were obtained through interviews with four respondents, namely pharmacy admin, dentist and two midwives. Based on the results of interviews based on leadership style indicators according to Kartono in research (Saputro, 2020), the results were obtained:

### 1. Decision Making Ability

In making decisions at Clinic As stated in the following interview results:

"Yes, it involves things like patient problems, clinic administration problems, and if there is something that needs to be discussed, it must be discussed together, such as patient complaints, or problems that need to be referred, all of that must be involved by all doctors and regarding patient decisions the doctor must be the one who involved and

determining where to go. "Usually, if there is a patient complaint about a clinic service, it is discussed with the clinic owner."

2. Ability to Motivate

Clinic owners actively motivate staff to provide optimal service, with the main focus on patient comfort and efforts to prevent disappointment with the services provided. Apart from that, clinic owners really pay attention to the clinic's reputation, so they try to maintain the clinic's good name through continuous improvement in service quality. As stated in the following interview results:

"The leader's role in motivating me is quite large to achieve the service standards expected by the clinic. And clinic owners usually motivate how to make patients feel comfortable and not disappointed with the services provided. The owner also doesn't want the clinic's good name to be damaged."

3. Communication Ability

The leader's communication skills are considered very good, especially in terms of openness to suggestions and criticism. Leaders are able to create a transparent communication environment, where employees feel comfortable providing input. Apart from that, leaders also do not hesitate to give warnings if there is service that is deemed unsatisfactory, but accompanied by constructive direction so that employee performance can improve in the future. This approach shows that leaders are not only firm, but also support the development and improvement of employee performance through effective communication and solutions. As stated in the following interview results:

"The leader is open to suggestions and criticism, the leader usually reprimands if there are clinic staff who are not good enough and is given input to make it better in the future."

4. Ability to Control Subordinates

The interview results show that the leader has good abilities in controlling subordinates without applying excessive pressure or scolding directly. Leaders tend to provide input in a positive and supportive way, so that employees feel helped in carrying out their duties. This approach creates a more comfortable working atmosphere and reduces employees' workload, because they feel supported in improving their performance without feeling pressured. The leader's ability to maintain a balance between supervision and support makes the relationship between the leader and subordinates more harmonious and productive. As stated in the following interview results:

"By not putting pressure and not getting angry, I feel helped and my workload is reduced."

5. Ability to Control Emotions

Based on the interview results, the leader's ability to control his emotions was considered very good. Leaders rarely show negative emotions, even when there are problems in clinic services. In contrast, leaders prefer a calm and rational approach to dealing with difficult situations. This makes employees feel appreciated and not stressed, because the leader does not get angry or react emotionally. With good

emotional control skills, leaders are able to create a conducive work environment, where every problem is resolved professionally and considerately.

#### 6. Responsibility

Based on the results of the interview, the leader shows a high level of responsibility in carrying out his duties. Leaders are fully responsible for the quality of clinic services, ensuring that every employee works according to established standards. Apart from that, leaders also play an active role in monitoring employee performance and providing guidance if needed. The leader's responsibility is clearly visible in his efforts to maintain patient comfort and protect the clinic's reputation. By always being ready to provide direction and solve problems, leaders demonstrate a strong commitment to managing the clinic professionally and responsibly.

The following is a discussion of the results of interviews regarding the abilities of leaders at Clinic X in various aspects of leadership:

##### 1. Decision Making Ability

By involving all staff in the deliberation process, Clinic X leaders demonstrate good decision-making abilities. This fosters a sense of togetherness and active involvement from each team member in handling different problems, such as managing the clinic and handling patient complaints. The involvement of all parties in decision making shows that leaders value employees' opinions and understand how important it is to work together to find the best solution. By discussing relevant issues, the decisions made will be more comprehensive and in line with the clinic's needs.

##### 2. Ability to Motivate

A leader's ability to motivate his employees can be seen from his efforts to provide the best service with a focus on patient comfort. Clinic owners not only look at the results but also the processes carried out by employees. By encouraging staff to give their best, leaders ensure that quality service matters and how it impacts the clinic's reputation. This shows that leaders not only command but also strive to build good relationships with employees, which will ultimately make patients happier.

##### 3. Communication Ability

As can be seen from his openness to criticism and suggestions, the leader of Clinic X has excellent communication skills. Having an open communication environment allows employees to feel comfortable voicing their opinions, which is key to long-term improvement. In addition, leaders dare to give reprimands in a constructive way, showing that they pay attention to how their employees work. This method creates a mutually supportive work environment where every employee feels valued and motivated to do better.

##### 4. Ability to Control Subordinates

Clinic leaders are able to control their employees in a positive way. He has the ability to maintain a comfortable work environment without applying excessive pressure, so that employees feel supported while doing their work. The ability to provide input without being intrusive indicates a humanistic approach to leadership, where the leader prioritizes individual development over the end result. This results in a good and productive relationship between subordinates and leaders.

5. Ability to Control Emotions

The leader's ability to control emotions also deserves appreciation. Leaders rarely show negative emotions, even in difficult situations, and prefer to remain calm and rational. This not only makes employees feel appreciated, but also creates a conducive work environment. By controlling emotions well, leaders can resolve problems professionally, so that every employee feels safe and comfortable in contributing.

6. Responsibility

The responsibility shown by the leader of Clinic X is very high. Leaders are not only responsible for service quality, but are also active in monitoring employee performance and providing necessary guidance. This shows the leader's commitment to ensuring that all service standards are met and each employee can function well in their role. These responsibilities reflect the leader's integrity and dedication to the clinic, which in turn will have a positive impact on the overall performance of the organization.

## CONCLUSION

Based on the interview results, clinic leaders can be categorized as democratic leaders. This can be seen from a leadership style that is open to suggestions and criticism, making decisions through deliberation and an approach that supports employees without applying pressure or harsh reprimands. Clinical leaders encourage active participation from employees in decision making, maintain open communication, and provide constructive feedback to improve performance. With the ability to control emotions and high levels of responsibility, leaders create an inclusive and conducive work environment, where every member feels heard and appreciated. Overall, Clinic X leaders demonstrate a wide range of effective leadership abilities. By continually maintaining and improving these capabilities, leaders can ensure the clinic's future success and reputation.

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