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# **Analysis of Leadership Style in Improving Operational Effectiveness XYZ Hospital: Delphi's Approach**

**Filda Khoirun Nikmah<sup>1</sup>, Bagas Gumintang<sup>2</sup>, Purwati<sup>3</sup>, Muhammad Japar<sup>4</sup>, Rohmawan Adi Pratama<sup>5</sup>**

Universitas Jenderal Soedirman<sup>1,2</sup>  
Universitas Sebelas Maret<sup>3,5</sup>  
Universitas Muhammadiyah Surakarta<sup>4</sup>

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### **ABSTRACT**

Leadership plays a key role in managing hospital operations, which involves a variety of cross-departmental activities such as human resource management, medical logistics management, and financial management. XYZ Hospital is currently facing challenges in terms of high employee turnover and uncertainty in medical staff's schedules, as well as medical logistics issues that interfere with smooth operations and quality of patient care. The study aims to identify the most effective leadership styles in supporting hospital operational efficiency, using Delphi's methods to reach consensus among experts. The Delphi method, which allows for the anonymous and gradual collection of opinions, is used to assess the importance of implementing four leadership styles: directive, delegative, participatory, and coaching. The results show that participatory leadership and coaching styles are considered the most effective in improving operational efficiency, especially in human resource management and medical logistics. These findings provide recommendations for hospital management to choose flexible leadership styles according to the operational challenges faced, as well as contribute to the hospital management literature in the Indonesian context.

**Keywords:** Leadership; Hospital Operations; Delphi Method; Human Resource Management; Logistics

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### **1. Introduction**

In hospital management, leadership style plays an important role in ensuring the operational effectiveness and quality of healthcare services. The right leadership can affect various aspects, from employee performance, operational process efficiency, to patient satisfaction. Good leadership is needed to face challenges in the complex world of healthcare, such as regulatory changes, medical technology developments, and increasing patient expectations for hospital services (Konny, 2023).

XYZ Hospital currently faces several significant operational challenges, especially in terms of human resource management and operational process efficiency. For example, the problem of high employee turnover and uncertainty in the schedule of medical personnel has a negative impact on the smooth running of daily operations. In addition, suboptimal management of medical logistics often leads to delays in the provision of medicines and equipment, which

ultimately affects the quality of care provided to patients. This challenge requires a leadership style that is able to respond flexibly and effectively (Chairina, 2019).

In the context of hospitals, the diversity of staff and operational complexity require flexible leadership, that is, leadership that is able to adapt styles and approaches according to existing situations and conditions (Zulaihah, 2017). Situational theory states that there is no one universally most effective leadership style (Siagian et al., 2022). Leadership success depends on the leader's ability to adapt their style according to the demands of the situation, the nature of the job, and the characteristics of the individual being led.

According to Hersey & Blanchard (1970) there are four main leadership styles that can be applied in various situations, namely directive, delegative, participatory, and coaching. The directive style emphasizes firm decision-making and clear instructions, the delegative style involves delegating tasks and responsibilities, the participatory style involves staff in decisionmaking, and the coaching style focuses on employee development and coaching. These four styles have important relevance in hospital management, which is characterized by a hierarchical organizational structure and the need to maintain high performance in stressful situations.

However, there are not many studies that delve into how each of these leadership styles contributes to hospital operations, especially in the Indonesian context. Hospital operations include a variety of activities that are cross-departmental, such as human resource management, patient management, medical logistics management, and financial management (Bohn & Cleverley, 1999; Lega & DePietro, 2005) The selection of the appropriate leadership style can have a direct effect on the efficiency of hospital services and the quality of patient care.

Through this study, Delphi's approach was used to reach a consensus among hospital experts on the importance of implementing these four leadership styles in supporting the successful operation of hospitals. The Delphi method was originally introduced by (Dalkey, 2011) at the RAND Corporation for policy research purposes, and has since been widely applied in various fields, including the health sector. The main advantage of this method is its ability to collect opinions from experts anonymously and gradually, which can reduce group bias and the dominance of certain voices (Hsu & Sandford, 2007).

This study not only provides a deeper understanding of leadership styles in the context of hospitals, but also provides practical recommendations for hospital management in choosing the most appropriate leadership approach to apply to a specific situation. In addition, this research is also expected to make a theoretical contribution to the literature on hospital management and leadership, especially in the use of the Delphi method as an expert consensus technique.

## **2. Research Method**

### *2.1 Research Approach and Design*

This study uses the Delphi method, which is a technique for collecting expert opinions gradually through questionnaires that are repeated in several rounds. The goal is to reach a consensus among experts on the topic discussed, in this case regarding leadership styles in hospital operations. This approach is used to gain a comprehensive perspective on the four main

leadership styles (directive, delegative, participatory, coaching) and how their application can support hospital operations.

The design of this study is qualitative descriptive, with several quantitative elements measured based on the scoring results of each round of Delphi questionnaires. The data collection process is carried out by identifying, selecting, and involving competent experts in hospital management, leadership, and health service operations.

### *2.2 Population and Sample*

The population in this study is experts in the field of hospital management, including hospital directors, operational managers, unit heads, and specialist doctors who have experience in managing hospital operations. The sample was taken using the purposive sampling method, where 68 experts were selected based on certain criteria, such as having at least 5 years of managerial experience in the context of the hospital.

### *2.3 Data Collection Techniques*

The data collection technique uses **the Delphi questionnaire** method, which is given in several rounds as follows:

- **First round:** An open questionnaire was distributed to get a general view of the importance of leadership style to hospital operations.
- **Second round and so on:** A closed-ended questionnaire containing a likert scale of 1–5 (1 = Not Important, 5 = Very Important), which is used to rate each leadership style based on responses from the previous round. Each round provides an opportunity for respondents to see a summary of previous results and update their opinions.

### *2.4 Research Instruments*

The instrument used in this study is a **Delphi questionnaire** with a likert scale to measure expert perceptions of:

- **Directive Leadership Style:** Focus on authority and quick and decisive decision-making.
- **Delegative Leadership Style:** Encourages the delegation of tasks to competent staff.
- **Participatory Leadership Style:** Invites staff participation in operational decision-making.
- **Coaching Leadership Style:** Provide continuous coaching and development of staff competencies

### *2.5 Data Analysis Techniques*

The data obtained from each round of Delphi was analyzed quantitatively by calculating the percentage of answers for each category (1 = Not Important to 5 = Very Important). Consensus is considered achieved if 75% or more of the respondents give a score in the important category (3-5). If consensus has not been reached in one round, the questionnaire is redistributed in the next round until consensus is reached.

The final results will be analyzed using descriptive analysis to provide an understanding of the expert's preferences for each leadership style and its relationship to hospital operations.

### 3. Result and Discussion

Table 1

No	Aspect	Category				
		1	2	3	4	5
1	Directive	-	7,02	19,30	47,37	23,68
2	Delegative	-	1,75	21,93	39,47	34,21
3	Participatory	-	4,61	25,00	3	31,58
4	Coaching	-	7,89	17,76	36,84	34,87

Based on the results above, the delegative leadership style obtained the highest total percentage, with 95.61% of respondents stating that this style was in the category of quite important to very important. This was followed by directives with a total percentage of 90.35%, then coaching with 89.47%, and participatory with 88.16%. Overall, the delegative and directive leadership style was the most important for the respondents.

#### 3.1 Discussion

These results show that delegative leadership is seen as the most essential style in hospital operations. With a high percentage of important (39.47%) and very important (34.21%) categories, this style provides flexibility for managers to delegate important tasks to their staff. In the context of hospitals, delegating responsibilities is necessary to handle operational complexity, ensure efficiency, and build accountability in each department. Strategic decisions, for example, can be delegated to department heads, while day-to-day decision-making can be organized at a lower level.

The directive style also has a high level of importance with 90.35% of respondents stating that it is important or very important. Directive leadership is needed especially in emergency situations or when quick decisions are needed, for example in emergency rooms or medical crises. Leaders who use this style are able to provide clear and quick instructions, which is an urgent need in a dynamic hospital environment.

Leadership coaching received 89.47% approval from respondents as an important style in human resource development. Guidance and coaching play an important role in improving the professional competence of medical and non-medical staff, especially to maintain the quality of

health services in the long term. This coaching also helps develop a new generation of leaders in the hospital, which can help maintain the continuity of effective management.

Meanwhile, the participatory style, although in fourth position with 88.16% in the fairly important to very important category, still has a significant role. This leadership style allows for team involvement in decision-making and is often beneficial for long-term policies or strategic initiatives that require input from multiple parties. In hospitals, the application of this style can increase a sense of belonging among staff and contribute to their increased commitment to policy implementation.

### *3.2 The Relationship between Leadership Style and Hospital Operations*

- **Directive Leadership**

The directive leadership style emphasizes clear instructions and strict control. In the context of hospital operations, this style is especially important in emergency situations or medical crises, where decisions must be made quickly and appropriately to avoid delays in services to patients. For example, in the Emergency Department (ER), leaders must be able to provide clear direction to the medical team when dealing with patients who need immediate intervention. With 47.37% of respondents rating directive style as important and 23.68% as very important, this shows that fast and decisive leadership plays a big role in maintaining efficient and effective operational continuity. Leaders who use this style can quickly direct the necessary actions, ensuring that the team follows established protocols and procedures.

- **Delegative Leadership**

The delegative leadership style, which received high ratings with 39.47% stating that it is important and 34.21% stating that it is very important, plays an important role in the distribution of responsibilities. In a hospital, a leader cannot oversee every aspect of operations directly, therefore the ability to delegate tasks to more experienced staff or department heads is required. For example, a hospital director may delegate financial management tasks to the administrative team, or delegate the responsibility of medical equipment management to the head of logistics. By delegating specific tasks, leaders can ensure that these tasks are handled by the right people, while they themselves can focus on broader strategic decision-making. The flexibility in delegating work also helps maintain efficiency and allows flexibility in handling daily operational tasks.

- **Participative Leadership**

The participatory leadership style, in which 31.58% of respondents rated it as important and another 31.58% rated it as very important, is a style that involves staff in the decision-making process. In hospital operations, this can be applied in strategic discussions about policy development or change procedures, especially those related to patient care or the welfare of medical staff. Staff participation in the decision-making process not only increases their commitment to outcomes, but also provides practical

insights from the firsthand experience of staff involved in the field. For example, as hospitals consider adopting new technologies such as electronic patient management systems, input from doctors, nurses, and IT personnel is essential to ensure effective implementation. This collective involvement can increase accountability among team members and contribute to better and coordinated operations.

- **Coaching Leadership**

The coaching leadership style focuses on individual development and improvement of staff's professional competence. With 36.84% of respondents rating it important and 34.87% stating it is very important, this style has a great influence on the long-term development of the hospital. Coaching styles are relevant to strengthen the clinical and managerial skills of medical and non-medical staff. For example, hospital leaders who use a coaching style may hold regular training programs to improve the competence of doctors, nurses, or department managers in handling new equipment or advanced medical technology. Coaching also serves to prepare junior staff to rise to leadership positions in the future, which is very important in maintaining the sustainability of hospital operations. With continuous guidance, the quality of healthcare services can be improved across the board, and staff can be more confident in facing ever-changing operational challenges.

#### **4. Conclusion**

From the results of the analysis related to leadership styles and their relationship with hospital operations, it can be concluded that the right combination of various leadership styles can support effective operations. The directive leadership style plays an important role in emergency or critical situations where quick and decisive decisions are needed. The delegative style allows for effective distribution of tasks to competent staff, so that leaders can focus on larger strategic decisions. Meanwhile, a participatory style provides opportunities for staff to be involved in the decision-making process, which increases commitment, accountability, and results in more inclusive and practical solutions. Finally, the coaching style aids in the long-term development of medical and non-medical staff, strengthening their competencies to face the ever-evolving challenges in hospital operations. Overall, the implementation of these four leadership styles provides a stronger operational foundation for hospitals, increasing efficiency, flexibility, and quality of health services provided. With good leadership, hospitals can be better prepared to face challenges and ensure service continuity in the midst of complex health sector dynamics.

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