

# CHAPTER I

## INTRODUCTION

### 1.1 Background

Today, the role and development of the service sector has become very meaningful and it is almost impossible for us to avoid it anymore. One of the important services for the community is health services. Thus increasing public knowledge and education, the public is increasingly aware of the importance of health. Hospitals as one of the health service facilities have a very strategic role in an effort to accelerate the improvement of the health degree of the Indonesian people.

This strategic role is obtained because the Hospital is a technology-intensive and expert-intensive health facility. Hospitals are places to make efforts to improve health, prevent and cure diseases, and restore health. The management of hospital business units also has its own uniqueness because apart from being a business unit, the hospital business also has a social mission that plays an important role in terms of public health. This role is increasingly prominent given the emergence of changes in disease epidemiology, changes in demographic structure, development of science and technology, changes in the socio-economic structure of the community and higher quality services.

Based on the Regulation of the Minister of Health of the Republic of Indonesia Number 147 / MENKES / PER / 2010 law No. 44 of 2009 concerning hospitals in the establishment of a regulation of the Minister of Health concerning hospital licensing. In a regulation of the Minister of Health (2010) Law No. 44

article, hospitals are health service institutions that provide individual health services plenary to provide inpatient, outpatient, and emergency services.

The city of Padang has several hospitals, namely government-owned hospitals and private hospitals. The number of hospitals in the city of Padang is 27 government and private hospitals. Its existence is an important part of public services aimed at providing the best service to the community. The number of hospitals today, be it government or private, makes the competition in the health sector even greater. Therefore, hospitals are required to always improve the performance of their employees to be able to achieve their goals.

Hasibuan (2018:173) suggests that performance (work achievement) is a result of work achieved by a person in carrying out the tasks charged to him which is based on skills, experience and earnestness and time. Factors– factors that affect a person's performance include internal and external factors. Internal factors include attitudes, abilities, commitments, interests, discipline, organizational culture, intelligence, work motivation and personality. Meanwhile, external factors include facilities and infrastructure, intensive or salary, commitment, interpersonal communication, work atmosphere and work environment, organizational culture and leadership stylen (Nawawi, 2017: 72).

Employee well-being has an important role for the organization, because employeewell-being is a criterion in determining the success of an organization to meet the needs of its members. Employees who are prosperous with their work tend to be more creative and innovative in order to help the business to grow, develop and bring in a more positive direction according to the situation that occurs, so that

the organization will be better able to compete at the international level (Wahjono, 2015).

Based on data from the Padang City Health Office (2020) Padang city hospitals still have low performance, this can be seen from the accreditation of the hospital. One of the efforts to improve the performance of employees in the hospital is to maintain the accreditation of the hospital. As stipulated in the Health Law No. 44 of 2009 article 40 explains that in an effort to improve the quality of hospital services, accreditation must be carried out periodically at least once every 3 years carried out by independent institutions determined by the Minister both from within and outside the country based on applicable accreditation standards. The following is presented by the hospitals in the city of Padang and their accreditation:

**Table 1. 1Hospital Accreditation in Padang City**

No	Nama RS	Type	Akreditasi	Kepemilikan	Klasifikasi
1	RSUP M Jamil	Umum	Paripurna	Kemenkes	A
2	RSJ HB Saanin	Khusus (Jiwa)	Paripurna	Pemprof	A
3	RSU BMC	Umum	Paripurna	Swasta	C
4	RST	Umum	Perdana	TNI/POLRI	C
5	RSI Ibnu sina	Umum	Paripurna	Swasta	C
6	SPH	Umum	Paripurna	BUMN	C
7	RSI Siti Rahmah	Umum	Madya	Swasta	C
8	RSUD Rasidin	Umum	-	Pemko	C
9	RS Bhayangkara	Umum	Perdana	TNI/POLRI	C
10	RSI Aisyiyah	Umum	Perdana	Swasta	C
11	RS Selaguri	Umum	Perdana	Swasta	C
12	RS Yos Sudarso	Umum	Utama	Swasta	C
13	RS Naili DBS	Umum	Perdana	Swasta	C
14	RSKM Padang Eye Center	Khusus (Mata)	Paripurna	Swasta	C
15	RSKM Regina	Khusus (Mata)	Perdana	Swasta	C
16	RSKB Ropanasuri	Khusus (Bedah)	Utama	Swasta	C
17	RS Kartika Dokta	Khusus (Bedah)	Perdana	Swasta	C
18	RSIA Siti Hawa	Khusus (Ibu dan Anak)	Perdana	Swasta	C
19	RSIA Cicik	Khusus (Ibu dan Anak)	Perdana	Swasta	C
20	RSIA Restu Ibu	Khusus (Ibu dan Anak)	Perdana	Swasta	C
21	RSIA Mutiara Bunda	Khusus (Ibu dan Anak)	-	Swasta	C
22	RSIA Bunda	Khusus (Ibu dan Anak)	-	Swasta	C
23	RSU Unand	Umum	Paripurna	Kemenristek Dikti	C
24	RSJ Puti Bungsu	Khusus (Jiwa)	Perdana	Swasta	C
25	RSKGM Baiturrahmah	Khusus (Gigi)	-	Swasta	C
26	RSIA Lenggogeni	Khusus (Ibu dan Anak)	Perdana	Swasta	C
27	RSKM Sitawa	Khusus (Mata)	-	Swasta	C

Source : DKK Padang, 2020

The data above shows that only 2 hospitals have A accreditation, the rest are C accreditation. Good performance is greatly influenced by the leadership style factors in the agency, with a good leader, employees will further improve their

performance, so that company goals will be met. Leadership style is a person's process of moving others by leading, guiding, influencing others, to do something in order to achieve the expected results (Sutrisno, 2017:47). The right leadership style will give rise to a person's motivation to excel. Motivation is the provision of driving force that creates a person's excitement so that they work together, work effectively and are integrated with all efforts to achieve satisfaction (Hasibuan, 2018: 33).

Direct interviews conducted by researchers with 10 employees found problems related to leadership styles, namely: (1) most of the 7 people (70%) employees said the lack of leadership ability to influence subordinates, (2) 6 employees (60%) said leaders did not motivate subordinates at work, (3) some employees said (50%) superiors did not direct employees at work and (70%) lack of direct leadership in guiding subordinates in work.

Then, another problem that the author observed was work motivation. Sudarmanto (2015: 171) work motivation can be used as a person's effort or effort in preparing organizational goals that must be accompanied by the fullness of their individual needs. At the Padang Hospital office, namely the lack of opportunities given by the Hospital to employees to promote positions, the work performance produced by employees is still not good (a little bit), giving awards for employee work achievements and promotions is still rarely done by the company to some outstanding employees, this results in employees not feeling challenged in doing work.

Pujiono et al (2020: 319–335) An organizational resource is a system of meanings, values, and beliefs in an organization that serves as a reference for

actions and distinguishes one organization from another that is the main identity or characteristic of the organization. A strong culture is a useful instrument for directing behavior because it helps employees to have higher work performance. Therefore, at the beginning of his career, an employee must understand his organizational culture.

The results of Wahyudi's research (2019), has a result of the study found that there was an Influence of Organizational Culture, Motivation and Job Satisfaction on Employee Performance. Another study by Sunarsi (2018: 1), has a result of the study found that there was an Influence of Leadership Style, Motivation and Work Discipline on the Performance of Marvin Foundation Educators both partially and simultaneously.

Research Wei et al (2020), the results of the study found manufacturing companies with higher employee well-being have better innovation performance as measured by three categories of patent applications and this positive relationship is mainly reflected in the quality level of innovation but not in its quantity. Then, various resiliency checks further show that our results are not biased by alternative measures of innovation performance or employee well-being through different regression methods. In addition, channel testing shows that the positive impact of employee well-being on innovation performance in Chinese manufacturing enterprises is mainly achieved by retaining outstanding employees, attracting positive media reports, and improving inventor efficiency (R&D).

The relationship between agency theory and this research is that the government acts as an agent (government manager) that must set a certain strategy in order to provide the best service to the public as a principal. The principal

certainly wants good performance results from the agent and this performance can be seen from financial statements and good service, while how financial statements and good services depend on the strategy applied by the government. If the government's performance is good, then the people will trust the government. In conclusion, the choice of strategy will affect the trust of the community as the principal party towards the government as an agent.

Based on the background, the results of several previous studies, the phenomenon of the influence of leadership style, work motivation, and organizational culture on employee performance and well-being. Based on the descriptions and studies that have been described previously, the authors conducted a study entitled "**The Influence of Leadership Style, Work Motivation and Organizational Culture on Performance and Employee Well-Being in Hospitals at Padang City After the Covid 19 Pandemic**".

## **1.2 Problem Formulation**

Based on the background of the problem, the problem can be formulated as follows:

1. Does leadership style affect the performance of employees at Padang City hospitals after the Covid-19 Pandemic?
2. Does work motivation affect the performance of employees at Padang City hospitals after the Covid-19 Pandemic?
3. Does organizational culture affect the performance of employees at Padang City hospitals after the Covid-19 Pandemic?
4. Does the performance effect the employee well-being at Padang City hospitals after Covid-19 Pandemic?

### **1.3 Research Objectives**

The objectives of this study are:

1. To find out the effect of leadership style on employee performance at Padang City hospitals after the Covid-19 Pandemic.
2. To find out the effect of work motivation on employee performance at Padang City hospitals after the Covid-19 Pandemic.
3. To find out the effect of organizational culture on the performance of employees at Padang City hospitals after the Covid-19 Pandemic.
4. To find out the effect of performance on the employee well-being at Padang City hospitals after the Covid-19 Pandemic.

### **1.4 Research Benefits**

In addition to the goals to be achieved, the author also hopes that the results can also provide benefits:

1. For Writers

This research is useful to be able to apply the knowledge that researchers have gained during the lecture process and can contribute thoughts about the influence of leadership style, work motivation and organizational culture on performance and employee wellbeing at Padang City hospitals after the Covid-19 Pandemic.

2. For Agencies

This research is expected to be an input in decision making and can contribute thoughts on how much influence leadership style, work motivation and organizational culture simultaneously have on performance

and employee wellbeing at Padang City hospitals after the Covid-19 Pandemic.

### 3. For Readers

This research can be useful as information and reference material for other researchers who want to conduct further research on the influence of leadership style, work motivation and organizational culture simultaneously on performance and employee wellbeing at Padang City hospitals after the Covid 19 Pandemic.

## 1.5 Writing Systematics

Broadly speaking, this writing will be presented in six points of discussion (CHAPTER) of each of these chapters divided into several sub-chapters as follows:

### **CHAPTER I :INTRODUCTIONS.**

This chapter describes the background of the problem, the formulation of the problem, the purpose of the study, the benefits of the research as well as the systematics of writing.

### **CHAPTER II :LITERATURE REVIEW.**

This chapter the author will present a theory that discusses similar previous research and a research framework that describes the relationship between research variables.

### **CHAPTER III :RESEARCH METHODS.**

This chapter describes research design, research populations and samples, data and data sources and research models.

### **CHAPTER IV :ANALYSIS AND DISCUSSION.**



This chapter covers, among other things, the results of research consisting of data processing and its achievements.

## **CHAPTER V :CONCLUSIONS AND SUGGESTIONS.**

This chapter contains the conclusions of the research results accompanied by and suggestions.

