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How leadership style, motivation, and workload impact the performance of healthcare workers in Indonesia

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Abstract

Background: Healthcare professionals, including doctors, specialists, and dentists, play a critical role in providing high-quality services to patients. Various factors affect the competencies and performance of these medical personnel, notably leadership style, motivation, and workload.
Purpose: To investigate how leadership style, work motivation, and workload influence the performance of healthcare workers in Indonesia in 2024.
Method: A quantitative-analytic approach, employing cross-sectional data from a sample of 98 respondents.
Results: Leadership style ($r=0.59$; $p < 0.01$) and work motivation ($r=0.61$; $p < 0.01$) had a significant positive impact on individual performance. Workload ($r=0.63$; $p > 0.05$) did not significantly affect performance levels within the scope of this study.
Conclusion: Leadership style and work motivation play an important role in enhancing the performance of healthcare workers.

Keywords: Healthcare Professionals; Job Performance; Leadership Approach; Motivation; Workload.

INTRODUCTION

Human resources (HR) are fundamental assets that play a crucial role in achieving organizational objectives. In the healthcare sector, HR serves as a key contributor and investment that drives institutional growth. The quality of human resources directly influences the effectiveness of an organization's performance. A hospital's reputation, as perceived by patients, is largely dependent on the quality of its standardized workforce. Standardization ensures that healthcare professionals possess the necessary skills and knowledge aligned with their education and professional experience (Kristanti, Bastian, & Amdanata, 2024).

Healthcare professionals play an increasingly vital role in delivering high-quality patient care. To achieve institutional goals and sustain long-term success, healthcare workers must be equipped with the necessary competencies. Employee skills serve as a benchmark for organizational quality (Kabdiyono, Perkasa, Ekhsan, Abdullah, & Febrian, 2024). Effective management is essential for meeting service targets, and strong leadership provides guidance by setting performance standards and fostering a cooperative work environment. Leadership practices directly impact employees and their work outcomes (Alfiansyah, 2022).

Workload is a significant source of dissatisfaction when excessive demands create a gap between an employee's capacity and job expectations. The workload of healthcare professionals involves both mental and physical efforts, each with varying levels of strain depending on assigned tasks and deadlines. Workload can be assessed from both objective and subjective perspectives—objectively, it is measured

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by the time spent or tasks completed, while subjectively, it reflects employee perceptions of workload and job satisfaction (Ali, Jangga, Ismail, Kamal, & Ali, 2015).

Work motivation is another crucial factor influencing healthcare performance, alongside professional responsibility. Motivation drives individuals to excel in their roles and achieve organizational goals. Higher motivation fosters enthusiasm, encourages continuous learning, and promotes active engagement in daily tasks. Conversely, low motivation can hinder performance and negatively impact service quality (Assary & Darmayanti, 2021).

This study explores the influence of leadership style, work motivation, and workload on the performance of healthcare workers. The findings provide valuable insights for developing strategies to enhance healthcare professionals' performance, particularly physicians in Indonesia, ultimately improving both service quality and patient satisfaction.

RESEARCH METHOD

An analytical quantitative study employing a cross-sectional design conducted in Indonesia from September to October 2024. The study targeted all doctors registered with the Indonesian Medical Council as of April 2024, totaling 279,321 individuals. A sample was selected using the consecutive sampling method, with a minimum required sample size of 98 respondents.

Prior to the main study, a pilot questionnaire was distributed to 30 respondents to assess the reliability and validity of the survey questions. Data analysis involved univariate analysis, a normality test using the Kolmogorov-Smirnov method, and bivariate analysis utilizing the Pearson test with a 95% confidence interval. A p-value below 0.05 was considered statistically significant, while a p-value above 0.05 indicated no significant association.

Ethical approval for this study was granted by the Ethics Committee of the Faculty of Medicine, University of Indonesia/Cipto Mangunkusumo Hospital, under reference number KET-46/UN2.FI/ETIK/PPM.00.02/2024, dated March 15, 2024.

RESEARCH RESULTS

Table 1. Characteristic of the Respondents (N=98)

Variable	Results
Age (Mean ± SD)(Range)(Years)	(33.0±12.0)(21-45)
Age (n/%)	
21 - 25 years	11/11.2
26 - 35 years	83/84.6
36 - 45 years	4/4.2
Gender (n/%)	
Male	34/34.6
Female	64/65.4
Occupation (n/%)	
General practitioner	74/75.6
Dentist	12/12.2
Specialist doctor	12/12.2
Length of Service (n/%)	
1 years	50/51.0
2 years	16/16.3
3 years	12/12.2
4 years	4/4.2
5 years	4/4.2
6 years	8/8.1
7 years	2/2.0
8 years	2/2.0

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Table 1 indicates that the average age of respondents is 33 years, with a standard deviation of 12.0 years. The youngest respondent is 21 years old, while the oldest is 45 years old. The majority of respondents (84.6%) fall within the 26–35 age range, totaling 83 individuals. In terms of gender, most respondents are female, accounting for 65.4% (45 individuals). The predominant occupation among respondents is that of general practitioners, comprising 75.6% (74 individuals). Additionally, the most common length of employment is one year, reported by 51.0% (50 individuals).

Table 2. Responses of Respondents to the Questionnaire

No	Questions	Respondents' Answers (n/%)				
		1	2	3	4	5
		SD	D	N	A	SA
Perceptions of Leadership Style						
1	Your leader often emphasizes the importance of the task and asks you to carry out the task to the best of your ability.	1/1.0	8/8.2	13/13.3	48/49.0	28/28.6
2	Your leader influences the way you view solving work problems.	2/2.0	6/6.1	18/18.4	45/45.9	27/27.6
3	Your leaders communicate goals and provide opportunities for employees to achieve things in their own way.	0/0	7/7.1	30/30.6	42/42.9	19/19.4
4	Your leaders appreciate and praise employees who perform well.	3/3.1	6/6.1	28/28.6	37/37.8	24/24.5
5	Direct leaders always emphasize the importance of establishing good relationships with subordinates.	2/2.0	9/9.2	28/28.6	31/31.6	28/28.6
6	Leaders directly assign tasks that need to be done to subordinates.	0/0	4/4.1	18/18.4	53/54.1	23/23.5
7	Leaders often emphasize the importance of efficiency and ask subordinates to complete tasks as quickly as possible.	0/0	3/3.1	17/17.3	46/46.9	32/32.7
8	Leaders often tell subordinates to stay in touch with work partners.	0/0	3/3.1	21/21.4	50/51	24/24.5
9	When giving tasks, leaders communicate directly and give clear orders.	1/1.0	10/10.2	22/22.4	43/43.9	22/22.4
10	Direct leaders often emphasize the importance of completing tasks and ask to carry out tasks as well as possible.	0/0	2/2.0	24/24.5	50/51	22/22.4
Perception of Motivation						
1	I get the necessities I deserve	0/0	3/3.1	14/14.3	55/56.1	26/26.5
2	I feel safe in doing my job	3/3.1	2/2.0	17/17.3	49/50	27/27.6
3	I have a close relationship with all employees	0/0	5/5.1	26/26.5	48/49	19/19.4

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No	Questions	Respondents' Answers (n/%)				
		1	2	3	4	5
		SD	D	N	A	SA
4	I often and always want to receive appreciation for the work I do	1/1.0	9/9.2	28/28.6	32/32.7	28/28.6
5	I like to carry out challenging tasks	1/1.0	8/8.2	27/27.6	37/37.8	25/25.5
6	Changes cause your skills or knowledge to become obsolete	15/15.3	33/33.7	28/28.6	16/16.3	6/6.1
7	The organization provides opportunities for you to chat and exchange ideas with fellow workers	2/2.0	5/5.1	17/17.3	52/53.1	22/22.4
8	The organization provides awards if you work optimally	3/3.1	12/12.2	22/22.4	37/37.8	24/24.5
9	The organization provides opportunities for you to act and think independently	1/1%	4/4.1	29/29.6	39/39.8	25/25.5
10	The organization provides opportunities for you to undertake personal development and growth	0/0	2/2.0	28/28.6	39/39.8	29/29.6
Workload Perception						
1	My workload is very high	2/2.0	17/17.3	30/30.6	36/36.7	13/13.3
2	I have a lot of work to do	5/5.1	15/15.3	22/22.4	36/36.7	20/20.4
3	I am very busy at work	0/0	15/15.3	23/23.5	42/42.9	18/18.4
4	The time provided to workers is not enough to complete the work	4/4.1	30/30.6	38/38.8	18/18.4	8/8.2
5	I need an exact time calculation to complete the work	0/0	7/7.1	25/25.5	40/40.8	26/26.5
6	I need more concentration when working	0/0	6/6.1	11/11.2	48/49.0	33/33.7
7	I have to remember information to complete the work	0/0	2/2.0	13/13.3	52/53.1	31/31.6
8	I have to make the right decision in doing the job	0/0	2/2.0	8/8.2	48/49.0	40/40.8
9	I find it difficult to complete work	12/12.2	39/39.8	33/33.7	8/8.2	6/6.1
10	I feel tired while working	11/11.2	18/18.4	29/29.6	29/29.6	11/11.2
11	I feel stressed while working	15/15.3	35/35.7	33/33.7	10/10.2	5/5.1
12	The working environment around me is not comfortable	15/15.3	50/51.0	25/25.5	5/5.1	3/3.1
13	The working environment conditions around me interfere with my work	19/19.4	50/51.0	19/19.4	5/5.1	5/5.1
14	Disturbances at work often occur	11/11.2	31/31.6	32/32.7	20/20.4	4/4.1
15	I often feel confused when	15/15.3	50/51.0	22/22.4	8/8.2	3/3.1
Performance Perception						
1	I completed the work according to existing standards.	0/0	1/1.0	9/9.2	54/55.1	34/34.7
2	I always maintain discipline in working	0/0	0/0	8/8.2	54/55.1	36/36.7
3	I can meet the specified work quality	0/0	0/0	11/11.2	52/53.1	35/35.7

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No	Questions	Respondents' Answers (n/%)				
		1	2	3	4	5
		SD	D	N	A	SA
4	The work I do is carried out in the correct manner in accordance with applicable principles	1/1.0	2/2.0	16/16.3	52/53.1	27/27.6
5	The work results I produce meet the formal performance requirements in the agency	0/0	1/1.0	15/15.3	49/50.0	33/33.7
6	The work results achieved are commensurate with the amount of sacrifice I make	3/3.1	7/7.1	19/19.4	41/41.8	28/28.6
7	I can be relied upon to get the job done	0/0	2/2.0	11/11.2	44/44.9	41/41.8
8	I am trusted to make every decision	0/0	3/3.1	17/17.3	44/44.9	34/34.7
9	I must have good ethics in working	0/0	2/2.0	4/4.1	36/36.7	56/57.1
10	I can work together with other employees	0/0	0/0	10/10.2	43/43.9	45/45.9

** SD= Strongly Disagree; D= Disagree; N= Neutral; A=Agree; SA= Strongly Agree*

Perceptions of Leadership Style

Most respondents selected "agree" for nearly all questions in this section. Question 6 had the highest agreement rate, with 53 respondents (54.1%), while question 5 had the lowest at 31 respondents (31.6%). For the "strongly agree" response, question 7 received the highest number of selections (32 respondents, 32.7%), whereas question 3 had the lowest (19 respondents, 19.4%). The greatest number of "neutral" responses was recorded for question 3 (30 respondents, 30.6%), while question 1 had the least (13 respondents, 13.3%). The highest number of "disagree" responses was in question 9 (10 respondents, 10.2%), and the lowest in question 10 (2 respondents, 2%). Regarding the "strongly disagree" response, question 4 had the highest count (3 respondents, 3.1%), whereas questions 3, 6, 7, 8, and 10 had no responses in this category.

Perceptions of Motivation

Similar to the leadership style section, the majority of respondents chose "agree," with question 1 receiving the highest frequency (55 respondents, 56.1%) and question 4 the lowest (32 respondents, 32.7%). The highest "strongly agree" response was recorded for question 10 (29 respondents, 29.6%), while question 6 had the lowest (6 respondents, 6.1%). The largest number of "neutral" responses was observed in question 9 (29 respondents, 29.6%), while question 1 had the least (14 respondents, 14.3%). A total of 12 respondents (12.2%) selected "disagree" for question 8, whereas question 10 had the lowest disagreement rate (2 respondents, 2%). The "strongly disagree" response was most common for questions 2 and 8 (3 respondents, 3.1% each), while no respondents selected this option for questions 1, 3, and 10.

Perceptions of Workload

A majority of respondents acknowledged having a heavy workload, with 36.7% selecting "Agree" and 13.3% choosing "Strongly Agree." In contrast, only 2.0% selected "Strongly Disagree," while 17.3% opted for "Disagree." Overall, more than 50% of respondents perceive their workload as substantial, reflecting considerable demands on both their performance and the time required for task completion.

Perceptions of Performance

Most respondents believe they meet the set performance standards, with 55.1% agreeing and 34.7% strongly agreeing. A significant portion also demonstrated commitment to discipline, as 55.1% chose "Agree" and 36.7% selected "Strongly Agree." Additionally, 53.1% believe they achieve the required quality of work, with 35.7% responding "Strongly Agree." Likewise, 53.1% agreed that they take appropriate and relevant actions, while 50.0% confirmed their work meets established performance standards. Furthermore, 44.9% expressed confidence in their ability to complete tasks, and 57.1% indicated they possess a strong work ethic.

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Table 3. Overview of Respondents' Total Questionnaire Scores

Variable	Mean ± SD	Minimum - Maximum
Leadership style	38.85 ± 5.55	25 – 50
Motivation	37.46 ± 5.81	22 – 48
Workload	47.78 ± 8.16	30 – 66
Performance	17.95 ± 5.21	10 – 32

The table 3 provides a comprehensive summary of the total scores from the respondent questionnaire, focusing on the variables of leadership style, motivation, workload, and performance. The average score for leadership style is 38.85, with a standard deviation of 5.55, a minimum score of 25, and a maximum of 50. For motivation, the mean score is 37.46, with a standard deviation of 5.81, ranging from 22 to 48. Workload has the highest mean score among the variables at 47.78, with a standard deviation of 8.16, a minimum of 30, and a maximum of 66. The respondents' average performance score is 17.95, with a standard deviation of 5.21, falling between 10 and 32.

Table 4. Correlation Test of Leadership Style, Motivation, and Workload on Performance

Variabel	p-value	r
Leadership style	<0.01	-0.59
Motivation	<0.01	-0.61
Workload	0.63	-0.05

The correlation test results in Table 4 indicate that the p-value for the impact of leadership style (X1) on performance (Y) is 0.01, which is below the 0.05 significance level. This confirms that leadership style has a significant effect on the work performance of health workers. The correlation coefficient (r) of 0.59 further highlights a strong relationship between leadership style and performance.

Similarly, the p-value for the influence of work motivation (X2) on performance (Y) is also 0.01, which is below 0.05. With an r value of 0.61, this suggests a strong and significant relationship between work motivation and performance.

Conversely, the p-value for workload is 0.626 ($p > 0.05$), indicating that workload has no significant effect on doctor performance. Since the p-value exceeds the 0.05 threshold, there is no statistically significant correlation between workload and doctor performance in this study. Overall, the results suggest that workload does not have a meaningful impact on doctor performance, and the weak negative correlation observed implies that an increase in workload does not substantially affect performance in this context..

DISCUSSION

This study was conducted between September and October 2024, utilizing online questionnaires distributed to doctors and dentists across various regions and workplaces. A total of 98 respondents participated. Table 1 provides details on respondent characteristics, revealing that participants ranged in age from 25 to 37 years, with work experience varying from 1 to 8 years. The gender distribution included 34 male respondents (34.7%) and 64 female respondents (65.3%). Among them, 74 respondents (75.5%) were general practitioners, 12 (12.2%) were specialists, and 12 (12.2%) were dentists.

The questionnaire data confirmed that the respondents' age range of 25-37 years aligns with their reported 1-8 years of work experience, considering that the average medical graduate in Indonesia is 24 years old. This suggests that some began working as general practitioners immediately after graduation, while others may have pursued specialized training before entering the workforce.

Table 4 highlights the relationship between leadership style and health worker performance. Leadership style refers to the distinct traits, behaviors,

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and approaches leaders use in guiding, influencing, and motivating their teams (Aeni & Kuswanto, 2021). Effective leadership involves setting clear goals, promoting efficiency, and fostering strong workplace relationships (Said & Sunarsih, 2020). The questionnaire analysis indicated that nearly half of the respondents agreed with various statements, reflecting a prevailing leadership style focused on task delegation, efficiency, and team encouragement. Leaders play a crucial role in shaping employees' perspectives on completing their duties (Sethibe & Steyn, 2017).

A leader's role is fundamental in an organization, requiring the ability to guide a team toward achieving its vision and mission (Byrne & Bradley, 2007). To be effective, leaders must possess extensive knowledge, strong communication skills, determination, and assertiveness. Leadership also significantly impacts performance, which is assessed based on the quality, quantity, and reliability of work performed (Nadira & Wardani, 2023). Research defines performance as the overall outcome achieved in a given job (Indrasari, 2017).

Studies indicate that leadership style has a positive and significant influence on employee performance (Ramadhanil & Indrawati, 2022). The way leaders provide direction, support, and motivation directly enhances workplace productivity (Handayani, 2010). Leadership style fosters a supportive work environment, ensuring employees are protected, motivated, and guided effectively (Hatman, 2019). The findings from this study align with previous research, confirming that leadership style influences doctor performance (Harahap, 2019). Adaptive and effective leadership strategies contribute to improved team performance, positively impacting organizational success (Chandra, 2016). The analysis also found that work motivation plays a crucial role in influencing health worker performance.

Further research supports the idea that leadership style enhances work motivation, which in turn boosts employee performance (Manikottama, Baga, & Hubeis, 2019). Additionally, both motivation and workload can influence performance (Basit, Sebastian, & Hassan, 2017). Table 4 presents a correlation between work motivation and health worker performance, consistent with prior studies. However, the workload variable had a correlation coefficient of -0.050 and a p-value of 0.626, indicating no significant impact on doctor performance (Razak, Sarpan, & Ramlan, 2018).

These findings suggest that factors beyond workload, such as work motivation, stress management, workplace support, and mental well-being, play a more substantial role in determining doctor performance. While high workloads can contribute to burnout, they do not consistently affect performance levels (Novianti, Krisnandi, & Digdowiseiso, 2024). The study concludes that workload has an insignificant effect on employee performance and highlights the need for further research to explore additional factors that may have a more significant impact (Veliu, Manxhari, Demiri, & Jahaj, 2017).

CONCLUSION

Both leadership style and work motivation have a significant impact on doctors' performance. Effective leadership strategies and strong motivation contribute to enhancing the efficiency and effectiveness of healthcare professionals. On the other hand, workload does not have a notable effect on performance, indicating that an increase in workload does not necessarily reduce doctors' productivity. Instead, factors such as motivation, leadership support, and workplace conditions play a vital role in maintaining optimal performance.

To improve doctor performance, efforts should be directed toward enhancing leadership quality by providing training for hospital leaders and implementing motivation-boosting initiatives such as incentives and recognition programs. Although workload does not directly influence performance, hospital management should still focus on physicians' mental well-being and foster a supportive work environment to mitigate work-related stress and ensure sustained productivity..

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