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Evaluating Healthcare Worker Performance through Leadership: A Malcolm Baldrige National Quality Award Approach at Benyamin Guluh Regional Hospital

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ABSTRACT

Introduction: Benyamin Guluh Regional General Hospital in Kolaka Regency faces various challenges in healthcare service performance, including declining healthcare worker performance, leadership adaptability challenges, and weaknesses in strategic planning and performance measurement systems. This study aims to evaluate healthcare worker performance with a focus on the management dimension of leadership.

Method: A qualitative research method with a case study design was applied, utilizing triangulation techniques from 12 informants, including the Director and Head of the Hospital Human Resources Department. Snowball sampling was used in selecting informants, with data analysis conducted inductively. Performance evaluation was based on the Malcolm Baldrige National Quality Award (MBNQA) Method.

Result: The study results show that hospital leadership is effective but needs to improve adaptability in crisis situations. The existing strategic plan is clear but lacks flexibility and insufficient involvement of healthcare workers in planning. Customer focus is good, but capacity management needs improvement. The performance measurement system is effective but requires additional training.

Conclusion: The need for adjustments in leadership and strategic planning to deal with crisis situations at the Benyamin Guluh Regional General Hospital, Kolaka Regency.

Introduction

Benyamin Guluh Regional General Hospital, Kolaka Regency, the hospital faces operational challenges impacting the effectiveness and efficiency of healthcare services. This is due to the decline in the performance of health workers, as well as other influences such as inadequate strategic leadership that can hinder adaptation to changes in health policies and developing technological innovations, in this case regulations related to policies on the use of information systems and management transforming into the digital era.¹ Weaknesses in strategic planning and incompletely integrated performance measurement have also exacerbated the situation, leading to patient dissatisfaction and inaccurate strategic decisions.^[2] Investment in workforce training has not achieved maximum effectiveness, as indicated by the underutilization and retention of qualified health workers.^[3] Operational constraints including suboptimal stock management and inefficient use of equipment have led to service delays and wastage of resources emphasizing the need for in-depth reforms in management and operations to improve the quality of healthcare services at the hospital.^[4]

Evaluation of leadership practices is crucial in understanding the extent to which leadership policies and strategies have empowered and motivated healthcare workers in hospitals.^[5] Key questions that need to be asked in this study include the extent to which leadership practices are implemented, how leadership policies motivate health workers, and whether there are concrete initiatives taken to encourage innovation and empowerment of health workers.^[6]

Strategic planning includes steps to identify, formulate, and implement long-term goals, as well as systematically measure achievements.^[7] In this case, research can delve into how hospitals face the dynamics of the healthcare environment, adapt to technological developments, and respond to community needs.^[8]

By adopting the Malcolm Baldrige framework, hospitals can develop more effective service strategies, involve healthcare professionals in decision-making, and encourage innovation in healthcare services.^[9] The emphasis on performance indicators such as patient safety, waiting times, effectiveness of care, and responsiveness to patient needs reflects efforts to achieve quality health services.^[10] Through this

Customer Focus approach, hospitals can continuously improve transparency and accountability in their healthcare systems.^[11] This not only has a positive impact on health service providers but also provides direct benefits to the community.^[12]

It is necessary to explore how hospitals use crucial indicators from Malcolm Baldrige, such as Bed Occupancy Rate (BOR), Length of Stay (LOS), Bed Turn Over (BTO), and Turn Over Interval (TOI).^[13] This is able to measure the performance of healthcare workers and how officer empowerment, innovation, and sustainability can be applied to improve healthcare worker performance and optimize hospital operations.^[14]

The use of the Malcolm Baldrige National Quality Award method in measuring the performance of Benyamin Guluh Regional General Hospital in Kolaka Regency can be considered because this method provides a comprehensive approach to improving the quality and efficiency of healthcare services. By incorporating performance indicators such as Bed Occupancy Rate (BOR), Length of Stay (LOS), Turnover Interval (TOI), and Bed Turnover Rate (BTO) for each treatment room, the hospital can gain in-depth insights into operational effectiveness, patient care, and resource utilization.

The implementation of the Malcolm Baldrige National Quality Award method allows hospitals to identify areas that need improvement, increase the efficiency of treatment rooms, and overall raise the standard of quality of health care services in accordance with international standards.^[15]

Focusing on continuous improvement, Benyamin Guluh Regional Hospital ensures that patients receive optimal care and meet high service quality expectations. The number of healthcare workers at Benyamin Guluh Regional Hospital is also known to have decreased from 474 in 2021 to 458 in 2022. In 2023, the number of healthcare workers at Benyamin Guluh Regional Hospital is expected to reach 462, representing various fields of study and educational levels.^[16]

The implementation of this method aligns with the World Health Organization (WHO) policy, which promotes global standards for quality healthcare services. The importance of this performance measurement applies not only to developed countries but is also highly relevant to developing countries, where improving the

efficiency and quality of healthcare services is a top priority.^[17] Through this approach, hospitals can systematically evaluate and improve the performance of healthcare workers, aligning best practices with international standards, to provide better care for the community as a whole. Year after year, this approach can help countries, both developed and developing, achieve global health goals.^[18]

Measuring the performance of healthcare workers in hospitals involves the application of the Malcolm Baldrige National Quality Award Method, a framework that has been recognized since 1987 as a leading quality standard in various sectors, including healthcare.^[19] This method, first developed in the United States, marked an early initiative to advance quality management practices and organizational performance. By implementing a system that encompasses aspects such as leadership, strategic planning, performance measurement, resource management, and outcomes, hospitals can comprehensively evaluate their operational effectiveness.^[20] The use of the Malcolm Baldrige Method in measuring the performance of health workers is not only an integral part of efforts to improve the quality of services, but also reflects a global commitment to achieving high and equitable health standards, which ultimately provide significant benefits for patients and the general public.^[21]

Measuring the performance of healthcare workers in hospitals using the Malcolm Baldrige National Quality Award Method has become an increasingly well-known practice in various countries in Asia, including Indonesia, since the 1990s.^[22] The implementation of this method has brought significant benefits in efforts to improve the quality of healthcare services. In Indonesia, this is reflected in the increase in hospital accreditation and the continuous improvement in the quality of healthcare services.^[23]

The benefits include not only operational efficiency and patient satisfaction, but also involve increased involvement of healthcare workers in decision-making and service innovation.^[24] The performance indicators measured involve aspects such as patient safety, waiting times, effectiveness of care, and responsiveness to patient needs.^[25] By adopting the Malcolm Baldrige Method, countries in Asia, including Indonesia, can improve transparency and accountability in their health

systems, providing positive impacts not only for health service providers, but also for the communities who are the direct beneficiaries of quality health services.^[26]

The performance of hospital staff has a significant impact on crucial indicators such as Bed Occupancy Rate (BOR), Length of Stay (LOS), Bed Turn Over (BTO), and Turn Over Interval (TOI).^[27] The ability of staff to plan, provide, and deliver care efficiently directly impacts bed utilization (BOR), length of stay (LOS), and bed rotation rate.^[28] Furthermore, the role of staff in the patient discharge process and room preparation also influences Turnover Interval (TOI). The close relationship between staff performance and these operational indicators emphasizes the importance of coordination and efficiency in providing quality and optimal healthcare services.^[29]

Measuring hospital staff performance based on the Malcolm Baldrige National Quality Award creates a holistic foundation for integrating the principles of quality, efficiency, and operational excellence.^[9] Focus on staff empowerment, innovation, and sustainability enriches team skills and morale, potentially improving Bed Occupancy Rate (BOR), Length of Stay (LOS), Bed Turn Over (BTO), and Turn Over Interval (TOI).^[30] Implementing this approach can encourage staff to become proactive agents of change, optimize bed capacity, shorten hospital stays, increase bed rotation, and minimize room change intervals.^[27]

Overall, measuring the performance of healthcare workers at Benyamin Guluh Regional General Hospital, Kolaka Regency, based on the Malcolm Baldrige National Quality Award Assessment Indicators, provides in-depth insights into potential improvements and developments across various aspects of operations, management, and healthcare services. By adhering to global quality standards, the hospital can maintain its commitment to providing better and more sustainable services to the community.

Method

The research method used was a qualitative case study design. Data were collected through triangulation techniques from 12 informants, including officers from each department and two key informants, namely the Director and the Head of the Hospital Personnel Section. Snowball

sampling was used to select informants, and data analysis was conducted inductively. The study was conducted at Benyamin Guluh Regional General Hospital from May to June 2024, using the Malcolm Baldrige National Quality Award (MBNQA) method for performance evaluation.

Result

Leadership

In the context of evaluating the performance of healthcare workers at Benyamin Guluh Regional General Hospital using the Malcolm Baldrige Method, leadership encompasses the leader's ability to provide clear direction and support, build trust through consistency and transparency, and motivate the team with rewards and effective communication. This strong leadership ensures that healthcare workers understand the hospital's strategic goals, feel supported, and are motivated to deliver their best performance, thus contributing to the achievement of the expected quality of service.

Guidance and Support

In the context of leadership, direction and support are the leader's ability to provide clear and structured guidance so that the team understands the goals and the steps needed to achieve them. Support also includes providing resources and assistance, as well as morale boosts that enable team members to perform their duties well and feel supported. This combination ensures the team works effectively and aligns with the organization's vision. This is particularly relevant in the Health Worker Performance Evaluation at Benyamin Guluh Regional Hospital, where strong leadership is necessary to achieve quality standards according to the Malcolm Baldrige Method.

The results of the study indicate that leadership direction and support at Benyamin Guluh Regional Hospital were generally perceived as clear, structured, and effective in helping healthcare workers achieve their performance goals. However, there were some situations, such as when patient backlogs occurred, where more specific and detailed direction was needed. Support provided by leadership, including written guidance and regular meetings, was highly valued by healthcare workers and contributed to improved performance. Observations and analysis indicated that communication and consistency in delivering

direction were crucial to ensuring team alignment with the hospital's vision and strategic goals.

The results of this study are in accordance with the statements of the following informants:

The direction and support I received from the leadership was clear and structured enough that I knew what to do to achieve my performance goals. (Inf. Biasa-1, July 9, 2024)

The direction and support from leadership was very clear and consistent, providing me with the guidance I needed to successfully achieve my performance goals. (Inf. Biasa-2, July 9, 2024)

Both respondents stated that the direction and support they received from leadership was very clear, structured, and consistent, helping them understand their tasks and achieve their performance goals effectively. This sentiment was echoed by several other informants, including:

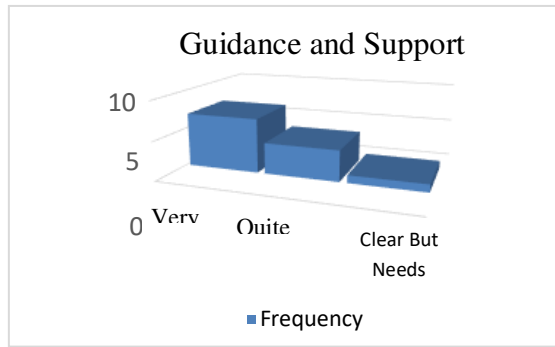
The direction and support from hospital leadership is quite clear, although in times of high patient load, we sometimes need more specific and detailed direction. (Inf. Biasa-3, July 9, 2024)

The leadership's direction and support were very clear and structured, making it easy for me to understand and achieve the established performance goals. (Inf. Biasa-3, July 9, 2024)

While there are challenges in managing the backlog of patients and a need for more specific direction, leadership support and direction are considered clear and structured, making it easier for staff to understand and achieve established performance goals. This statement is also confirmed by the following statement from a key informant, the hospital director:

In conclusion, the majority of respondents assessed that the contribution of the performance of healthcare workers at Benyamin Guluh Regional General Hospital was very significant in achieving the hospital's strategic goals. This is supported by statements from the hospital director and the Head of Personnel Affairs, who emphasized the importance of clear and structured direction and support in helping healthcare workers achieve their performance goals. This evaluation, in accordance with the Malcolm Baldrige National Quality Award standards, shows that the performance of healthcare workers contributes significantly to achieving strategic goals and improving the quality of hospital services. This research can be visualized as follows:

Figure 1. Visualized Guidance and Support



I strive to provide very clear and structured direction and support to ensure healthcare workers have the right guidance in achieving their performance goals. (Inf. Kunci_1, July 12, 2024)

This indicates that Benyamin Guluh Regional General Hospital has good performance in terms of leadership, especially in providing direction and support to health workers.

This clarity of direction and support has significant potential to support the achievement of the hospital's strategic goals and improve the overall performance of healthcare workers. However, the fact that one respondent felt there was still room for improvement, perhaps in specific situations or specific aspects of the direction and support provided.

Overall, these data illustrate that the leadership at Benyamin Guluh Regional General Hospital is quite effective in directing and supporting health workers, which is a positive indicator in performance evaluation using the Malcolm Baldrige method.

Trust in Leadership

Trust in Leadership in the context of Leadership is the belief of team members in the ability and integrity of their leader, which is built through consistency in providing clear direction, fair decisions, and commitment to the team's well-being. This trust encourages team members to feel safe and motivated to follow the leader's direction, which ultimately improves team performance and collaboration. This is very important in the Performance Evaluation of Healthcare Workers at Benyamin Guluh Regional Hospital, where trust in

And the Head of Personnel Affairs also confirmed with the same statement as follows:

The guidance and support provided are highly detailed and specific, including step-by-step guides to help healthcare workers achieve their performance goals and objectives. (Inf. Kunci_2, July 12, 2024)

The evaluation results showed that the majority of healthcare workers at Benyamin Guluh Regional Hospital felt that the leadership's direction and support were very clear (7 respondents) or quite clear (4 respondents). Only one respondent assessed that the direction and support were clear but still needed improvement.

In the context of Malcolm Baldrige, leadership is a key criterion in evaluating organizational performance. This data¹

leadership plays a key role in achieving the desired quality standards through the Malcolm Baldrige Method.

The results of the study indicate that healthcare workers have a very high level of confidence in the hospital leadership's ability to provide direction that supports performance. Most respondents felt that the direction provided by leadership was clear, structured, and supportive of their performance, although there were some shortcomings in situations with a very large number of patients. Respondents appreciated the leadership's commitment, consistency, and transparency in providing the guidance and resources necessary to achieve performance goals. This is consistent with and relevant to the following informant's statement:

I have a high level of confidence in the hospital leadership in providing appropriate direction and supporting the performance of healthcare workers. (Inf. Biasa-1, July 9, 2024)

I have a fairly high level of confidence in the leadership, despite some shortcomings in handling the patient overload situation in the operating room. (Inf. Biasa-3, July 9, 2024)

It can be concluded that respondents generally have high confidence in hospital leadership in providing direction and supporting the performance of healthcare workers, although there

are some concerns regarding handling patient overload in the operating room. Similar statements were made by several other informants, including:

I have a high level of confidence in the hospital's leadership's ability to provide direction that supports our overall performance. (Inf. Biasa-7, July 9, 2024)

My level of trust in the hospital leadership is very high, as they consistently provide clear and supportive guidance in every situation. (Inf. Biasa-9, July 9, 2024)

Several informants expressed a high level of confidence in the hospital leadership's ability to provide clear and supportive direction, which they believed played a significant role in improving the overall performance of the healthcare team at the hospital.

This statement is also confirmed by the statement of the key informant, namely the hospital director, as follows:

I have full confidence in the hospital leadership's ability to provide effective direction and support the overall performance of the healthcare workforce. (Inf. Kunci_1, July 12, 2024)

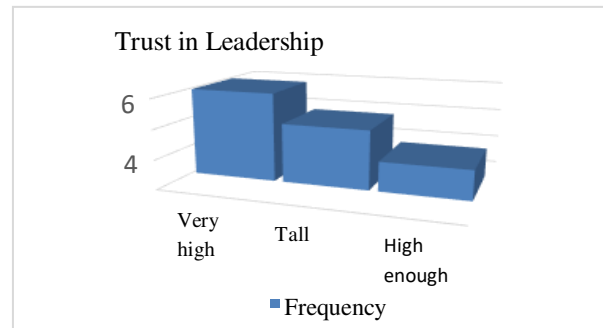
And the Head of Personnel Affairs also confirmed with the same statement as follows:

My level of trust is very high because the hospital leadership is always consistent and transparent in providing direction that supports the performance of healthcare workers. (Inf. Kunci_2, July 12, 2024)

The performance of the healthcare workers at Benyamin Guluh Kolaka Regional Hospital has received full support from the hospital leadership, as evidenced by statements from the director and Head of Personnel Affairs.

They affirmed their strong confidence in the leadership's ability to provide consistent, transparent, and effective direction. This support significantly contributed to achieving strategic goals and improving the quality of hospital services. The research results can be visualized as follows:

Figure 2. Visualized Trust in Leadership



The data shows a high level of trust in the leadership of Benyamin Guluh Regional Hospital. Of the total respondents, 6 stated very high trust, 4 high trust, and 2 fairly high trust. This indicates that the majority of healthcare workers have strong confidence in the hospital's leadership capabilities.

Within the Malcolm Baldrige framework, leadership is a key criterion in evaluating organizational performance. This high level of trust indicates that leadership at Benyamin Guluh Regional Hospital tends to be strong and effective. This high level of trust has the potential to positively impact healthcare worker performance, as it can increase motivation, commitment, and work effectiveness. This aligns with the Malcolm Baldrige principles, which emphasize the importance of leadership in creating a work environment that supports superior performance.

However, the presence of two respondents with a "fairly high" confidence level indicates that there is still room for improvement. This could be a focus area for continuous improvement, in line with the Malcolm Baldrige philosophy. Overall, this data indicates that the leadership aspect at Benyamin Guluh Regional Hospital is quite solid, which is a crucial foundation for supporting healthcare worker performance and achieving organizational excellence according to the Malcolm Baldrige criteria.

Motivation from Leadership

Motivation from Leadership is a leader's ability to inspire and encourage a team to achieve common goals through rewards, recognition, and encouraging communication. Effective leaders motivate not only with words, but also with consistent actions, demonstrating empathy, and creating a positive work environment. In this way, team members feel valued and motivated to contribute more effectively, improving overall

performance. In the Performance Evaluation of Healthcare Workers at Benyamin Guluh Regional Hospital, motivation from leadership is a crucial factor in achieving quality standards through the implementation of the Malcolm Baldrige Method.

The study results show that hospital leadership is generally considered effective in motivating healthcare workers and staff through rewards, recognition, and effective communication. Respondents felt that motivation, whether through appreciation for hard work or constructive feedback, plays a crucial role in maintaining morale and achieving performance goals. However, in situations of high work pressure, such as patient overload, some respondents felt that the motivation provided was sometimes inadequate to cope with the workload.

The results of this study are in line with the following statements from ordinary informants during interviews:

The hospital leadership is excellent at motivating us by recognizing our hard work and accomplishments. (Inf. Biasa-4, July 9, 2024)

The hospital leadership tried to motivate us, but with the mounting patient load, the motivation felt insufficient to cope with the high workload. (Inf. Biasa-6, July 9, 2024)

In conclusion, hospital leadership is generally effective in providing motivation through appreciation for hard work, but there are some conditions, especially when patients pile up, where the motivation provided is considered insufficient to overcome high work pressure.

The same statement was also conveyed by the following informant, namely:

The hospital leadership was very effective in motivating us through good communication and appreciation for the hard work of the healthcare team. (Inf. Biasa-7, July 9, 2024)

The leadership is excellent at motivating us through recognition of achievements and providing constructive feedback that boosts work morale. (Inf. Biasa-8, July 9, 2024)

The hospital leadership is able to motivate us well through effective communication and recognition for our work achievements. (Inf. Biasa-10, July 9, 2024)

Hospital leadership is highly effective in motivating healthcare teams by implementing effective communication, rewarding hard work, and providing constructive feedback. Recognition for

accomplishments and achievements, along with effective communication, is considered a key factor in boosting morale and increasing motivation in the hospital environment.

This statement is also confirmed by the statement of the key informant, namely the hospital director, as follows:

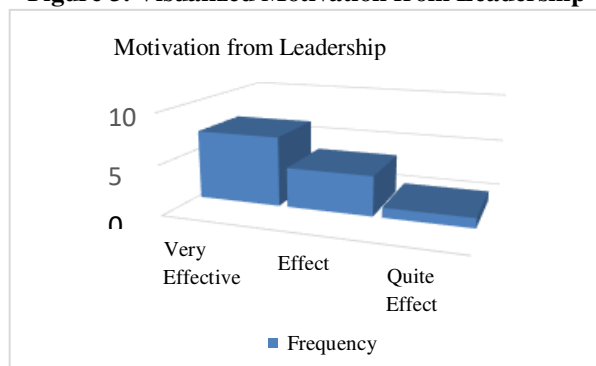
The leadership I lead always focuses on providing strong motivation through open communication and moral support, so that health workers remain enthusiastic in achieving their goals (Inf. Kunci_1, July 12, 2024)

And the Head of Personnel Affairs also confirmed with the same statement as follows:

The leadership in our hospital is very effective in motivating healthcare workers through rewards, recognition, and open communication, so that they are motivated to achieve the set goals. (. (Inf. Kunci_2, July 12, 2024)

Statements from the hospital director and the Head of Personnel Affairs indicate that the leadership at this hospital is very effective in motivating healthcare workers. Both key informants emphasized the importance of open communication and moral support, as well as rewards and recognition, as key to maintaining healthcare workers' enthusiasm in achieving hospital goals. The leadership implemented successfully created a positive work environment and supported the achievement of organizational goals. The results of this study can be visualized in the following bar chart:

Figure 3. Visualized Motivation from Leadership



Data shows that the leadership of Benyamin Guluh Regional Hospital is highly effective in motivating healthcare workers. Of the total respondents, 7 rated the leadership's motivation as very effective, 4 as effective, and only 1 as moderately effective.

Within the Malcolm Baldrige framework, leadership and motivation are critical aspects of achieving superior organizational performance. The high rating of motivational effectiveness of this leadership indicates that Benyamin Guluh Regional Hospital has a strong foundation in meeting the Malcolm Baldrige leadership criteria.

Effective leadership motivation is positively correlated with healthcare worker performance. This indicates that the leadership of Benyamin Guluh Regional Hospital has successfully created a supportive and motivating work environment, a key principle of the Malcolm Baldrige program for achieving superior performance.

While the majority of assessments were very positive, the presence of one respondent who rated it "quite effective" indicates that there is still room for improvement. This aligns with Malcolm Baldrige's principle of continuous improvement.

Overall, these data indicate that the motivational leadership aspect at Benyamin Guluh Regional Hospital is very good, which is a positive indicator in performance evaluation using the Malcolm Baldrige method. This has the potential to positively impact healthcare worker performance and the achievement of overall organizational goals.

Discussion

This study evaluated the performance of healthcare workers at Benyamin Guluh Regional General Hospital, Kolaka Regency, using the Malcolm Baldrige National Quality Award (MBNQA) method. Key findings indicate that leadership at this hospital demonstrates good but inconsistent performance. While direction and support are generally clear and structured, creating a positive work environment, there are weaknesses in handling patient overload situations. Motivation and support provided are not always adequate to cope with increasing work pressure, indicating challenges in leadership management that need to be addressed.

Based on leadership theory, the transformational leadership theory developed by Bass and Avolio explains how effective leadership influences employee performance and motivation. Transformational leadership is characterized by the ability to provide clear direction and support and motivate team members through open

communication and recognition for achievement.^[31] At Benyamin Guluh Regional Hospital, leadership that provides clear direction and support aligns with the principles of this theory. However, this theory also suggests that leadership must be able to adapt to changing situations, including overload, to maintain its effectiveness. Weaknesses in the face of increasing work pressure highlight the importance of flexibility in leadership.

The findings of this study are in line with the results of previous studies. Adequate support and motivation from leadership are crucial for reducing work stress and increasing job satisfaction in healthcare settings.^[32] This reflects the situation at Benyamin Guluh Regional Hospital, where good leadership has created a positive work environment, but improvements are needed in handling patient overload. Other research also revealed that transformational leadership can improve performance and job satisfaction through clear direction and ongoing support.^[33] However, leadership adaptation to changing situations is crucial, a challenge at Benyamin Guluh Regional Hospital.

The implications of this study indicate that while leadership at Benyamin Guluh Regional Hospital has a strong foundation in providing direction and support, improvements are needed in managing patient overload situations. This indicates the need for additional training for leaders to deal with crisis situations and high work pressure. Addressing these weaknesses could improve leadership effectiveness and overall healthcare worker performance.

This study assumes that the responses from key and lay informants accurately reflect the experiences and perceptions of leadership at Benyamin Guluh Regional Hospital. Furthermore, it is assumed that these findings can be generalized to similar situations in other hospitals with similar conditions, although specific contexts may influence the results.

Based on these findings, it is recommended that Benyamin Guluh Regional Hospital implement a specialized training program focused on improving leadership skills in dealing with patient overload situations. This training should include crisis management skills and stress management to ensure effective support under high-pressure conditions. Furthermore, the hospital is advised to implement a more structured feedback system to

help leaders identify and respond to problems more quickly.

Overall, this evaluation indicates that while the leadership at Benyamin Guluh Regional Hospital has demonstrated strong performance in many aspects, there is an urgent need to improve capacity to handle patient overload situations. Improvements in this area will strengthen the leadership's ability to maintain a positive and effective work environment in the face of dynamic challenges.

Conclusion

This study emphasizes that transformational leadership at Benyamin Guluh Regional Hospital is effective, but requires adjustments to better deal with crisis situations.

Researchers suggest the need to design regular crisis training, increase the flexibility of strategic plans, implement data-driven capacity management strategies, develop comprehensive performance measurement systems, conduct annual training programs for innovation, and use process management software.

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