

THE INFLUENCE OF TRANSFORMATIONAL LEADERSHIP ON THE PERFORMANCE OF MEDICAL PERSONNEL IN BPJS SERVICES AT 24-HOUR INPATIENT CLINICS

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ABSTRACT

Healthcare services within the National Health Insurance (JKN) framework through BPJS Kesehatan require high efficiency and quality. The 24-hour inpatient clinic, as one of the primary service providers, faces unique challenges in meeting these demands, where the performance of medical personnel serves as a key factor. Transformational leadership has been recognized as an effective strategy to enhance such performance. This review aims to examine the impact of transformational leadership on the performance of medical personnel within the framework of BPJS services at 24-hour inpatient clinics. The method used is a frameworkatic review of 10 articles, consisting of 5 international journals and 5 recent national journals (2018-2024). The findings reveal that the four dimensions of transformational leadership-idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration-exert a considerable influence on improving medical personnel performance. This influence is mediated by factors such as commitment to the organization, workplace satisfaction, and self-efficacy. In the specific BPJS context, transformational leadership helps medical personnel manage workload pressures and administrative demands by cultivating a sense of ownership and shared purpose. It is concluded that implementing transformational leadership is a crucial strategy for clinic management to enhance medical personnel performance, which ultimately impacts the quality of BPJS services. Suggestions include leadership training for clinic leaders and further research using qualitative strategies to explore its practical application in depth.

Key words: transformational leadership; medical personnel performance; BPJS Kesehatan; inpatient clinic; literature review

INTRODUCTION

The National Health Insurance (JKN) framework organized by BPJS Kesehatan has transformed the landscape of healthcare services in Indonesia. This policy emphasizes the principle of optimal benefit value with controlled financing (capitation). At the level of primary healthcare facilities such as 24-hour inpatient clinics, this policy creates complex challenges, including high patient volume, efficiency demands, and administrative burdens (Ministry of Health RI, 2021). In this situation, the performance of medical personnel including clinical aspects, productivity, and patient satisfaction becomes a key determinant of BPJS service delivery success. The main challenges faced by medical personnel in BPJS clinics are often related to high workloads, limited financial compensation, and the potential for burnout. These conditions can reduce motivation and ultimately affect service quality. Therefore, the role of leadership at the clinic management level is crucial. The appropriate leadership style is considered capable of motivating medical personnel to maintain optimal performance despite various pressures.

Transformational leadership, characterized by the leader's ability to inspire, stimulate thinking, and provide individual attention, has been widely studied as a driver of performance improvement across sectors, including healthcare (Darmawan et al., 2023). Transformational leaders are expected to create a shared vision that inspires medical personnel to provide the best service, not merely fulfilling administrative tasks. Based on this background, this article aims to frameworkatically review the influence of transformational leadership on the performance of medical personnel in the specific context of BPJS services at 24-hour inpatient clinics.

According to Bass and Riggio (2006), transformational leadership reshapes followers' values and drives, enabling them to exceed initial expectations (Bass & Riggio, 2006). This style consists of four main dimensions:

1. acting as ethical role models: Leaders become ethical and trusted role models, so followers identify with and respect them.
2. communicating a compelling and inspiring vision: Leaders articulate a clear and compelling vision of the future that inspires and challenges followers.
3. encouraging critical reflection and innovation: Leaders encourage followers to think creatively, innovatively, and to question old assumptions.
4. providing tailored guidance and mentorship: Leaders act as mentors, paying attention to the individual needs of each follower for personal development.

The performance of medical personnel within the framework of healthcare services refers to the extent to which doctors and nurses meet established service standards, including clinical quality (accuracy of diagnosis

and treatment), productivity (number of patients treated), adherence to procedures, and patient satisfaction (Donabedian, 2018). In the BPJS environment, performance is also closely related to efficiency in time and costs, as well as accuracy in filling out claim documents.

The conceptual framework of this review is that transformational leadership applied by clinic leaders (such as clinic heads or supervisors) influences the performance of medical personnel. This influence is indirect, mediated by variables such as increased commitment to the organization (Suhartini & Priyanto, 2022), workplace satisfaction (Darmawan et al., 2023), and self-efficacy (Putra & Sari, 2021). A transformational leader builds commitment by creating a meaningful vision of BPJS services, increases satisfaction through individual attention to staff concerns, and fosters self-efficacy through intellectual stimulation and empowerment.

METHODS

This study is a frameworkatic literature review. Relevant studies were identified through searches in electronic databases such as Google Scholar, PubMed, and ScienceDirect using keywords: 'transformational leadership,' 'health worker performance,' 'BPJS,' 'JKN,' 'clinic,' 'hospital performance,' and their Indonesian equivalents. The inclusion criteria were: (1) empirical research journals or review articles; (2) published between 2018–2024; (3) available in full text; (4) relevant to transformational leadership and health worker performance, with preference for the Indonesian or BPJS context. From the search results, 10 studies were selected that met the criteria, consisting of 5 international journals and 5 nationally accredited Sinta journals.

RESULTS AND DISCUSSION

Results

The 10 studies analyzed consistently showed a positive and significant relationship between transformational leadership and the performance of medical personnel. A study by Alatawi (2021) in Saudi Arabian hospitals found that intellectual stimulation directly improved nurse productivity. Meanwhile, a national study by Suhartini & Priyanto (2022) in primary clinics in Indonesia found that the idealized influence and inspirational motivation of clinic leaders successfully increased nurses' commitment to serving BPJS patients, leading to enhanced performance.

Discussion

Influence through Increased Commitment and Work Meaning: In the BPJS context, which is full of constraints, transformational leaders provide 'meaning' behind routine tasks. With inspirational motivation, leaders emphasize that BPJS services are part of social dedication, not just a business transaction. This increases affective commitment among medical personnel, as found by Wijaya (2023), where nurses felt more meaningful in their work, leading to better performance.

Influence through Reduced Stress and Increased Satisfaction: The individualized consideration dimension is crucial. Leaders who pay attention to individual medical staff—such as through fair rotation, listening to complaints, and providing psychological support—can reduce stress levels and prevent burnout (Darmawan et al., 2023). Medical personnel who feel cared for are more satisfied and motivated to deliver their best performance.

Influence through Innovation in Addressing BPJS Challenges: Intellectual stimulation encourages medical personnel to think creatively in overcoming BPJS framework challenges, such as designing more efficient workflows for claim administration or finding effective ways to communicate patient rights and obligations (Putra & Sari, 2021). Leaders who open space for new ideas create an environment that adapts to challenges.

Challenges of Application in Small Clinics: Although the effects are positive, the adoption of transformational leadership in smaller-scale 24-hour inpatient clinics is often constrained by leaders' limited time and resources. Clinic leaders who are also practicing clinicians may find it difficult to allocate time for intensive mentoring and team-building activities.

CONCLUSION

Based on the review of 10 recent studies, it can be concluded that transformational leadership has a positive and significant influence on the performance of medical personnel in BPJS services at 24-hour inpatient clinics. The four dimensions of transformational leadership play a role in improving performance, especially by building commitment to the organization, increasing workplace satisfaction, and encouraging innovation to address BPJS framework challenges. Transformational leaders succeed in creating a supportive work environment, enabling medical personnel to perform optimally despite capitation-based framework pressures.

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