

CHAPTER IV

RESULTS AND DISCUSSION

A. OVERVIEW OF a Private Hospital AT INDONESIA

A Private Hospital Yogyakarta is development from As a part of the development, history a Private Hospital Yogyakarta can't is separated from history of establishment of a Private Hospital Yogyakarta a built on the initiative of one of KH Ahmad Dahlan's colleague's Muhammadiyah. 1928 clinic polyclinic PKO Muhammadiyah moved location to Jalan Ngabean No.12 B Yogyakarta (now JalanK.H. AhmadDahlan). In 1936 clinic and polyclinic PKO Muhammadiyah moved location again to (JalanK.H. Dahlan No. 20Yogyakarta to date)

1. The important of leadership success and future of the organization depends on leadership competencies owned by hospital leadership as well as their senior managers. Organization complex in hospital has interaction among various professions conflict didn't an abnormality that occurs in hospital but rather a characteristic hospital. Based several studies have been done on some of a Private Hospital Yogyakarta competence has-been owned by hospital leadership on competent scale, however the realization didn't in accordance with the needs of hospitals in healthcare industries today. Performance measurement leadership and trainings on future determinants priority

issues were low employee commitment, Employee competence has been not been reliable incentive system yet performance-based, didn't comprehensive training program, the number of key human resources limited. Problem solved with competent and professional HR. functions work system high performance, organizational culture to achieve the vision and mission RS a Private Hospital Yogyakarta from point leadership once key for success any organization also hospital.

2. Hospital Profile

Along with development of various charitable efforts of Muhammadiyah, the head of the center needs to regulate work movement of Muhammadiyah business charity of health through decree of the central executive of Muhammadiyah No. 86 / SK-PP / IV-B / 1.c / 1998 on leadership business charity Muhammadiyah. The decree regulated about its main mission to improve ability community to achieve better health status, as part effort towards the realization of a prosperous and life aspired by Muhammadiyah, Leadership basis running organization a Private Hospital Yogyakarta Various change developed outside environment and that occurred internally within the organization a Private Hospital Yogyakarta with operational permits Muhammadiyah hence dated June 16, 2010 established the first temporary hospital number 503 / 0299a / DKS / 2010. Initially a

Private Hospital Yogyakarta has one management with a Private Hospital Yogyakarta under the leadership operational director a Private Hospital Yogyakarta still under the leadership of a Private Hospital Yogyakarta under the supervision of executive, Board established by Muhammadiyah central executive.

a Private Hospital Yogyakarta has 154 beds consisting of sleeping, main class: 17 beds: class I: 16 beds VIP class: 12 places class II: 24 beds and class III: 60 beds and nursery: 10 boxes intensive care and 15 beds.

The vision and mission and motto of hospital a Private Hospital Yogyakarta as follows to support quality optimal service

- a. Vision: realizing primary education hospital with excellence in health care education and research with a strong networking and partnership system in years 2018.
- b. Mission: (1) Mission of Public / Social Services (2) Education Mission (3) Mission Training Development (4) Mission of Da'wah
- c. The motto of Service: trust constituted short for Enthusiastic, Quality, Safe, Comfortable, Accurate, and Reliable.

Purpose: growth and development of a Private Hospital Yogyakarta capable of supporting the availability facilities and

services high quality health services for the needs of all levels of society.

3. Description Of Research Subject

For the first step is started by making interview with start from 14 October 2017 until 20 October 2017 for the respondents were:

- a) The general director of the hospital
- b) The director of medical services
- c) Director of medical affairs
- d) Allied health professionals
- e) Registration and medical record supervisor
- f) Training and personnel supervisor
- g) Nurse supervisor,
- h) Some doctor.

B. Research Results

In the beginning where researcher will review results collected from a Private Hospital Yogyakarta and will comment on the results the questions what skill leadership is used a Private Hospital Yogyakarta and how can leadership improve health services in hospital also what are the style leadership hospital muhammdiyah? Researcher had been start interview 7 October until 14 October 2017. The result of the interview is follows:

Table 4.1. What Transformational Leadership Skill is used in a Private Hospital Yogyakarta?

Question	Selective Coding	Summary
<p>What skill leadership is used in a Private Hospital Yogyakarta?</p>	<ul style="list-style-type: none"> -decision together -type of competence for nurse doctor. - Policy focusing on the improvement, of services. -Generallyskill competenceknowledge competenceattitude behavioral competence. - Added with spiritual religiousfeeling. 	<p>a Private Hospital Yogyakarta like any hospital but have special skill is decision together like, if before any decision almost discuss with all manager doctor and nurse they are another skill like attitude and behavior an knowledge, this not just for a Private Hospital Yogyakarta this for any hospital in world have some skill like that .</p> <p>There is spiritual or motivation for any staff need motivation for work ,because a Private Hospital Yogyakarta have special role for how can give motivation to any employment</p>

Table 4. 2 How Can Leadership Improve the Health Services in a Private Hospital Yogyakarta?

Question	Selective Coding	Summary
<p>How can leadership improves health services in hospital?</p>	<p>-The organizational structure be set up for evaluate deficiencies in leadership.</p> <p>-the rules clinical settings follow some basic rules, clinical governance setting should be mainstream in the serviceprocessof change,which evolutionary rather than revolutionary develop teamwork.</p> <p>- That employees feel inspired and have high motivation to achieve high quality work performance for employee career development.</p> <p>also one determining the level of employee job satisfaction,with achievement of work high and quality.</p> <p>-starting from planning process, organizing and supervision to produce optimal service quality.</p> <p>- Targeted visions are described in making every policy and plan every year.</p> <p>-The most important here is how the competence of</p>	<p>the first step for improve health services by leadership starting from planning processing organization and supervision to product optimal services quality, also leader give thee inspire and motivation to achieve high quality and work performance for employee.</p> <p>a Private Hospital Yogyakarta every year have planning and policy for achieving goals .also make training</p>

	<p>the doctors, nurses and other healthcare workers being upgraded because it is very important in the future.</p> <ul style="list-style-type: none"> - Quality of service depends not only on clinical services that meet professional standards, but also customer-focused services. - The effective solution offered by hospitals to improve health care based on predefined standards. - Service standards using potential, resources available hospitals fairly efficiently and effectively and provided safely - Satisfactorily accordance with norms ethics law and social cultural, with due regard to the limitations and ability of government and society as consumers. 	<p>how the competence of the doctor and nurse also another staff every year for develop themselves because health care system and leadership always continue develop so every year be must training for improve and how make best services for a Private Hospital Yogyakarta health services depends not only clinical leader services also focused for customer ,also hospital leadership follow to norms ethic law and socio culture with due regard to the limitations and ability of government and society consumers</p>
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Table 3.4 what are the Leadership Styles in a Private Hospital Yogyakarta?

Question	Selective Coding	Summary
What are the Leadership Styles in a Private Hospital Yogyakarta?	<p>- Retention and Growth.</p> <p>-transformational leadership gives more solutions to hospital.</p> <p>-Transformational leader has broad visions for the hospital future and those visions can become instrumental in hospital planning.</p> <p>-Transformational leadership is achieved by the specific actions of leaders in hospital.</p> <p>-Transformational leadership to be an effective way to engage and empower nurses and doctor and other members in organization to enable them to achieve the project aims.</p>	<p>Transformation leadership responsibility to improve or change organization to better than before and growth, transformation has broad vision for organization future, also transformation effective in organization to achieve the project aims.</p> <p>The transformational leadership plan, can minimize the cost and overheads and cause the stabilities economics if accomplish corrective and competence</p>

C. Discussion

1. Transformational Leadership Skill in a Private Hospital Yogyakarta organization determines a success or a failure of the business organization, the effective leadership organizational management and

the success or effective leadership marked regularity, outcome to development in organization. But effort to show the effective leadership is not easy.

Leadership dependent personality that expands position of leader and effective leadership skills should be inherent in every leader, regardless scope of responsibility. Attitudes and style of leadership behavior of very large influence organization he leads, even affecting the productivity of the organization.

The world of hospitals is the world's most dynamic sensitive to change. Macro and micro issues within organization of organization are not only related to the local context but to global context more cross-country actors involved in management of hospitals Indonesia. Now realized that, change is happening so fast in business world of hospitals, complexity of problem continues to grow. This situation ultimately requires people to work and adapt and built them to face obstacles and challenges. As result everyone should have ability to cultivate situations and information to be solution. Everyone should think creatively to solve problems and ultimately also increase credibility, High credibility will support confidence to face greater challenges moreover hospital with all the complexity of the existing problems, hospital institution is container of public service activities

capital intensive labor intensive. One important key to being an effective leader ability to see issues problems from different eyeglasses, ability to take different way of thinking from the usual path of thought, mindset often referred to as a creative mindset. Creative thinking will lead a leader to be a creator and with creativity will bring ideas into reality. The main task leader creates a beautiful dream for organization and build, commitment followers to realize the dream. Creativity power of creativity embodies work and work based on innovation. Interwoven occurs between concept of creative thinking creativity done with two different stages, namely thinking and doing leadership skill uses by a Private Hospital Yogyakarta

A Private Hospital Yogyakarta has many skill important skill uses communication listening negotiation motivation conceptual development organization planning delegation decision-making and communication.

Skill leadership in a Private Hospital Yogyakarta ability to communicate and work with other key leaders and staff, Revenue cycle executives typically oversee and/or collaborate with leaders in areas such as patient registration, health information management and strategic understanding of the utilization of technology.

Asserted that a leader who demonstrates transformational style of influence often engaged the whole person in practice a common purpose by working together to achieve a vision of a preferred future .Work engagement is a positive work-related state of mind and has three dimensions: vigor, dedication, and absorption. Vigor dimension refers to working with a high level of energy and mental resilience, a willingness to invest effort, and persistence. Dedication is defined as powerful participation in one's work with sense of value, enthusiasm, inspiration, pride and challenge. Absorption is complete concentration in one's work with immersion and engrossment. Human resource management in carrying out motivation should be based principles ways known with a motivation approach (motivation) in the form giving fair and decent wages, opportunities to advance / promotion, recognition as an individual, job security good workplace / conditions work, acceptance by groups / groups work, fair treatment, and recognition achievement leadership in hospital must have be ability.

a. Know when to listen.

Most leaders do have skills group or even leading organization. Can persuade person have skills in the presentation. Outstanding leaders were able to understand higher values, which

can ask questions gather information. They have the ability to set aside ego and listen.

b. Delegate Responsibility

Having a high level of skill organization terms analysis key of a successful leader. However, cannot possibly do all by them. Outstanding leaders will try to delegate some task to subordinates can focus on more complex things.

c. Looking For Creative Solutions

Being able identify root business problem very important leader. It becomes more remarkable, can find the most effective way to solve the problem.

d. Challenges affect leadership a Private Hospital Yogyakarta challenges facing hospital are competition between the hospitals necessary, because community want best services the best treatment and a Private Hospital Yogyakarta always aiming to improve services and develop methods of leadership, keep abreast of modern technology.

Culture patient safety hospitals of a Private Hospital Yogyakarta reporting gap results field and discovery of obstacles application patient safety culture in a Private Hospital Yogyakarta which comes from support leadership still not optimal, high

working hours and unsuitable workload in responding ,leadership keep doing consideration and prioritization of problem solving. Although zero growth policy in recruitment employees, this does not mean hospital does not accept a new employee, but balancing the full-time employee with new employees, of course, to avoid shocks excess on hospital cash flow. In this research try to assess competence managers identify related issues leadership a Private Hospital Yogyakarta

2. Can transformational leadership improve the health services in a private hospital in Yogyakarta by Idealized influence; inspirational motivation, and intellectual stimulation, individual consideration a transformational leader must possess various personal and professional attributes, To be a transformational leader a person must possess and demonstrate a chain of characteristics and attributes. A transformational leader is a person of deeds and not of words. The characteristics of an effective transformational leader are given below and can be represented using mnemonic Transformational leadership can be implemented at all levels of an organization starting from team level, department level, division level and at last the organization as a whole. The model schematically represents the four components

(intellectual stimulation, individualized consideration, inspirational motivation, and idealized influence) of transformational. It depicts the effect that the leader has on his followers which leads to positive changes in followers. The model suggests that even though these four components are interdependent, they must harmonize to yield a performance which is way beyond expectations of the organization.

Inspirational Motivation: Inspiration and motivation are two major components of transformational leadership. A transformational leader motivates the follower to accomplish the goals and objectives of the organization while inspiring them to achieve their own aims. Aligning the individual needs with the organizational needs is an essential strategy of inspirational motivation; transformational leaders strive to foster the spirit of teamwork and commitment.

A transformational leader clarifies the vision, mission and strategic goals of the organization and creates a strong sense of purpose among the followers. **Intellectual Stimulation:** The leader encourages, appreciates the innovative & creative ideas of the staff members. Staff members are never blamed or criticized publicly for the mistakes committed by them.

Through intellectual stimulation a transformational leader stimulates critical thinking, enhances problem solving and empowers the followers (Thompson, E. M., 2011).

A transformational leader acts as a mentor and a role model for the subordinates, a transformational leader win the trust and respect of the followers and they try to emulate the leader. When a leader becomes a role model it is unlikely to have a resistance to change from the part of followers when a new decision is being taken. The effective use of a transformational leadership will result in a performance that exceeds the organizational expectations

The results leadership medical records have not been run with maximum quantity of officers sufficient but not yet qualified, not yet having standard medical record leadership procedures and description medical record duty. Other research results, reported already standard operating procedure reporting but not yet available.

The challenge now globalizing, no limitation anymore, Take examples Philippine nurses can enter Indonesia, Chinese nurses can enter Indonesia. If cannot develop quality of human resources, cannot compete with foreign nurses who have been

able to enter Indonesia. There have been many nurses who come from abroad in Jakarta.

Transformational leadership is the interactive relationship in which the leaders and the followers help each other to elevate higher level of morale value and motivation so, transformational leadership has motivational effect. This effect is evidenced when leaders are more concerned with change and development of their followers' personal and professional roles by portraying four behaviors.

First: idealized influence referred to a leader's ability to generate excitement and shared vision and a sense of direction by acting as a role model who their staff seeks to imitate.

Second: intellectual stimulation represents the ability of the leader to ask questions and find new methods to solve problem, In addition promote followers to create and innovate solutions and explore new ideas through questioning assumptions, reframing problems, and look at old situations in new ways.

Third: inspirational motivation means leaders' ability to energize their subordinates to achieve work goals and shared

vision for future, by providing them meaning and challenge to tasks that makes person feel valuable in the organization.

Fourth: individualized consideration refers to the ability of a leader to treat each person uniquely, taken in consideration their particular needs to give personal interest by spending time with them to provide guidance, support, training and coaching or mentoring them appropriately.

The reasonable financial profit hospital employees ensures the continued provision service with the same efficiency, leadership in light achieving goals must be concerned with the humanitarian aspect workers provide health social conditions to exercise activity to highest degree possible.

To understand this, sum up meaning three capacities

- a. Scientific skill: need to have been holistic view culture and awareness and the ability to innovate interact with variables and attitudes.
- b. Human skill: dealing with the human element they subordinates and how to push them and guide them develop their belonging and loyalty
- c. Technical skill: ability raise efficiency performance, which requires supervision and follow-up and repair deviations

increasing entrepreneurship today, requires leaders who inspire enthusiasm, loyalty trust some skill leadership a Private Hospital Yogyakarta

d. Enjoy a clear vision

In order for your team enthusiastic, you must be able to show goal that needs to be achieved in a clear and stimulating way and focus on it at all times. Successful leaders have clear view course they were taking able to demonstrate how important achieve the goal and how it can be done, whenever vision final image were interesting and exciting, more people unity people to achieve achievements.

Efforts in improving quality of medical services can be implemented through clinical governance which way or system ensures improves quality service systematically efficiently health organization as well as hospitals, efforts to improve quality closely related to standards input, process and outcome standards important as indicators clinical quality; in determination indicator, quality of medical services it can monitor achievement of the expected outcome or purpose of medical services. Efforts to improve quality of medical services cannot be separated by efforts of standardization of medical services; therefore medical services

in hospitals must have standard medical services. The standard of medical services prepared by Indonesian doctors association as one of efforts control improve management of hospital by utilizing all available resources at hospital in order to achieve optimal results medical services. Patient safety patient satisfaction medical services also very important indicators.

Leadership is an important health services role in hospital leadership of a Private Hospital Yogyakarta to improve quality of health services in a Private Hospital Yogyakarta as private hospitals that committed to becoming reliable Islamic hospitals in Yogyakarta and Special Territories central Java, when a Private Hospital Yogyakarta quite advanced by rapidly located in Jalan Wates Km 5.5 Gamping, Sleman.

According to the Law of Republic of Indonesia Number 44 Year 2009 about hospitals, health service institution which organizes individual health services in a plenary which provides inpatient outpatient and emergency care services. By therefore effort to improve hospital services require good leadership system, starting from planning process, organizing supervision as to produce optimal service quality.

Quality hospital's service reflection system already running, In addition quality of service as well as suitability of health services with professional standards with makes good use of existing resources, all need customers and goals to achieve the optimal health degree can be achieved.

The attitude in question employees feel reluctant and respectful their leaders, leader have positive influence within work environment, can establish harmonious relationship with employees, will be achieved job satisfaction for employees concerned. Furthermore, aspects of leadership style transformational motivation of inspiration leader able motivate employees by achieving work achievements; employees feel inspired have high motivation to achieve high quality work performance for employee career development. job performance related promotion which one determining level employee job satisfaction, with the achievement of work high quality, employees will be able develop career with in promoting to a higher position, so job satisfaction will be achieved. However, leader must pay attention aspects of individual considerations,. Leader must be able to divide work according to ability of each employee. existence of different workloads, then wages / salaries received

will also be different, but if employees feel workload given by leadership felt appropriate with a given wage, employee's job satisfaction will be achieved, aspects transformational leadership style affects improve services in a Private Hospital Yogyakarta

The community for better health services should have means health services to develop themselves continuously in line with the existing developments these communities. Development of carried out step by step trying to improve quality of service hospital health can still keep up with the changes. Hospital didn't prepare better for effort improving quality of service, means will be shunned by society and people will seek alternative health facilities. Every hospital must be improving performance planned manner accordance with needs demands of society to continue to grow.

One effort to improve performance of each service facility such as hospital to improve quality service all service units, either medical service unit medical support service or service unit of administration and management through quality assurance program implemented with various approaches or quality activities such developing quality control integrated quality control preparation implementation service standards or provision of excellent service in hospital. As known quality hospital service

degree of perfection of hospital services to meet needs society consumers health services in accordance with professional standards and professional service standards using the potential resources available in hospitals fairly efficiently and effectively and provided safely and satisfactorily in accordance with norms ethics law and socio-cultural, with due regard to limitations and the ability of government and society as consumers. In achieving the above quality the effort to improve the quality of hospital services is composed in comprehensive and integrative activities concerning structure process output / outcome objectively systematically continuously, monitor and assess the quality as well as fairness service to patients, using opportunity to improve patient care solve the problems revealed ,services provided hospital efficient effective. Efforts to improve the quality hospital aim to provide care or service as well as good to patients. For strategy efforts to improve quality hospital follows.

- 1) Hospitals must understand and live the basic concepts principles quality hospital services can prepare step steps efforts to improve quality of each hospital.
- 2) Give priority to improving human resources hospitals including employee's welfare, providing appropriate

remuneration, occupational safety health programs, education programs and training, etc.

- 3) Create quality culture hospital including preparing hospital quality program, formulating the theme to be used as guide choose approach to be used use of standard procedures establish monitoring mechanisms and evaluation.
- 4) Clinical transformation leader of a Private Hospital Yogyakarta improve health services hospital institution mainly provides clinical services, quality of clinical services is an important indicator good or bad or good hospital bad process clinical services were influenced by job performance doctors nurses other clinicians (Chrisham2003)

Clinical leadership not new concept world health services, even necessity optimize potential all professions field health services. Goal provide perfect health care improve patient outcomes (CarrerJenny2007)

Including leadership and management aspects health care system on a team-wide scale department hospital or government health sector- not an option, obligation for all clinicians' aspect of clinical medical education as well as clinical education sustainable, Quality of service depends not

only clinical services that meet professional standards, but customer-focused services., involvement of patient service user as well as decision maker needs to be given attention application clinical governance setting. Service providers need to develop mechanisms to identify the needs expectations of patients as well as mechanisms for receiving complaints to be considered in preparation service design, service standards, clinical decision making.

The availability of such information system will make easier for patients clinical practitioners to communicate interact. With existence of well-organized information system and can regularly present current clinical evidence supporting clinical decision-making processes as well as clinical research activities undertaken in work place, will be very useful in the provision of health services.

Clinical governance setting should be mainstream in service, process of change which evolutionary rather than revolutionary develop teamwork , leadership develop principles of cooperation and partnership, progress routinely monitored through clear indicators, optimization utilization

available resources, guarantee implementation basic rules improvement clinical care system

Physicians in leadership characterized by individual experience as physician awareness leadership role health care, When management closer to routine tasks, clinical leader different because uses ability evidence to solve clinical problems. Presenting emulated models also important clinical leadership every level profession. Discussion groups believe professional quality important for clinical leadership, but not enough. Clinical leaders should have been vision to improve services, or be able to identify constraints in the health care system share visions with their peers. Clinical leaders who still practice are considered more credible.

The following values skills needed be clinical pioneer clinical credibility responsibility maintain clinical practice communication skills, personal values behavior ethics. Clinicians prefer clinical leaders who can listen and act according to information-based assessment. Acknowledged by the participants in discussion clinical leaders must be able to pass rational arguments clearly to work together and consult with other professionals. Clinical credibility important for

clinical leaders achieve respect for colleagues continues to support patients (ConradMartha2010).

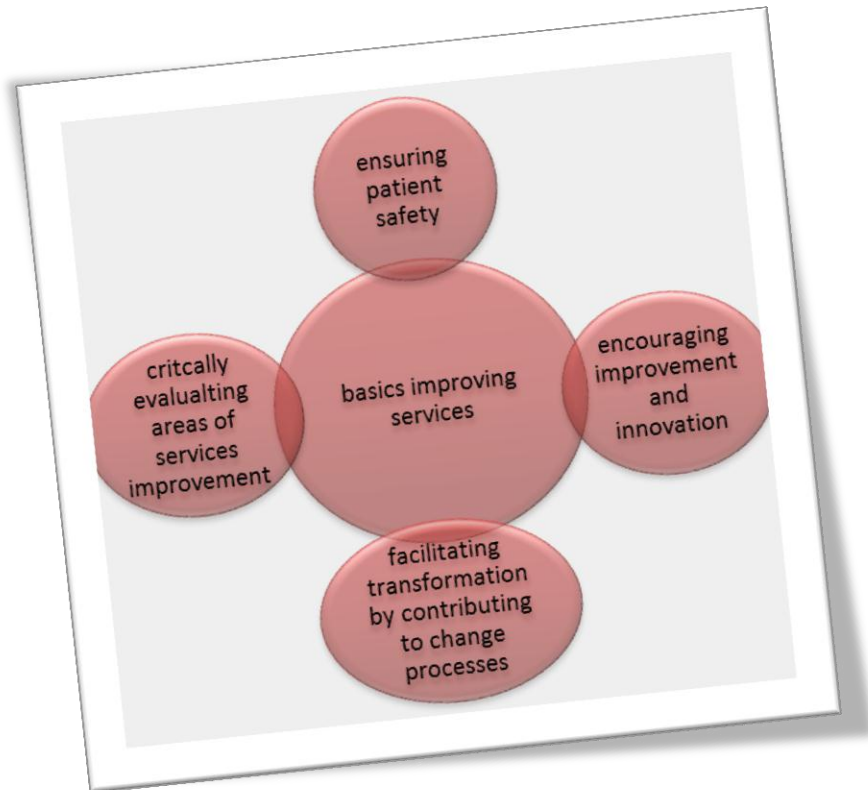


Figure 2: Basics Improving Services

Although health services can be sold and purchased, health not Trafficking difficult define and even more difficult to measure, since enjoyment of good health does not Means just life, but means the ability to enjoy life to extreme, health defined as: means aimed at improving health within human society through activities legal skill prevents emergence of

diseases, to extend life and improve health activity Mental physical aspects of society by collective means agreed to purify center and to educate individual about rules.

Individual health (WHO) defines good health as the state of complete physical and mental integrity and not just absence of disease or imbalance The health service can be defined as: The treatment provided to the patients whether diagnosis or guidance or medical intervention, resulting consent or acceptance and use by patients and may be in the case. Best healthy refers content to three dimensions of the service provided, namely:

Characteristic of service. Mainly related to the essence health service provided, which consists of several different procedures diagnostic therapeutic. Desired benefits of service different elements obtained by patient or other meet their health needs, sometimes referred to customer satisfaction package. Dominant services: Include all the added elements provided to core health service provided for patients, including reservation system, reception, communication services, coordination with institutions

Health services are classified by most global health systems into two types:

Personal health services They intended health, preventive curative or rehabilitation services, such as diagnostic services Treatment and personal care, laboratory and radiation services, mental care, nursing and include.

Different types:

- a. **External care services:** i.e., which not include any accommodation care for beneficiaries, and provides kind Services usually private doctors' outpatient clinics emergency department annex, primary care centers, medical treatment centers.
- b. **Internal care services:** intended for residential or hospital health services provide to patients health condition requires hospitalization some public specialized clinics Diagnosis treatment for certain period.
- c. **Long-term health services:** They combine two former patterns together, duration of care often exceeds thirty days, most beneficiaries' people with disabilities chronic diseases Such as services provided in mental health hospitals rehabilitation home.

Evaluation often undertaken determine quality services being provided by an individual, team or service where quality is taken to mean the effectiveness, efficiency safety patient experience of that care.

Evaluation is also undertaken to ensure that aims of care being provide information for service users; commissioners, healthcare providers or other stakeholders about quality of services being provided finally establish basis future improvements. Quality improvement applied involving evaluation of quality improvement initiatives which aimed at informing policy and practice in hospital.

Careful care patient priority for health care's all health care homes. The culture of patient safety leads to the rationalization of the beliefs, principles and actions of people and organizations. Following culture patient safety, leadership responsible for satisfactory health Patient safety requires teamwork integration communication for all staff in the hospital.

The definition of creativity from two basic dimensions: creative process itself the outcome of process which must come up with what is new. Creativity: Processes through which relationships can be found between things have never been proven

or have been found to exist. Amabile et al large extent agrees with (Smith2003) earlier framework for defining concept of creativity linking creativity to need for unfamiliar or entirely new results. Creativity birth of useful but unfamiliar ideas any field of course, the final results of the innovation process reflect the concept of benefit from those ideas (smith2008) one of the few who has seen concept of creativity as different and arguably creative, not focusing on results as much as focusing on process itself which cannot be encouraged or provided with the right environment with a focus on results or with the requirement that results be achieved or outputs with specific characteristics creativity to raise its ceiling must accept all results of work amid high degrees of uncertainty and uncertainty the absence of absolute certainty. Therefore sees creativity as any process involving the initiation or indulgence creative activity regardless potential or expected outcome activity which may not necessarily result in outputs with unique or unusual characteristics or advantages (Ford2011)

Challenges the overall leadership creativity and innovation public leadership around the world faces many challenges posed by internal and external environments. internal environment, the public leadership faces a number of difficult and complex

challenges and problems resulting from the increasing demands of citizens to solve a number of social and economic issues affecting lives most important eradication poverty unemployment low educational systems environmental degradation. On external front, public leadership faces number challenges posed by globalization, information revolution and the process of effective integration into global economy which necessitates the adaptation of government policies rehabilitation of government agencies and personnel to deal with all the ever-changing challenges. Possible to say the public leadership in all countries faces three major internal challenges namely: provision of public services with high quality submission of public leadership bodies to accountability and responding to demands of citizens. Following brief explanation of these challenges as follows:

- 1) The first challenge provision of high quality public services: Public leadership bodies around world face challenge of responding to many citizen pressures in providing adequate fair and high quality public services, with limited resources and limited operational capabilities. examine one the most important global trends financing of public programs tends to reduce financial resources placed at the disposal of the public

leadership, which leads them to strengthen their capacities harness resources more effectively towards greater innovation for example by mobilizing support From private sector civil society in the provision of services, such as the financing of education and health programs.

- 2) The second challenge: accountability of public leadership
Public leadership around the world faces challenge internal (citizen and external) pressures (individual or state donors) to be accountable more responsive effective by being more concerned with citizens within Called system of quantum good or good. This make innovation and innovation a vital and important issue to face challenge of accountability and fundamental changes entails in way public leadership works as well as in the concepts and behaviors of employees.
- 3) The third challenge: responding demands of citizens: Public leadership around the world faces many challenges in responding to the demands, expectations ambitions wishes and aspirations of citizens by allowing more popular participation in decision-making important to the lives livelihoods of citizens themselves. Citizens around world, with help of communications revolution, were demanding voice and

influence on government decisions. This means that public leadership no longer exclusive domain of governments, but that civil society the private sector have an important role to play. However government remains central to society

3. The style leadership hospital transformational leadership crucial organizations often suffer without positive connection between transformational leadership job characteristics strong, should almost expect an opposite result in organizations do not employ it.

Solutions provided by transformational leadership to improve health services hospital effective transformational leadership pivotal success healthcare organizations, as front-line clinicians, such as nurses physicians lead teams to provide quality care and deliver service improvement (Avoilio2004)

As nurses and physicians leadership, respond adapt to change, will recognize value of proactive choice when faced with difficult decisions about healthcare organization and delivery, they will also be guided by an internal compass that points to ‘core values and principles of transformational healthcare leadership most important benefits transformation leadership.

- a. **Planning:** inspirational managers do not focus energy solely on motivating staff. Good transformational leader has broad visions

for hospital future and those visions can become instrumental in hospital planning. Whether refining overall business plan or affecting individual marketing program transformational manager has ideas visions for future hospital that he wants to share with management team and work turn plans into reality.

- b. **Retention:** idea transformational leadership reaches out to each employee and brings out best in them. An inspirational manager spends time with employee discussing ways to make employee's job easier, helping to create plans for developing employee's career. Individual attention offered by transformational leaders helps to create a strong bond between manager employees will reduce employee turnover.
- c. **Growth:** a manager not intimately involved growth hospital development of staff can start to struggle with managing department hospital grows transformational leader constantly involved with the growth hospital and ongoing development employees. Hospital grow transformational leader maintains closes contact to hospital and employees and can make process of growing more involved experience for new and veteran employees.

Transformational leadership makes work meaningful a Private Hospital Yogyakarta. Meta-analytic research has produced evidence of a positive relationship between transformational leadership and work-related results. Findings demonstrate that transformational leaders make work meaningful by providing autonomy. Followers of transformational leaders feel strongly that their work esteemed and self-congruent.

Transformational leadership allows workers to feel connected organization. Transformational leaders motivate by increasing self-efficacy in followers, facilitating social identification within group, by linking organizational values to follower values. Allows followers to feel more determined work augments perceived empowerment.

The transformational leadership style draws assorted capability approaches leadership creating distinct advantage organization leadership using approach possesses integrity sets good example and clearly communicates goals to followers. Expects the best from them, Inspires people to look beyond their own interests and focus interest's needs of team, provides stimulating work and takes time to recognize good work and good people.

According to transformational leadership theory, transformational leaders are particularly well suited to building a strong organizational culture, providing intellectual stimulation and individual support, modeling positive behaviors, and building a vision for the organization. Transformational leaders hold high performance expectations for their employees.

A transformational leader is one who creates a vision for a hospital and inspires staff to achieve it. The term "transformational" comes from the process of transforming a work group from a state of inactivity to success and from the way in which transformational leaders attempt to turn employees into managers. Before hiring a transformational-type leader, management should be aware of the benefits and limitations of this management style.

Strong motivation is a key characteristic of a transformational leader. The leader gets the entire staff involved in envisioning hospital objectives, motivating staff members to exceed personal expectations to achieve those objectives. The value of the employee to the hospital is consistently reinforced by the transformational leader who inspires staff members to go beyond what is expected of them to advance their own careers as well as help the hospital reach new levels of growth so as to improve or develop health services (Maccoby, 2013).



Figure 3: *Transformation Leadership Improve Health Services*

Successful leadership of this content also includes, abilities of management, appropriate transformational abilities (idealized influence, inspirational motivation intellectual stimulation and individualized consideration) appropriate transformational attributes (creativity, team orientation, appreciation of others, teaching, responsibility, recognition). Listed abilities and skills represent essence so called transformational leadership for help improve or develop services in any organization.