



## ANALYSIS OF AGILE LEADERSHIP MODEL IN IMPROVING ORGANIZATIONAL PERFORMANCE AT GRIYA HUSADA CLINIC, BEKASI

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### ABSTRACT

The purpose of this study is to describe the practice of leadership at Griya Husada Clinic in facing the changes in the healthcare industry that have changed from high-touch to low-touch. The research method used in this study is qualitative, with data processing through interviews and observations to employee respondents, patients and work partners. The results of the research shows that the clinic leader has a growth mindset, who always motivates employees by working sincerely, in accordance with applicable procedures and also gives rewards for each employee, improves knowledge for employees who graduated from high school in accordance with the profession and responsibilities. The clinic leader compromises where there is a problem, both internal and external, and always opens a room for discussion in solving a problem. For accommodation, clinical leaders provide online consultation services via Google or social media and programs to send employees to school and dispatch their employees for Umrah. In collaboration, the clinic leader revives the working atmosphere between professions in the clinic environment by giving the staff the freedom to communicate with each other and maintain clinical activities and be ready to deal with customers at any time.

**Keywords:** *Agile Leadership Model, Growth Mindset Competence, Organizational Performance*

### INTRODUCTION

Clinic is a health service facility that organizes and provides basic and/or specialist medical services, organized by more than one type of health worker and led by a medical worker (Permenkes RI No. 9, 2014). Griya Husada Clinic is a clinical model that provides health services for patients with compassion, professionalism and gives a spirit to be healthy. Griya Husada Clinic provides services general examination, dental poly, obstetrics and gynecology, from pregnancy check-up to delivery and simple diagnostic examination and collaboration with referral health facilities

(laboratory and rontgen). Today, we have entered an era of life full of challenges. Rapid changes and increasing complexity require organizations, companies, hospitals and even health clinics to be more adaptive or able to adapt to various changes in order to survive in the future and achieve improvement.

The creation of an adaptive organization certainly cannot be separated from the influence of the leader. Therefore, leaders have a very important influence or role to be able to create an agile and adaptive organization in the midst of the strong current of environmental change. One leadership style that is suitable for this situation is agile leadership. From several previous studies, it can be seen that no one has conducted research on agile leaders in a health clinic. Therefore, the researchers wanted to examine the actual role of agile leaders needed by health clinics. With a lot of clinical competition at the moment, clinic owners always try to maintain their existence so they do not fall behind with the development of other clinics.

One form that has been carried out by the Griya Husada Clinic at this time is that the clinic has collaborated with the Social Security Agency of Health (BPJS Kesehatan) and is registered as a level 1 health facility for Bekasi City. During the Covid 19 pandemic, Griya Husada Clinic added health services for patients who did the Covid-19 swab test, home care or home service. The leader of the Griya Husada Clinic is a competing leader, and has great enthusiasm in conducting competition at this time. It is proven that there are many service and policy developments that have been carried out in the midst of the Covid-19 pandemic, so that Griya Husada Clinic continues to survive until now in carrying out its operational activities.

However, from the observations that have been conducted at the clinic, the development of services that have been provided by the Griya Husada Clinic is not supported by the maximum level of achievement. It can be seen that the number of visits at the Griya Husada Clinic is still experiencing a decline in services during the pandemic, including: a. decrease in the number of public service visits; b. decrease in the examination of swab covid examinations; c. decrease in dental services; d. decreased pregnancy rates; e. decrease in the number of immunization visits.

The decrease occurred because patients were afraid to come to the clinic and would be infected by a very dangerous virus so they preferred to take herbal treatment. Patients are also afraid to give birth at the clinic because they have to do a swab test and the price at the Griya Husada Clinic cannot compete because it is still more expensive compared to other clinics.

Performance is the results of work functions or activities of a person or group in an organization that is influenced by various factors to achieve organizational goals within a certain period of time (Pabundu: 2010). Meanwhile, Mangkunegara (2014) explains that performance (work achievement) is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him.

Organizational performance, as a concept, has undergone various developments in measurement and definition. The understanding and definition of organizational performance in the academic literature and some management research is very diverse, so it remains an issue and continues to develop (Barney, 2001). Good and bad performance of a person can be influenced by factors, such as job satisfaction, motivation, work environment and organizational culture.

In an organization, the most important element is leadership. Leadership is the ability to inspire others to work together as a group in order to achieve a common goal. Improved organizational performance is strongly supported by the leadership's strategic ability in directing and moving its members towards the expected goals. The theory of action and job performance is the grand theory of this research, the management is the leader and as the operational executor of activities has the role of including entrepreneurs as company strategic policies. Management in carrying out their roles must also pay attention to the values they believe in as well as the internal and external environment. So, an entrepreneurial leader should pay attention to the prevailing ethical values. The limited competence of resources is the reason for using the knowledge sharing variable. According to this theory, it is necessary to pay attention to entrepreneurial leadership and knowledge sharing to increase innovation in order to achieve the best performance.

Leadership is an influencing relationship between leaders and followers (subordinates) who want real change that reflects their shared goals. Leadership has several implications, including: 1) leadership means involving other people or parties, namely employees or subordinates, 2) an effective leader is someone who with his or her power is able to inspire his employees to achieve satisfactory performance, 3) leadership must have honesty with oneself (integrity), sincere responsibility (compassion), knowledge (cognitive), courage to act with confidence (commitment), trust in oneself and others (confidence) and the ability to convince people or others (communication) in building the organization. A leader must primarily have a function as a mover or dynamist and coordinator of human resources, natural resources, all funds and facilities prepared by a group of people who organize to achieve a goal. Agile leaders are those who have a vision or clear goals, able to adapt quickly to changes in their environment. Agile leadership needs to be continuously developed and becomes the mindset of every human resource in the organization. Good agile leaders are inclusive and democratic leaders who exhibit greater openness to ideas and innovation. Agile ways of working move from traditional hierarchical roles between teams and managers to flatter organizations (Peterson, 2019).

Leadership is the process of influencing others to achieve common goals (Yudiatmaja, 2013). Furthermore, Yudiatmaja explained that in order to define with more focus, it is necessary to look at leadership from two contexts: team leader and organizational leader. Organizational leaders are more directed to leaders in the business or industrial world who have the main goal of making the company they lead able to survive both at local, national and international levels. Although the context is different, the core of leadership itself has the same meaning. According to Greanleaf (in Khan, Nawaz, & Khan, 2016) the focus of a leader is the need to encourage autonomy and more knowledge from each of his followers. In this case the leader positions himself on a par with his followers. Furthermore, Khan correlates it in the organizational context and states that servant leadership does not mean serving the people but being a leader who directs its members to jointly achieve the vision. The result is not a greater one-self or the appearance of just a great leader but a great whole team.

From the explanations of various experts, it can be concluded that leadership is a key skill used in the process of motivating the team to achieve the organization's

vision. Agility refers to an individual's capacity for complexity, novelty, adaptability, cognitive flexibility, risk, ambiguity, and change. Highly agile individuals tend to avoid dogmatism and rigidity, and they highly value learning and growth from experiences, including failure (Swisher, Hallenbeck, Orr, Eichinger, Lombardo, & Capretta, 2012). Korn Ferry (2017) known as "Korn Ferry Four Dimensional Enterprise Assessment: Research guide and technical manual", states that agility influences executive success. Dimensions of agility according to Korn Ferry consists of several components, namely: 1) Adaptability; 2) Curiosity; 3) Focus; 4) Risk Taking; 5) Tolerance of Ambiguity. Max Weber said that individual human beings in society are creative actors and social reality is not a static tool rather than a forced social fact. This means that human actions are not fully determined by the norms, habits, values, and so on which are included in the concept of social facts. On the other hand, Weber also admits that in society there are social structures and social institutions, where social structure and social institutions are two interrelated concepts in shaping social action (Wirawan, 2015; 79).

He further explained that social interaction is a behavior that can be categorized as a social action. Social action is the process of actors involved in making subjective decisions about the means and ways to achieve certain goals that have been chosen, the action is about all types of human behavior, which is aimed at the behavior of others, past, present and expected in the future. Social action is an action that has a subjective meaning for and from the actor who does it. Social action is all human behavior that has a subjective meaning from those who do it, both the open and the closed ones, which are expressed outwardly or secretly, which are directed by the perpetrators towards their goals. Thus, social action is not accidental behavior but has a certain pattern and structure and a certain meaning. In explaining his theory, Weber starts from the statement that every social action carried out by individuals always has a reason or motive. Weber separates four social actions in sociology: a. Zweck rational; b. Wert rationale; c. Affectual; d. Traditional.

## **METHODOLOGY**

The methodology used in this study is qualitative methodology that aims to identify and analyze the picture of leadership practices at the Griya Husada Clinic in dealing with the changing environment of the healthcare industry, which has changed from high-touch to low-touch. This research will be conducted at the Griya Husada Clinic located on Jl Raya Kaliabang Tengah, Kec. North Bekasi, Bekasi City, West Java 17125. The subject of this research is organizational performance at the Griya Husada Clinic. This study uses a natural paradigm or commonly known as a phenomenological view. In this study, the authors used two data sources, first, primary data sources which were collected directly by researchers from the first source (or officers). The primary data sources in this study were 26 employees and 7 partners who worked at the Griya Husada Clinic. In addition, 10 patients were randomly sampled by interviewing patients who visited the Griya Husada Clinic. Data were collected by using several techniques, including: 1. document study, researchers focused on the archive of documents used in the activities of the Griya Husada Clinic, such as patient data who visited the Griya Husada Clinic, records of interviews that had been conducted at Griya Husada Clinic and other records relevant to the

research problem; 2. in-depth interviews, conducted through dialogue and question and answer with clinic owners, as well as employees on duty and consumers who visit Griya Husada Clinic directly; 3. observation, using the observation method, the most effective way is to complete it with an observation format or a blank as the instrument. The compiled format contains items about events or behaviors that describe what will happen.

## **RESULTS AND DISCUSSION**

The results of research conducted by the researcher support the theory made by Carol Dweck, a psychologist from Stanford University, scientifically the mindset is one of the best predictors of success. This means that one's success does not depend on intelligence, creativity, and the courage to take risks, more than that mindset is also a determinant of success. It is about mental attitude and mindset. In a fixed mindset, they tend to give up before trying, stop before trying. While the growth mindset, they will try first, try, and work hard in the longer term. The growth mindset is needed by workers and even leaders of a company or organization, to be able to maximize their potential and improve performance in order to create satisfactory results for the organization. The leader of the Griya Husada Clinic is aware of the importance of this. For this reason, various trainings are held as a form of concern for the Griya Husada Clinic leader to develop the potential and skills of his workforce. There are various trainings that each employee can choose, according to the needs and responsibilities of the clinic. From the research above, it can be seen that the leadership model and competence growth mindset of an organizational leader is needed to improve organizational performance, because a leader must be able to think quickly in making decisions and be able to solve an existing problem calmly and wisely. The leader is a picture of what will be produced in the future, so from the discussion of this research the leader must be able to realize the characteristics and leadership models that can be used as a process to become better.

## **CONCLUSION**

From the results of observations and interviews, it is stated that the leadership model that is in accordance with the Griya Husada Clinic is one that has the character of being able to create ideas in following the development of the situation so that it is included in the adaptability model. Respondents always want services at the clinic to be fast, accurate and provide satisfaction to patients so that the model is included in the focus model, this is in accordance with the results of interviews where the informant stated that the leadership model is included in the adaptability and curiosity component where clinic leaders are people who are easy to adapt and have a great curiosity in any new policy and service findings. The leader of Griya Husada Clinic has the characteristics of a growth mindset where the clinical leader always pays attention to every employee to be able to move forward in improving their competence and is not satisfied with the knowledge gained at school. Attending training and continuing school are in accordance with interviews with informants who stated that leaders always motivate employees by working sincerely, working according to applicable procedures and also providing rewards for employees to increase their knowledge by attending secondary education according to their profession and on-

service training, as well as providing training and tuition fees for its employees. Respondents stated that the character of the clinic leader is always trying so that every employee can provide his opinion for clinic development, providing opportunities for employees to express opinions and always make decisions together with employees in every meeting or problem solving. This model is included in accommodation, compromise and collaboration where the model is in accordance with the results of interviews with informants, which provides an opportunity for all employees to have an opinion. Besides, the clinic leader always invites discussion if there are problems or new services to be carried out and is always able to liven up the work atmosphere between professions in the clinic environment as well as can provide freedom for all staff to take care of each other and maintain clinic activities and ready to deal with customers at all times.

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