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**EFFECT OF HYBRID ORGANIZATION, TRANSFORMATIONAL LEADERSHIP AND CAREER DEVELOPMENT ON INCREASING DOCTORS' PERFORMANCE**

By

**Nur Pudyastuti Pratiwi<sup>1\*</sup>, Heru Setiawan<sup>2</sup>, Mohammad Sidik Priadana<sup>3</sup>****<sup>1</sup>Department of Hospital Management, Universitas Jenderal Achmad Yani, Cimahi, Indonesia****<sup>2,3</sup>Universitas Pasundan, Bandung, Indonesia****Email: <sup>1</sup>[drpratiwi87@gmail.com](mailto:drpratiwi87@gmail.com)****Abstract**

The hospital's performance is influenced by the performance of health human resources. Hospital organizational structure, leadership, and career development can affect motivational change. This study aims to determine and analyze Hybrid Organizational Structure Implementation, Transformational Leadership, and Career Development on Work Motivation Improvement and its Implications on Doctors' Performance in Indonesian Army Hospital in West Java. This research was a quantitative research that used a descriptive and verificative approach with a cross-sectional survey method and explanatory. This study used a sampling technique "proportionate cluster random sampling" with 105 samples of doctors which was determined using the Slovin formula. The analytical method in this study used Structural Equation Modeling (SEM) with LISREL 8.7. The results show that Hybrid Organizational Structure Implementation, Transformational Leadership, and Career Development affected Doctor's Work Motivation Improvement partially or simultaneously. The biggest influence on Doctor's Work Motivation Improvement comes from Transformational Leadership. Furthermore, Doctor's Work Motivation Improvement has a strong effect on Doctor's Performance according to this study

**Keywords: Hybrid Organizational Structure, Transformational Leadership, Career Development, Work Motivation Improvement, and Doctors' Performance**

**INTRODUCTION**

The hospital is an organization in the health sector and the backbone of health services, its performance is influenced by one of the factors of the performance of health human resources (HR) in hospitals. The assumption can be said that if the performance of a hospital is "good" then it is sufficient to describe the performance of the hospital's HR also tends to be good. Likewise, if the performance of a hospital is said to be lacking, it is sufficient to describe the performance of the hospital's human resources which also tends to be lacking. Broadly speaking, the achievement of HR performance itself is influenced by two main factors, namely the ability and motivation factor. The motivation factor is influenced by several other factors

which are divided into two groups, namely external and internal factors. Included in the external factors are leadership; applicable regulation; status and responsibility; organizational environment (work environment conditions, culture, and organizational structure); family and culture; compensation and career guarantees; and work dynamics. Meanwhile, the internal factors include: gender; self-concept/personal maturity; level of education; personal desires and hopes; needs are met; fatigue and boredom; job satisfaction; learning ability; and aspirations. Based on this information, organizational structure, leadership, and career assurance (guarantee for career development) are three of the many factors that can affect motivational change.<sup>1,2,3</sup>

Furthermore, based on data from the Indonesian Army (TNI AD) Hospital in West Java, research is needed on the performance of health human resources, in this case, doctors, related to work motivation problems. In addition, it is also necessary to further examine the relationship between work motivation and leadership style issues, especially transformational leadership, organizational structure, especially in the form of hybrids, and career development in hospitals. The purpose of the study was to determine and analyze: the increase in work motivation, doctor's performance, the magnitude of the influence of hybrid organizational structure, transformational leadership, and career development on increasing doctor's work motivation.

The benefits of research consist of two kinds, namely the benefits of theoretical and practical research. The theoretical benefits of this research are expected to strengthen the results of studies that discuss the relationship between a hybrid organizational structure to increase doctors' work motivation, the relationship between transformational leadership to increasing doctors' work motivation, the relationship between career development to increasing doctors' work motivation, and the relationship between increasing doctor's work motivation on the performance of doctors. The practical benefits of this research are expected to be used as evaluation material for management regarding issues of organizational structure, leadership style, career development, increasing work motivation, and doctor's performance, becoming valuable input for the formulation of the next strategy in an effort to increase work productivity and the quality of health services so that achieve hospital goals.

## THEORIES AND HYPOTHESES

### Relationship between Hybrid Organizational Structure, Work Motivation Improvement, and Career Development

There are several studies that contribute to the understanding of leadership in organizations by investigating the influence of organizational structure on transformational leadership practices. The findings of these studies suggest a number of possible explanations for why organizations exhibit higher levels of transformational leadership or vice versa. The less hierarchical an organizational authority structure is and the stronger the lateral/upper communication within an organization such as in a hybrid organizational structure, the higher the practice of transformational leadership behavior.<sup>4,5</sup> In the hybrid organizational structure, the formalization and centralization of the organization are not too large, so it has an impact on the higher reported transformational leadership behavior.<sup>6,7</sup>

Research on hybrid organizations found that there is a significant relationship between hybrid organizational structure and career development and career anchors of employees in public and private organizations. Meanwhile, according to Melinde Coetzee in her research, it shows that the hybrid organizational structure through individual career anchors acts as a valuable personal resource (meta-capacity) that can support career development within the organization. The relationship between transformational leadership style and career development in the public sector shows that transformational leadership supports career development and succession planning runs synergistically.<sup>8,9</sup>

### Organization Factors, Motivation, and Performance

Research on motivation shows that a hybrid organizational structure is a better organizational structure to increase employee motivation. This kind of organization opens up opportunities for employee participation in decision making which will increase their

motivation and ultimately improve their performance.<sup>10</sup>

Leadership that is considered capable of increasing motivation is transformational leadership. This leadership mainly increases the intrinsic motivation of employees by giving moral encouragement, not externally motivating them through rewards or punishments. Career development has a positive and significant effect on work motivation. The higher the career development makes the higher the work motivation, and vice versa, the lower the career development, the lower the work motivation. Furthermore, high motivation will have an effect on improving performance.<sup>11,12</sup>

Research on the effect of knowledge, satisfaction, and motivation on performance through competence shows that knowledge, satisfaction, and motivation have a significant effect on employee performance. Motivation is the most influential factor in performance. Other research shows that motivation has a significant effect on employee performance. This shows that an increase in employee work motivation will affect the increase in employee performance.<sup>13,14</sup>

The researcher established the research hypothesis, namely that there is an effect of hybrid organizational structure, transformational leadership, and career development on doctors' work motivation improvement. There is an effect of work motivation improvement on doctor's performance.

## METHODOLOGY

### Procedure and Sample

The research began in December 2021 and was carried out at the TNI AD Hospital in the West Java Region until the processing of data and research reports for approximately eight months. Research variables consist of independent variables, namely hybrid organizational structure, transformational leadership, and career development; the intervening variable is doctor's work motivation improvement; the dependent variable is doctor's performance. Through

these variables, operational definitions are then given, which then determine the indicators to be measured. These indicators are then translated into question items or questionnaire statements. The answer to each item from the questionnaire statement uses a Likert scale which has a very positive to very negative gradation in the form of words with a score as follows: Very Good (score 5), Good (score 4), Good Enough (score 3), Not Good (score 2), and Fairly Not Good (score 1). The population in this study were all doctors of the TNI AD Hospital in the West Java region who were still working until 2021, as many as 320 people. All specialist doctors and general practitioners were then excluded 177 people so that a total of 143 doctors were obtained. Then, the sampling technique was used proportionate cluster random sampling, where the sample size was determined using the Slovin formula with an error tolerance limit of 5%, and a sample size of 105 people was obtained.

### Instrument Testing

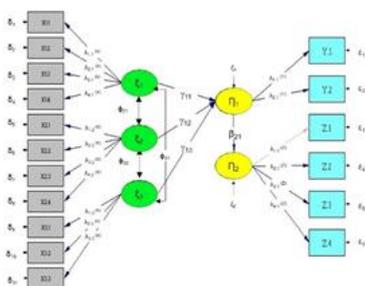
Primary data retrieval in this study uses a questionnaire that has been tested to test the validity and reliability of the research instrument. Item validity statistically tests the items of each instrument whether it has a valid value or not. This test is carried out using the Product Moment correlation coefficient. The correlation coefficient value of each item to the total of each item (r-value) is compared with the r-table. Items are said to be valid if the value of r-count > r-table. The reliability test is intended to measure whether the measuring instrument used is sufficiently accurate, stable, or consistent in measuring what it wants to measure using a numerical index called a coefficient. The reliability of the research instrument as a measuring instrument can be seen if the measuring instrument is used repeatedly and gives relatively the same results (not much different). According to Guilford and Spearman-Brown in Sudaryono both agree that the reliability coefficient is > 0.60. A normality test was conducted to determine

whether each variable has a normal distribution or not. The technique used is the Kolmogorov-Smirnov Test. If the probability is 0.05 then the data is normally distributed while the probability is < 0.05 then the data is not normally distributed.<sup>15</sup>

**Data analysis**

The data that has been obtained is then carried out with descriptive and verification analysis. Descriptive analysis is used to describe the results of respondents' answers to questions/statements from the questionnaire to get an overview of the variables studied. Descriptive analysis parameters are mean, median, mode, range, deviation, average, variance, standard deviation, quartiles, deciles, and percentiles. After the descriptive analysis is done, the data is used to analyze and test the hypothesis testing formulation based on the Structural Equation Modeling (SEM) analysis model. Researchers used SEM analysis with LISREL 8.7 software. The construction of the path diagram is made to show the flow of causal relationships and translate them into structural and measurement equations. The model is tested to get the most appropriate model with the criteria of Goodness of Fit.<sup>16</sup>

Exogenous (X) is known as the independent variable while endogenous (Y) is the dependent variable. Hybrid Organizational Structure Implementation (X1), Transformational Leadership (X2), and Career Development (X3) are exogenous variables. Meanwhile, the Doctor's Work Motivation Improvement (Y) and Doctor's Performance (Z) are endogenous variables. The overall SEM analysis model is shown in Figure 1 below:



**Figure SEM analysis model**

The use of 4 - 5 goodness of fit criteria is considered sufficient to assess the feasibility of a model, provided that each criterion of the goodness of fit, namely absolute fit indices, incremental fit indices, and parsimony fit indices is represented. The feasibility test of the research model is intended to find out that the model that becomes the framework of thought or as a theoretical construction of research formulated in the form of diagrams and or mathematical equations is fit with the data. The model used is able to estimate all the model parameters that are the research variables are poured into the research hypothesis.<sup>17</sup>

**RESEARCH RESULT**

**Characteristics, Validity, Reliability, and Normality**

The composition of respondents according to the age of employees in this study was dominated by doctors with an age range of 41 – 45 years. Most doctors who work at the TNI AD Hospital in the West Java region are experienced doctors with an education level dominated by a master's education.

The questionnaire on Hybrid Organizational Structure Implementation consists of 15 indicators & 4 dimensions, Transformational Leadership consists of 15 indicators with 4 dimensions, Career Development consists of 15 indicators with 3 dimensions, Work Motivation Improvement consists of 15 indicators with 2 dimensions, and Doctor's Performance consists of 17 indicators with 3 dimensions, all of which are declared valid because the calculated r-value is greater than the critical r-value of 0.300. Based on the results of the reliability test, the coefficient value is greater than 0.700, which means that all research variables are declared reliable or meet the requirements. Based on the results of the normality test, the multivariate model shows that it meets the assumption of normality, where the probability value is Asymp. Sig (2-tailed) obtained is greater than the specified significance level (0.05)

**Descriptive Analysis**

Hybrid Organizational Structure Implementation is divided into 4 dimensions, namely structure combination, flexibility, team specification, and sharing of knowledge. Transformational Leadership is divided into 4 dimensions, namely ideal influence, inspirational motivation, intellectual stimulation, and individual consideration. Career Development is divided into 3 dimensions, namely career clarity, self-development, and worker quality refinement. Doctor's Work Motivation Improvement is divided into 2 dimensions, namely motivational or intrinsic and hygiene or extrinsic. A Doctor's Performance is divided into 4 dimensions, namely availability, productivity, competence, and responsiveness. Based on respondents' responses, Hybrid Organizational Structure, Transformational Leadership, Career Development, Work Motivation Improvement, and Doctor's Performance are "Good Enough".

**Verification Analysis**

In Table 1, the largest correlation coefficient value is the correlation coefficient between the variables of Transformational Leadership and Hybrid Organizational Structure with a correlation value of 0.645 or 64.5%. The magnitude of the correlation value is included in the Strong category, the second largest correlation coefficient value is the correlation coefficient between the variables of Transformational Leadership and Career Development with a correlation value of 0.529 or 52.9%. The magnitude of the correlation value is included in the category of Strong Enough. The smallest correlation coefficient value is the correlation coefficient between the Hybrid Organizational Structure Implementation and Career Development variables with a correlation value of 0.484 or 48.4%. The magnitude of the correlation value is included in the category of Strong Enough.

**Table 1.** Correlation coefficient value between the variables

		Hybrid Organizational Structure	Transformational Leadership	Career Development
Hybrid Organizational Structure	Pearson Correlation	1	.645**	.484**
	Sig. (2-tailed)		.000	.000
	N	105	105	105
Transformational Leadership	Pearson Correlation	.645**	1	.529**
	Sig. (2-tailed)	.000		.000
	N	105	105	105
Career Development	Pearson Correlation	.484**	.529**	1
	Sig. (2-tailed)	.000	.000	
	N	105	105	105

\*\*Correlation is significant at the 0.01 level (2-tailed).

Confirmatory factor analysis (CFA) testing was conducted to determine the constructed model that forms the overall measurement model using the Lisrel statistical application program. The Hybrid Organizational Structure Implementation which has the biggest loading factor value is Team Specification, that is 0.7464. Transformational Leadership with the biggest loading factor value is the Idealized Influence dimension, that is 0.7547. Career Development with the biggest loading factor value is Worker Quality Refinement, that is 0.7273. Motivation Development with the biggest loading factor value is Motivational or Intrinsic, that is 0.6408. Doctor's performance with the biggest loading factor value is Availability dimension, that is 0.8220. This indicates that Team Specification, Idealized Influence, Worker Quality Refinement, and Availability are forming factor of their own construct variable. These forming factors have a strong contribution to explaining their own variables. They will be a priority to improve when they have a low average value, and they can be maintained if they have a high average value. Overall structural model in SEM analysis that has been processed using Lisrel 8.70 is shown in figure 2 and 3 below:

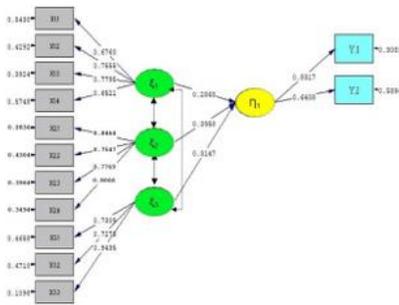


Figure 2. Substructure Model 1

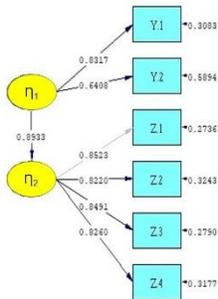


Figure 3. Substructure Model 2

The model is divided into two, namely the substructure model 1 which describes the influence of Hybrid Organizational Structure Implementation, Transformational Leadership, and Career Development on Doctor’s Work Motivation Improvement, and the substructure 2 model which describes the influence of Work Motivation Improvement on Doctor’s Performance.

The path coefficient of Hybrid Organizational Structure Implementation, Transformational Leadership, and Career Development on Doctor’s Work Motivation Improvement are 0,2868; 0,3958; and 0,3147. The path coefficient of Doctor’s Work Motivation Improvement on Doctor’s Performance is 0,8933. Determinant coefficient of Hybrid Organizational Structure Implementation, Transformational Leadership, and Career Development on Doctor’s Work Motivation Improvement are 0,7037. Determinant coefficient of Doctor’s Work Motivation Improvement on Doctor’s Performance is 0,7980.

The direct and indirect influence of independent variables on intervening variables is shown in figure 4 below:

	Koefisien Jalur	Pengaruh Langsung (%)	Pengaruh Melalui			Total (%)
			Struktur Organisasi Hibrid	Kepemimpinan Transformasional	Pengembangan Karier	
Penerapan Struktur Organisasi Hibrid	0,2868	8,22		7,33	4,37	11,70
Kepemimpinan Transformasional	0,3958	15,67	7,33		6,59	13,92
Pengembangan Karier	0,3147	9,90	4,37	6,59		10,96
<b>Total</b>		<b>33,79</b>	<b>11,70</b>	<b>13,92</b>	<b>10,96</b>	<b>36,58</b>

Sumber: Hasil olah data (2022)

Figure 4. The direct and indirect influence of independent variables on intervening variables

Based on the table above, the largest total influence is Transformational Leadership variable which is 29.59%. So that conclusions can be drawn to increase the Doctor's Work Motivation Improvement must be supported by the existence of good Transformational Leadership. However, the influence of other variables that affect Doctor's Work Motivation Improvement in this study is also quite large, namely the Hybrid Organizational Structure Implementation and Career Development with a total partial influence are 19.92% and 20.87%.

In hypothesis testing,  $F_{value} > F_{table}$  which means that  $H_0$  is rejected, it means that there is a simultaneous influence between Hybrid Organizational Structure Implementation, Transformational Leadership, and Career Development on Doctor's Work Motivation Improvement. In their partial hypothesis testing shows all t value  $>$  t table which means  $H_0$  is rejected, it means that there is a partial influence too. There is also a partial influence between Doctor’s Work Motivation Improvement and Performance.

**DISCUSSION**

Hybrid Organizational Structure Implementation has the smallest partial influence on Work Motivation Improvement, because it’s not easy to implement effectively and efficiently in the environmental condition

of TNI-AD Hospital which has line of command and military rank. The implementation of this structure should be more flexible in decision making because it's partial decentralized, but because there are elements of command and military rank, it's difficult for employees/doctors to refuse orders from other superiors who have higher ranks. That certainly hampers the specifics of the task. In addition, military rank is an obstacle related to the need for multiprofession in each section because the position is often filled by a profession with a certain rank that is not really needed.<sup>18</sup>

Transformational Leadership has the biggest partial influence on Work Motivation Improvement, as it's relatively easier to implement given the inherent military culture. The leadership in the West Java TNI-AD Hospital is supported by the military culture inherent in the work environment and members. This is related to the discipline that has been formed, a fast-response work culture, strong loyalty, and high dedication to the country and society so that leaders can more easily transform members to be in line with the organization's vision and are willing to fight together to run the wheels of an effective organization efficiently.<sup>19</sup>

Career Development has the second biggest partial effect on Work Motivation Improvement, because its application is relatively easier to apply in the TNI-AD environment including the TNI-AD Hospital. This is related to the rank that has been regulated by law and is supported by a fairly good career development regulatory system through the alignment of individual careers with organizational needs, as well as the availability of sufficient position opportunities.<sup>20</sup>

Doctor's Work Motivation Improvement has strong influence on Doctor's Performance. This is understandable because Doctor's Work Motivation Improvement within the TNI-AD, including the TNI-AD Hospital, is well maintained by the existence

of a family culture and togetherness in the military as well as the instinctive encouragement of employees/ doctors as Indonesian citizens to become part of the TNI-AD itself.<sup>21,22</sup>

The culture of kinship and togetherness in the military is more towards a high korsa spirit so that there is a sense of harmony and considers the entire extended family of the Indonesian Army to be one family. With this feeling, it is able to provide encouragement or enthusiasm for work for the common good, even making the work not a burden. In addition, the instinctiveness of employees/doctors as Indonesian citizens to be part of the TNI-AD itself is also a strong driver in working. The existence of this instinct builds pride and forms its own high self-esteem, where when that pride and self-esteem are fulfilled properly, it will further encourage morale. Furthermore, Work Motivation Improvement will encourage an increase in Doctor's Performance.<sup>23,24</sup>

## CONCLUSION

There is a positive and significant effect of Hybrid Organizational Structure Implementation, Transformational Leadership, and Career Development simultaneously and partially on Doctor's Work Motivation Improvement. Based on the results of hypothesis testing, Doctor's Work Motivation Improvement has a significant effect on Doctor's Performance. This can be understood because the implementation of motivational improvement is always well maintained and the motivation to become part of the TNI AD is a natural thing for an Indonesian citizen.

In an effort to improve the Doctor's Performance, TNI AD Hospital in the West Java region must prioritize various supporting aspects and consider various plans that encourage the increased Doctor's Performance. Further research is needed to include community involvement who is a patient in the hospital.

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HALAMAN INI SENGAJA DIKOSONGKAN