

## Literature Review: Hospital Managerial Characteristics impact in Health Workers

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### Abstract

*Purpose:* Hospital management is multidisciplinary which includes planning, organizing, coordinating, supervising, and controlling various resources to achieve hospital goals. Effective managerial characteristics can have a significant impact on the performance of health workers. This study will explore and analyze the current relevant literature on the managerial characteristics of hospitals and their relationship to the performance and satisfaction of health workers.

*Methodology:* In this study, data was collected on Scopus through the PRISMA method. The results of this study obtained 117 appropriate and relevant documents.

*Results:* Managerial characteristics such as managers in age, education, expertise, leadership, good communication and relationships with other workers affect the productivity and performance of health workers.

*Applications/Originality/Value:* Good managerial characteristics, it can also create a good working environment and climate that improves the performance and satisfaction of health workers

### Introduction Section

Hospitals are one of the health service providers that are supported by many multidisciplinary sciences to provide good health services. Having competent doctors, nurses or other medical staff is important in hospital services, but the role of hospital management is no less important. Hospital management is a key element in ensuring the effectiveness of health services, operational efficiency, and patient satisfaction. Hospital management is also related to the increase in the number of patients, regulatory changes, resource limitations, and the need for technological innovation and patient-based services (Berwick, 2016).

Hospital management is multidisciplinary which includes planning, organizing, coordinating, supervising, and controlling various resources to achieve hospital goals. This includes human resource management, finance, technology, facilities, and information. Good managerial skills are a very important factor to maintain sustainability and service quality. According to a report by the World Health Organization (WHO, 2020), the success of hospitals is greatly influenced by a management system that is able to integrate various functions, including human resource (HR) management, finance, information technology, and service quality.

Effective managerial characteristics can improve the performance and job satisfaction of health workers, which in turn contributes to improving the quality of health services. Some of the managerial characteristics of a hospital are leadership, effective communication, and decision-making. Transformational leadership is also identified as one of the key characteristics that can drive hospital performance through staff empowerment and strengthening organizational culture. (Yukl, 2013). Hospital managers also play a role in decision-making. The right decisions can improve operational efficiency and provide a sense of confidence to healthcare workers, which contributes to improved performance and job satisfaction (Fottler et al., 2010). In addition to effective communication decision-making must also be possessed by hospital managers. Effective communication is key in building a good relationship between managers and healthcare workers, which improves performance and job satisfaction. (Yukl, 2013)

The performance of healthcare workers is the result of a variety of factors, including managerial characteristics, working conditions, and organizational support. Effective managers can improve the performance of healthcare workers by providing the necessary support and creating a conducive work environment (Parand et al., 2014) Satisfaction is an important indicator of the performance of health workers. Research shows that health workers who are satisfied with their jobs tend to be more productive and have lower absenteeism rates. Managers who are able to create a supportive work environment and provide appropriate rewards can increase job satisfaction (Shortell, 2006)

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Effective managerial characteristics can have a significant impact on healthcare worker performance and patient satisfaction. (Rizky Aulia & Dwiantoro, 2020) Various studies have shown that managerial characteristics such as transformational leadership, effective communication, and sound decision-making play an important role in improving hospital performance. However, the relationship between how these factors are applied specifically in hospitals and their interactions is still poorly understood. This study aims to explore managerial characteristics related to the performance and satisfaction of health workers in hospitals. By understanding this relationship, it is hoped that research can provide recommendations to improve the quality of hospital management and create a better working environment for health workers.

In accordance with the previous presentation of the researcher, this study is expected to find out the relationship between managerial characteristics and their effects on the performance of health workers. By understanding this relationship, it is hoped that research can provide recommendations to improve the quality of hospital management and create a better working environment for health workers.

Research Questions:

1. What are the managerial characteristics related to the performance and satisfaction of healthcare workers in hospitals?
2. How do managerial characteristics affect the performance and satisfaction of health workers?
3. To what extent do managerial characteristics contribute to the satisfaction of health workers?

This research is expected to contribute to the development of more effective managerial strategies to support the performance and satisfaction of health workers in hospitals.

## **Method**

This quantitative research was carried out by analyzing data through a literature review approach. This research will explore and analyze the latest relevant literature to form a strong knowledge of the managerial characteristics of hospitals. In this study, data was taken from scientific journals indexed in the Scopus international database on November 24, 2024. Scopus is the main database to ensure that the scientific journals used are relevant and with the latest data in the field of hospital management. The assessment of journal quality uses scimago to ensure the credibility of the literature used in this study.

The journal category in SCImago Journal & Country Rank (SJR) is divided into four levels or quartiles, namely Quartile 1 (Q1), Quartile 2 (Q2), Quartile 3 (Q3), and Quartile 4 (Q4). This category is based on the impact, quality of citations, and impact factors of the journal, where Q1 is the highest category and is considered the best journal in its field, while Q4 is considered the category with the lowest impact, but still has relevant research value.

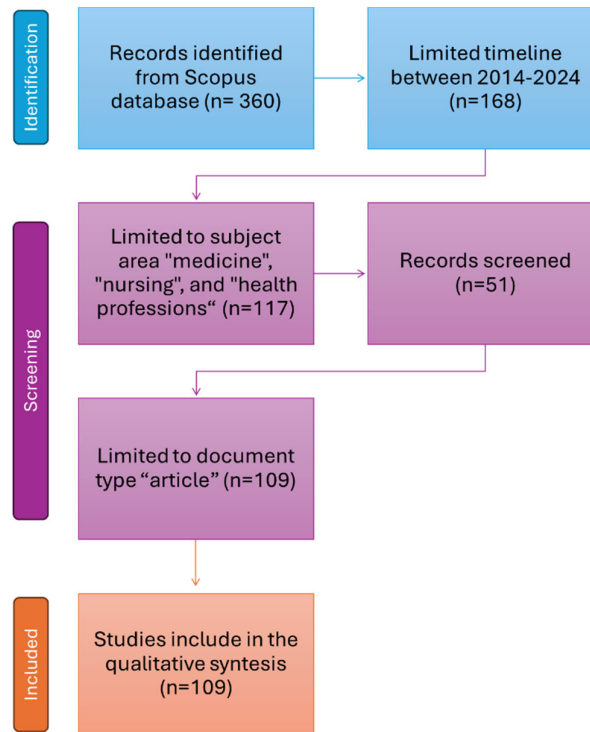
The inclusion criteria in this study include articles or scientific journals published in the last 10 years (2014-2024). The selected journals focus on the managerial characteristics of hospitals with empirical data-based studies, both quantitative and qualitative. The exclusion criteria in this study are articles or scientific journals with a focus on managerial characteristics in fields other than health as well as studies with literature that does not meet the criteria such as lack of quality or irrelevant.

The data collection process will be carried out through the process of identification and selection of literature. Data will be collected from Scopus through searches with keywords then literature will be measured through scimago. The selection will be carried out carefully to ensure that the literature can be good data to be analyzed in this study. Data identification was carried out by collecting data on November 24, 2024 using the keyword "hospital managerial characteristic" (hospital AND managerial AND characteristic) in the Scopus database.

## **Results and Discussion**

The results of the search found that there were 360 articles in relevant bibliometrics. Furthermore, to provide the latest data in literature analysis, literature was sorted in the last 10 years, namely 2014-2024, where there were 168 articles. The next filter is based on the subject area so that the relevance of the article to managerial characteristics is high, where the analyzed articles are in the categories of "medicine", "nursing", and "health professions", there are 87, 39 and 10 literatures with a total of 117 documents. The next filter is based on the type of document used, which is limited to the original articles that will be selected so that the research is focused on literature that makes a significant contribution in the context of hospital managerial characteristics and their impact. 109 literature was found that matched these criteria as attached in figure 1.

**Figure 1.** Title of the table above the table



The next rarity involves the analysis and synthesis of the selected literature, in this case the author refers to the 10 literature with the highest number of citations with the hope that the higher the citations of a literature, the more relevant the literature. This is as attached in table 1. Table 1 is explained related to rankings, studies, journals, citations and quality rankings based on scimago.

**Table 1.** Classification based on citation rating

Rank	Study	Year	Journal	Citation	Quartile
1	Mendelson, A., Kondo, K., Damberg, C., ... Relevo, R., Kansagara, D.	2017	<u>Annals of Internal Medicine</u> , 166(5), pp. 341–353	272	Q1
2	Andersson, T.	2015	<u>Leadership in Health Services</u> , 28(2), pp. 83–99	57	Q2
3	Brown, T.P., Booth, S., Hawkes, C.A., ... Gunson, I., Perkins, G.D.	2019	<u>European Heart Journal - Quality of Care and Clinical Outcomes</u> , 5(1), pp. 51–62	40	Q1
4	Nuti, S., Seghieri, C.	2014	<u>Health Policy</u> , 114(1), pp. 71–78	38	Q1
5	Abdi, Z., Lega, F., Ebeid, N., Ravaghi, H.	2022	<u>Health Services Management Research</u> , 35(1), pp. 2–6	36	Q2
6	Hølge-Hazelton, B., Kjerholt, M., Rosted, E., ... Borre, L.Z., McCormack, B.	2021	<u>Journal of Healthcare Leadership</u> , 13, pp. 7–18	34	Q1
7	Wang, J.-Y., Ho, H.-Y., Chen, J.-D., ... Tai, C.-J., Chen, Y.-F.	2015	<u>BMC Health Services Research</u> , 15(1), 264	34	Q1
8	Wolf, L.A., Perhats, C., Clark, P.R., Moon, M.D., Zavotsky, K.E.	2018	<u>International Emergency Nursing</u> , 39, pp. 33–39	31	Q1
9	Mabuchi, S., Sesan, T., Bennett, S.C.	2018	<u>Health Policy and Planning</u> , 33(1), pp. 41–58	30	Q1
10	Quinn, J.F., Perelli, S.	2016	<u>Journal of Health Organization and Management</u> , 30(4), pp. 711–728	28	Q2

Table 2 presents a number of articles that meet the inclusion and exclusion criteria based on relevance to the study. The researcher selected eight articles with the highest relevance based on Scopus along with the presentation of the content of the article review conducted by the researcher.

**Table 2.** Classification by relevance

<b>Numb</b>	<b>Heading</b>	<b>Writer</b>	<b>Research content</b>
1	Organizational and managerial factors associated with clinical practice guideline adherence: A simulation-based study in 36 French hospital wards	(Saillour-Glénisson et al., 2017)	This study aims to identify managerial and organizational characteristics related to clinical practice guidelines in 36 wards in the hospital. The results of this study stated that compliance with clinical practice guidelines was influenced by several factors, namely: (i) individual factors: younger age, expertise according to the field; (ii) organizational and managerial factors: good understanding between doctors and other staff; (iii) structural factors: computerized examination results, digital prescriptions, presence of specialized medical staff, hospitalization capacity. Compliance with good clinical practice guidelines requires a dynamic institution accompanied by competent clinical staff.
2	Comparison of managerial competence of Indonesian first-line nurse managers: a two-generational analysis	(Gunawan et al., 2020)	This study aims to compare managerial competencies between first-line nurse managers between generation X and millennials in 18 public hospitals in Indonesia. With the result that there is no significant difference between managers and generation x and millennials. Of the 5 dimensions studied, generation x has an advantage in the application of improving the quality of care and financial management, while leadership, spiritual care facilitation, self-management, and professional development are not significant.
3	Assessment of hospital management and surge capacity in disasters	(Shabanikiya et al., 2016))	This study aims to evaluate the effectiveness of hospital management in dealing with capacity building during disasters. With the results of the study, limited resources such as lack of trained staff, adequate medical equipment and medical rooms are the main obstacles in increasing capacity. The lack of training and simulation also has an impact on staff readiness. Coordination between external agencies can also affect the effectiveness of response in disasters.
4	Determinant factors: Work productivity of nurse practitioner in RSUP Dr. M. Djamil Padang Indonesia in 2018	(Sasmita et al., 2019)	This study aims to find out the factors that affect the level of nurse productivity in hospitals through a descriptive analysis approach. The results of this study stated that there was a relationship between organizational characteristics and work climate on the level of productivity of nurses at M. Djamil Padang Hospital.
5	Nurses' caring and empathy in Jordanian psychiatric hospitals: A national survey	(Alhadidi et al., 2016)	This study aims to investigate the level of empathy and concern between nurses. The results of the study stated that there was a significant correlation between training related to mental health and managerial and organizational support with a high level of care and empathy for nurses.
6	Determinants of the managerial staff's disposition towards e-payment platforms in public tertiary hospitals in Enugu, Nigeria: a cross-sectional study	(Abugu et al., 2023)	This study aims to look at managerial demographic characteristics of e-payment platforms to improve transaction effectiveness. In this study, it was stated that the majority of respondents were women, with an average of 43 years with a bachelor's degree having a positive response to the use of e-payment platforms.
7	Managers in the publicly funded health services in China - Characteristics and responsibilities	(Liang et al., 2020)	The study aimed to identify the characteristics and responsibilities of healthcare managers through a questionnaire of 477 respondents. The results of this study stated that demographically hospital managers are generally older, with the male gender at the higher manager level, with postgraduate education. In the field of responsibility, it was found that hospital managers have general responsibilities such as organizational development, community relations, quality improvement, service safety and leadership owned by all levels of management. However, there are significant differences in educational backgrounds and commitment to professional development.

Based on the results of several studies, there are several managerial characteristics related to the performance and satisfaction of health workers. Competent managerial characteristics who are experts in their fields are related to the performance and dynamism of the work unit. A good working climate is also a factor that determines the occurrence of good health services. Managerial and organizational support and relationships with medical staff in compliance with clinical practice guidelines in hospitals. The manager's age, mental status and last education are the characteristics of the manager that can determine the performance of medical personnel.

According to research done at RSUP Dr. M. Djamil Padang, workload, motivation, and leadership style are important factors that affect nurse productivity. Another study done in Indonesia by Gunawan et al. identified generational differences that affect nurses' competencies and leadership development. Both employ survey approaches, but their purviews are different: the productivity study pinpoints management and operational variables, whereas the competence research evaluates skill sets and generational shifts. Although nurse management is the subject of both studies, their contributions and scopes differ. While the work productivity study concentrates on enhancing immediate operational efficiency, the management competence study examines generational dynamics and long-term leadership development. Incorporating knowledge from both can offer a comprehensive strategy for improving nursing leadership and performance in Indonesian hospitals.

A good working climate and environment also affects the productivity level of employees where the role of managers in leadership, effective communication and appropriate decision-making can increase effectiveness and efficiency in health services. This is in line with previous studies conducted by Dwi Yanti (2024) and Rizky Aulia (2020) where effective managerial characteristics can have a positive impact on the performance and satisfaction of health workers. Transformational leadership, effective communication and appropriate decision-making are important factors for hospital managers to pay attention to in order to create a productive and satisfying working environment and climate. (Dwi Yanti et al., 2024; Rizky Aulia & Dwiantoro, 2020)

## Conclusions

Hospital managerial with good characteristics such as age, education, leadership, communication, and decision-making can increase the effectiveness and efficiency of hospital services. Good manager characteristics will create a good working environment and climate so that it can affect the performance, satisfaction, and productivity of health workers at work.

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