Global Journal of Health Administration
e-ISSN 3123-4712

INTEGRATING TRANSFORMATIONAL LEADERSHIP AND JOB ANALYSIS TO OPTIMIZE STRUCTURAL STAFF PLACEMENT: A SYSTEMATIC LITERATURE REVIEW

Kholish Atikah Azzam[1], Ansarul Fahrudda[2]
Master of Hospital Administration, Faculty of Medicine, Muhammadiyah University of Surabaya, Indonesia

Correspondence*:
Address: Muhammadiyah University of Surabaya, Surabaya, Indonesia | e-mail: kholish.atikah@gmail.com

Abstract

Background : *Human resource (HR) management in hospitals faces competency mismatches in structural positions and disproportionate workloads. This phenomenon stems from weak organizational needs analysis and flawed bureaucratic structures.*
Aims : *This study aims to provide a novel descriptive theoretical framework on the "right man on the right place" concept and work standards through a needs analysis approach and proper organizational structure design to generate accurate job descriptions..*
Methods : *This Systematic Literature Review utilized the PRISMA protocol. A comprehensive literature search was conducted on Google Scholar, PubMed, and ScienceDirect databases for the 2020-2026 period.*
Results : *The synthesis indicates that unclear main duties and functions trigger multiple roles due to administrative staff shortages. Implementing job analysis competencies supported by transformational leadership proves to be a key factor in enforcing fair workload distribution. The use of instruments like Workload Indicators of Staffing Need (WISN) is effective in ensuring proper staff placement.*
Conclusion : *The application of transformational leadership in strengthening organizational structure through the integration of job analysis and objective workload calculation is an absolute pillar to minimize human error and optimize patient care quality in hospitals.*

Keywords : *Job Analysis, Patient Care Quality, Staff Placement, Structural Position, Transformational Leadership.*

Abstrak

Latar Belakang : Manajemen sumber daya manusia (SDM) di rumah sakit dihadapkan pada terjadinya ketidaksesuaian kompetensi pada jabatan struktural serta beban kerja yang tidak proporsional. Fenomena ini berakar dari kelemahan analisis kebutuhan organisasi dan struktur birokrasi yang keliru.
Tujuan : Penelitian ini bertujuan untuk memberikan deskripsi teoretis baru mengenai konsep the right man on the right place dan standar kerja melalui pendekatan analisis kebutuhan serta desain struktur organisasi yang benar guna menghasilkan deskripsi pekerjaan (job description) yang akurat.
Metode : Tinjauan literatur sistematis (Systematic Literature Review) ini mengikuti protokol PRISMA. Pencarian artikel dilakukan pada database Google Scholar, PubMed, dan ScienceDirect untuk periode 2020-2026.

Hasil : Sintesis hasil menunjukkan bahwa penataan tugas pokok dan fungsi yang tidak jelas memicu fenomena peran ganda (multiple roles) akibat kekurangan staf administrasi. Implementasi kompetensi analisis jabatan yang didukung oleh kepemimpinan transformasional terbukti menjadi kunci utama penegakan keadilan distribusi beban kerja (work load).
Kesimpulan : Penerapan kepemimpinan transformasional dalam penguatan struktur organisasi melalui integrasi analisis jabatan dan penghitungan beban kerja yang objektif merupakan pilar mutlak untuk meminimalkan human error dan mengoptimalkan mutu pelayanan pasien di rumah sakit..

Kata Kunci : Analisis Jabatan, Jabatan Struktural, Kepemimpinan Transformasional, Mutu Pelayanan Rumah Sakit, Penempatan Staf.

Global Journal of Health Administration
e-ISSN 3123-4712
Volume 2 No.1 2026 DOI: 10.30651/gjha.v1i2.31739
Received: (14-06-2026) Revised: (25-07-2026) Accepted: (29-07-2026) Published: (04-08-2026)
How to cite: Azam, A. A., Fahrudda, A. (2026) Integrating Transformational Leadership and Job Analysis to Optimize Structural Staff Placement: A Systematic Literature Review. *Global Journal of Health Administration,* 2 (1), pp 75-82
DOI: 10.30651/gjha.v1i2.31739

Introduction

Hospitals are capital-intensive, technology-intensive, and labor-intensive organizations characterized by highly complex daily operations (Rahmawati and Ramadhika, 2024). The successful governance of these healthcare institutions heavily relies on the quality of human resources (HR) occupying structural and administrative positions (Rahmawati and Ramadhika, 2024). Based on empirical data from recent reliable studies, there are three primary problems in current hospital HR management. First, a global observational study reported that 77.3 percent of hospital nurses experience workloads within an unsafe zone, where high patient-to-staff ratios directly correlate with increased patient mortality rates and readmissions (Organ, Jones and Smith, 2025). Second, research on apparatus structuring policies confirms that the qualitative mismatch between structural position titles and actual competencies (title versus competency mismatch) is a major threat to healthcare organizational effectiveness, significantly degrading the quality of medical interventions (Liang et al., 2024). Third, an umbrella review demonstrated a negative feedback loop in hospitals where administrative staff shortages cause excessive workloads for remaining clinical personnel, leading to burnout, increased medical errors, and high employee turnover (Sonderegger, Weber and Fowler, 2025). Furthermore, a prevalent phenomenon in local hospitals indicates that structural officials' placements are not fully based on objective Job Analysis and Workload

Analysis (Rahmawati and Ramadhika, 2024). Consequently, operational efficiency declines, directly threatening patient safety (Rahmawati and Ramadhika, 2024). The primary objective of this study is to provide a novel descriptive perspective on visualizing the "right man on the right place" theory and establishing work standards in clinical settings by focusing on operational needs analysis and proper organizational structure design to accurately extract job descriptions

Method

This research is a Systematic Literature Review (SLR) designed to identify relevant academic articles through a structured search strategy guided by the PRISMA (Preferred Reporting Items for Systematic Reviews and Meta-Analyses) protocol. To ensure the selected literature aligns with the research objectives, the PICO (Population, Intervention, Comparison, Outcome) framework was utilized. The population studied encompasses hospital human resources, specifically medical, nursing, administrative, and structural staff, addressing issues of leadership dynamics and suboptimal placement processes. The primary interventions examined include the application of transformational leadership, competency-based staff placement strategies (merit systems), and the utilization of job analysis instruments. These were compared against transactional leadership styles and subjective or situational placement practices. The expected outcomes targeted improvements in job satisfaction, organizational efficiency, and patient safety through proper staff placement.

A comprehensive literature search was conducted between December 2025 and January 2026 using three major databases: Google Scholar, PubMed, and ScienceDirect, applying the customized keywords "Job Analysis" AND "Hospital" AND "Structural Position". The inclusion criteria were restricted to full-text, open-access original research articles published within the last five years (2020-2026), written in Indonesian or English, and directly related to hospital HR management. Publications such as textbooks, literature reviews (as primary sources), non-journal theses, or studies lacking clear methodologies were strictly excluded. Initially, the database search identified 1,894 records. After removing 154 duplicates and 1,595 ineligible records via automation tools, 145 articles were screened. An additional 129 articles were excluded during the eligibility assessment due to unclear methodologies or non-managerial focus. Ultimately, 16 full-text articles (8 international and 8 national) were deemed eligible and included in the qualitative synthesis.

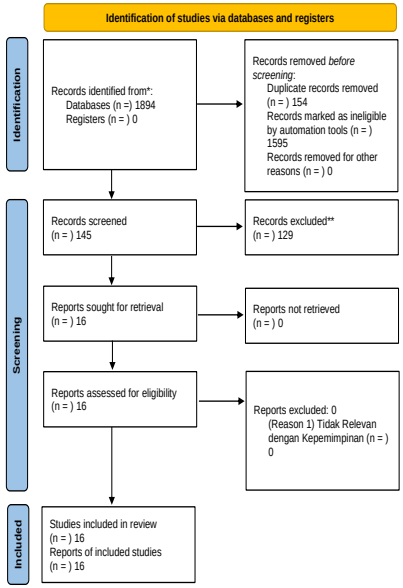

Figure 1. PRISMA flow diagram of the literature search and selection process

Result and Discussion

Based on the synthesis of 16 national and international journal articles, it was found that international literature delves deeper into the psychosocial, political, and diplomatic aspects of leadership. Conversely, national literature focuses primarily on technical managerial issues such as recruitment, workload calculation, and regulatory compliance. The integration of these perspectives reveals critical insights into hospital organizational performance.

Capacity Needs Analysis and Strategic HR Planning

The primary foundation for creating accurate job descriptions is the development of an organizational structure that reflects the actual healthcare service needs. HR needs analysis must not be conducted situationally or abruptly; rather, it must be based on a comprehensive mapping of the hospital's functional capacity scope (Agustia, 2024). Planning for daily nursing staff that does not align with actual field requirements has been proven to disrupt service stability (Agustia, 2024). Therefore, a well-designed organizational structure must clearly separate clinical and administrative responsibilities to prevent role bias (Rahmawati and Ramadhika, 2024).

Recruitment and Selection: Enforcing "The Right Man on The Right Place"

Proper staff placement remains a massive challenge in Indonesian hospital management due to competency gaps and dual roles. Manguntara, Said and Prasasti (2024) emphasized the importance of utilizing merit systems and formal job competency standards. However, in practice, recruitment in several private hospitals prioritizes internal foundation affiliates, limiting the selection of individuals with purely technical competencies (Febriantie and Ardan, 2025). Selection for structural positions

must strictly adhere to objective job analysis competencies aligned with national regulations to prevent educational mismatches in field execution (Manguntara, Said and Prasasti, 2024). In this context, transformational leadership and the political skill of top management are required as catalysts to enforce objective selection rules amidst internal interest pressures (Rahmawati and Ramadhika, 2024). Furthermore, Clarke et al. (2021) highlighted that hospital leaders require political skills to navigate internal political barriers during strategic service changes, positioning medical directors as diplomats executing "repair work" in changing structures (Jones and Fulop, 2021).

Table 1. Characteristics and key findings of the included studies

Category	Key Findings	References
Leadership	Transformational style predicts positive staff behavior and enhances nursing quality.	Alsaqqa (2023), Nurjanah (2025)
Staff Placement	Placement must be based on a merit system (Permenpan RB 38/2017) to improve competency.	Manguntara (2024), Pratiwi (2022)
Politics & Change	Political skill is required for leaders to navigate barriers during change implementation.	Clarke et al. (2021), Jones (2021)
Workload	Administrative staff shortages lead to multiple roles, reducing operational efficiency.	Febriantie (2025), Saiful (2021)

Training and Standard Work Orientation

Aligning HR capacity with job demands does not end at the selection phase. Continuous HR development through standardized orientation processes is essential to bridge initial competency gaps when staff are appointed to managerial or structural roles (Agustia, 2024). Continuous training programs act as strategic investments that directly contribute to increased work productivity and achievement motivation in the public service sector (Agustia, 2024). Additionally, organizational support for specific professional groups significantly influences organizational commitment (Albrithen and Yalli, 2023), confirming that excellent HR strategies strengthen overall employee performance.

Conclusion

Based on a comprehensive analysis and synthesis of valid journal literature, this study concludes that the application of transformational leadership in strengthening organizational structure through the integration of job analysis and objective workload calculation is an absolute pillar to minimize human error and optimize patient care quality in hospitals. This novel descriptive

theoretical formulation must be simultaneously supported by four operational pillars. First, hospitals must develop clear and specific job descriptions for every level to avoid role conflicts and guarantee operational responsibility clarity. Second, staff placement in strategic and structural positions must refer to objective formal competency standards and comply with national regulations, rather than relying on personal proximity or internal affiliations. Third, management must conduct quantitative workforce needs calculations using standard instruments such as Workload Indicators of Staffing Need (WISN) to ensure fair and equitable task distribution. Finally, hospital bureaucracies must be proportionally redesigned to eliminate the phenomenon of multiple roles caused by administrative staff shortages, thereby significantly minimizing the risk of human errors. Future research is strongly recommended to explore the specific impact of leadership on the accuracy of structural staff placement in facilitating organizational change, particularly focusing on the political skills and managerial diplomacy required to navigate interprofessional complexities in healthcare settings.

Abbreviations

HR: Human Resources; WISN: Workload Indicators of Staffing Need; PRISMA: Preferred Reporting Items for Systematic Reviews and Meta-Analyses; PICO: Population, Intervention, Comparison, Outcome.

Ethics Approval and Consent Participant

Not applicable. This study is a Systematic Literature Review and does not involve human or animal subjects.

Conflict of Interest

The authors declare that there is no significant competing financial, professional, or personal interests that might have affected the performance.

Authors' Contribution

KAA conceptualized the study, developed the methodology, conducted the literature search, analyzed the data, and wrote the original manuscript and AF wrote, reviewed, and edited the manuscript.

Funding Source

This research received no external funding.

Acknowledgment

We would like to thank the Master of Hospital Administration Program, Universitas Muhammadiyah Surabaya, for the academic support provided during the preparation of this manuscript.

References

Agustia, A. M. (2024). Strategi pengembangan sumber daya manusia dalam meningkatkan

kinerja karyawan Rumah Sakit Permata Hati Tangerang. ASIK: Jurnal Administrasi, Bisnis, Ilmu Manajemen, & Kependidikan, 2(1), 65-74.

Albrithen, A., & Yalli, N. (2023). Organisational contextual aspects among medical social workers. Frontiers in Psychology, 14, 1196593.

Alsaqqa, H. H. (2023). Assessment of leadership styles at hospitals in Gaza strip of Palestine. Contaduría y Administración, 68(3), 1-25.

Clarke, J. M., Waring, J., Bishop, S., Hartley, J., Exworthy, M., Fulop, N. J., Ramsay, A., & Roe, B. (2021). The contribution of political skill to the implementation of health services change: A systematic review and narrative synthesis. BMC Health Services Research, 21, 260.

Febriantie, N., & Ardan, M. (2025). Optimalisasi peran tenaga kerja rumah sakit dalam mewujudkan rumah sakit unggul berbasis pelayanan berkualitas. SENTRI: Jurnal Riset Ilmiah, 4(11), 3421-3428.

Gregoriou, I., Economidou, E. C., Avraam, D., Soteriades, E. S., Papastavrou, E., Charalambous, A., Stylianides, A., & Merkouris, A. (2025). Leadership and job satisfaction among physicians in the Cyprus public healthcare system. BMC Health Services Research, 25, 1032.

Jones, L., & Fulop, N. (2021). The role of professional elites in healthcare governance: Exploring the work of the medical director. Social Science & Medicine, 277, 113882.

Komulainen, H., Lunkka, N., Jansson, N., Meriläinen, M., Wiik, H., & Suhonen, M. (2025). Legitimizing strategies in transformative spaces: Institutional meaning-making and organizational change in health care. Journal of Health Organization and Management, 39(9), 380-397.

Liang, X., Liu, S., Zhang, Y., & Wang, J. (2024). Improved staffing policies and practices in healthcare based on a conceptual model. Frontiers in Public Health, 12, 1431017.

Manguntara, L., Said, L. O. A., & Prasasti, P. (2024). Analisis penempatan jabatan struktural pegawai dalam meningkatkan kompetensi pegawai. Jurnal Online Program Studi Pendidikan Ekonomi, 9(4), 1506-1516.

Mirza, N., & Sitorus, M. (2025). Optimalisasi peran administrasi rumah sakit dalam meningkatkan kualitas pelayanan kesehatan. ResearchGate.

Moreno-Domínguez, M. J., Escobar-Rodríguez, T., Pelayo-Díaz, Y. M., & Tovar-García, I. (2024). Organizational culture and leadership style in Spanish hospitals: Effects on knowledge management and efficiency. Heliyon, 10, e39216.

Nurjanah, S., Salsabilla, I., Ramadhan, S., Bella, T. R., Ananda, Z., & Ridwan, H. (2025). Analisis literatur tentang pengaruh kepemimpinan transformasional terhadap mutu pelayanan keperawatan. Jurnal Penelitian Inovatif (JUPIN), 5(2), 1055-1064.

Organ, B., Jones, A., & Smith, M. (2025). Are minimum nurse-to-patient staffing ratios needed in hospitals? An observational study in British Columbia, Canada. BMJ Open, 15(7), e099358.

Pratiwi, H. R., Nyorong, M., & Jamalludin. (2022). Analisis proses manajemen sumber daya manusia di Rumah Sakit Umum Mitra Medika Bandar Klippa. Journal of Healthcare Technology and Medicine, 8(2), 1242-1251.

Rahmawati, T., & Ramadhika, A. (2024). Analisis sistem dan kompleksitas pelayanan rumah sakit. Economics and Digital Business Review, 5(2), 764-769.

Saiful, E., Fitriani, A. D., & Nadapdap, T. P. (2021). Analisa faktor yang memengaruhi kinerja staf bagian umum di RSUD Dr. Fauziah Bireuen Tahun 2019. Journal of Healthcare Technology and Medicine, 7(2), 1083-1095.

Sims, S., Fletcher, S., Brearley, S., Ross, F., Manthorpe, J., & Harris, R. (2021). What does success look like for leaders of integrated health and social care systems? A realist review. International Journal of Integrated Care, 21(4), 1-17.

Sonderegger, S., Weber, M., & Fowler, S. (2025). Causes and effects of hospital nursing shortages to consider potential feedback effects: An umbrella review. Human Resources for Health, 23, 102.