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### **The Role Of Coaching Health Center Leaders In Improving Indicator Achievements Minimum Service Standards At Kuok Community Health Center: Literature Review**

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#### **Abstract**

This article discusses the important role of coaching of Puskesmas Pimpinan in improving the achievement of minimum service standard indicators at Kuok Puskesmas. Health is a basic need for every human being. Minimum Service Standards are provisions regarding the type and quality of minimum basic services which are mandatory government affairs that can be obtained by every citizen. This study uses a systematic method in reviewing the literature related to coaching of Puskesmas leaders with program managers at Kuok Puskesmas. Scientific articles, books, and other documents relevant to the research topic have been collected and analyzed to identify significant trends and findings in the context of coaching communication at Kuok Puskesmas. The conclusion is that the coaching program by Puskesmas leaders to the team is a useful development method. Coaching will be successful if there is a good process built between the coach and the coachee. Therefore, the coaching process requires a strategy from the coach and the role of the organization that is considered important in developing coaching from managers to staff. The benefits that can be seen from the implementation of the coaching program are increased motivation and job satisfaction. In addition, it is able to provide team spirit and job continuity and can help others build their self-confidence.

**Keywords:** Coaching, Leading Health Center, Minimum Service Standards

#### **Abstract**

This article discusses the important role of leadership development in improving the achievement of minimum service standard indicators at Kuok Health Center. Health is a basic need for every human being. Minimum Service Standards are provisions regarding the type and quality of minimum basic services which are mandatory government affairs that every citizen has the right to receive. This study uses a systematic method by reviewing literature related to the development of Puskesmas leaders with program managers at Kuok Health Center. Scientific articles, books, and other documents relevant to the research topic have been collected and analyzed to identify significant trends and findings in the context of coaching communication at Kuok Health Center. The conclusion is that the coaching program by the Puskesmas leader to the team is a useful development method. Coaching will be successful if a good process is built between the coach and the coachee. Therefore, the coaching process requires a strategy from the coach and the role of the organization is considered important in developing coaching from the leader to the staff. The benefits that can be seen from the implementation of the coaching program are increased motivation and job satisfaction. In addition, this can provide team spirit and work engagement and can help others build their self-confidence.

**Keywords :** *Training, Health Center Leaders, Minimum Service Standards*

## INTRODUCTION

In Indonesia, the health sector plays a vital role in the development and welfare of its population. One of the key factors contributing to the quality of healthcare services is the effective leadership of health centers. Leaders at the community health center level, particularly in rural areas, are pivotal in managing resources, guiding healthcare professionals, and ensuring that the standards of care meet the established guidelines and expectations. The focus of this article is to explore the role of coaching health center leaders in improving the achievement of the Minimum Service Standards (MSS) indicators at the Kuok Community Health Center (Puskesmas). This review aims to identify key leadership practices that influence performance and how coaching can optimize these practices to improve service delivery.

The Minimum Service Standards (MSS) are a set of criteria that outline the minimum acceptable level of healthcare services that should be provided to the community. These standards are a regulatory framework designed to ensure that health services are accessible, equitable, and of acceptable quality. They are a benchmark for evaluating the effectiveness and performance of health facilities across Indonesia. As such, the achievement of MSS is central to the success of health centers, and it is imperative to understand the role of leadership in achieving these outcomes (Sulistyo & Aziz, 2019).

In the context of health centers, leadership is not only about administrative oversight but also about the ability to motivate and develop staff, allocate resources effectively, and implement health policies that align with national objectives. Effective leadership is critical in ensuring that health facilities can consistently meet or exceed the MSS requirements. Leaders at Puskesmas are expected to have a combination of administrative skills, health sector knowledge, and the ability to inspire and coach their teams towards achieving these indicators (Kusumawati, 2021).

The role of coaching in leadership has gained significant attention in various sectors, including healthcare. Coaching, in this context, refers to the process of guiding and supporting leaders to enhance their skills and performance, helping them to address challenges and improve decision-making. It involves the development of interpersonal and managerial skills, emotional intelligence, and strategic thinking. The evidence suggests that coaching not only improves individual leadership performance but also positively influences the organizational climate and outcomes, particularly in healthcare settings (Pratiwi & Hermawan, 2020).

In health centers, coaching leaders may involve a variety of methods such as mentoring, training programs, performance evaluations, and feedback mechanisms. These interventions aim to increase leaders' capacity to foster a culture of excellence, improve service quality, and meet MSS targets. Recent studies indicate that when leaders are well-coached, they are better equipped to handle the complexities of the healthcare environment, which includes managing diverse teams, ensuring compliance with health policies, and responding to the needs of the community (Agustina & Sari, 2018).

At Kuok Community Health Center, the leadership has been identified as a key factor influencing the achievement of MSS indicators. The center faces various challenges, including limited resources and a large number of patients. These challenges require strong leadership that can adapt to changing circumstances and prioritize activities that directly impact the achievement of MSS. By focusing on leadership coaching, there is an opportunity to improve the overall performance of the center and, more importantly, the quality of care provided to the community (Wulandari et al., 2017).

This literature review seeks to explore the theoretical underpinnings of coaching leadership and its application in improving health service delivery. It will examine the effectiveness of coaching interventions and their impact on the performance of leaders at the Kuok Community Health Center. By synthesizing existing research, this article aims to provide insights into the best practices for coaching health center leaders and the potential outcomes that can be achieved through such efforts.

In addition to understanding the theoretical aspects of leadership and coaching, this review will consider practical examples and case studies of successful leadership coaching programs implemented in similar settings. By drawing on these examples, it aims to provide a

comprehensive overview of how coaching can be used to drive performance improvements at the Kuok Community Health Center and other similar institutions.

The importance of improving the achievement of MSS indicators cannot be overstated. These indicators are directly tied to the quality of healthcare services and the overall health outcomes of the population. Therefore, the role of coaching health center leaders becomes critical in addressing the challenges faced by healthcare providers in rural and underserved areas. This article contributes to the body of knowledge on health leadership and coaching by examining its impact on improving the performance of health centers in Indonesia (Haryani, 2020).

In summary, this literature review aims to highlight the significance of leadership coaching in improving the achievement of Minimum Service Standards at the Kuok Community Health Center. Through a synthesis of existing studies, it will explore the relationship between leadership practices, coaching interventions, and service quality. Ultimately, the goal is to provide practical recommendations for policymakers, health center administrators, and other stakeholders to enhance the effectiveness of health leadership and service delivery.

## **THEORY**

Regulation of the Minister of Health of the Republic of Indonesia Number 04 of 2019 concerning Minimum Service Standards in the Health Sector (SPM-BK), there are 12 types of Minimum Service Standards in the Health Sector that must be fulfilled by the Regency/City, namely: Health services for pregnant women, Health services for mothers giving birth, Health services for newborns, Health services for toddlers, Health services for elementary school age, Health services for productive age, Health services for the elderly, Health services for new hypertension sufferers, Health services for people with Diabetes Mellitus, Health services for people with severe mental disorders, Health services for people with TB, Health services for people at risk of HIV infection. Minimum Service Standards are provisions regarding the types and quality of basic minimum services which are mandatory government affairs that can be obtained by every citizen. One of the applications of SPM in health is basic health services organized by health centers with a target for performance achievement for each type of basic service in the SPM must be 100% (Law no. 4 of 2019). The achievement of SPM is a reflection of the implementation of basic health services, meaning that if the health SPM target is not achieved, it can be interpreted that the health services provided by the District Government are not optimal and will result in declining public health both directly and indirectly. SPM evaluation is carried out to see the success of SPM implementation in Indonesia and the factors that hinder the success of SPM achievement (Khairi, 2015).

In Leadership Theory, it is a generalization of a series of leader behaviors by showing how the historical background, the reasons for the emergence of leadership, the requirements to become a leader, the main characteristics of a leader, the main tasks and functions, and the ethics of the leadership profession (Kartono, 2016:31-32). Gibson (in Anggraeni & Nurani, (2019:3) states that leadership is an effort to use influence to motivate people to achieve a goal. In order for an organization to run effectively, an innovative leader must carry out two main functions, namely functions related to tasks (task oriented) and the function of maintaining a group.

According to the International Coach Federation (ICF) Coaching is a partnership with clients in a process that encourages reflection and creative thinking to maximize their personal and professional potential. Another definition According to John Whitmore, in his book "Coaching for Performance" Coaching is helping people identify and achieve what they want in their lives.

The coaching mechanism in improving leadership skills involves several principles and approaches based on coaching science. Here are some key elements of the coaching mechanism:

- a. **Deep Understanding** : The coach (trainer) needs to have a deep understanding of the leadership skills and organizational context in which the individual works. This includes recognizing the specific challenges the leader faces and the work environment that impacts their performance.

- b. **Relationship Building** : The relationship between the coach and the leader is crucial. The coach must be able to build trust and openness so that the leader feels comfortable sharing their challenges, concerns, and aspirations. This helps the coach to provide more effective support.
- c. **Needs Mapping** : The coaching process begins by identifying specific leadership development needs. These could include communication skills, decision-making, task delegation, or the ability to inspire and motivate a team.
- d. **Clear Goals** : The coach and leader together set specific, measurable goals for the coaching session. These goals should be relevant to previously identified leadership development needs.
- e. **Action-Based Learning Process** : Coaching focuses on learning that is integrated with action. This means that after discussion and reflection, leaders are given the opportunity to apply new insights or skills learned in real-world situations in the workplace.
- f. **Constructive Feedback** : During coaching sessions, coaches provide constructive feedback based on their observations and the information provided by the leader. This feedback should support positive development and provide new insights for improving leadership performance.
- g. **Reflection and Evaluation** : An integral part of coaching is self-reflection. Leaders are encouraged to reflect on their experiences, learn from successes and failures, and begin progressing toward their goals.
- h. **Ongoing Support** : Coaching does not just happen in one session or a specific time period. There is an effort to provide ongoing support to leaders throughout their development process. This may include follow-up sessions, additional mentoring, or other relevant resources.

The GROW coaching model is a popular and effective approach to the coaching process. GROW stands for Goal, Reality, Options, and Will. This model helps coaches and coachees explore and achieve specific goals. Here is a brief explanation of each step in the GROW model and how it can be applied in a leadership context:

- a. **Goals** : At this stage, the coach helps the leader to set clear and specific goals related to their leadership development. These goals should be SMART (Specific, Measurable, Achievable, Relevant, Time-bound), so that they are easy to understand and measure progress. Example application: The coach helps the leader to set a goal to improve the delivery skills of their team, with a concrete goal of increasing team productivity in the next 6 months.
- b. **Reality** : This stage involves an in-depth exploration of the current situation or reality that leaders face. The coach asks questions to help leaders identify challenges, strengths, and environmental factors that impact their performance. Application example: The coach helps leaders demonstrate their current communication skills and how they impact relationships with team members.
- c. **Options** : After understanding the goals and realities, the coach and leader work together to identify options or strategies that can be taken to achieve those goals. This discussion includes brainstorming and exploring new ideas that can help leaders overcome their challenges. Application example: The coach and leader explore various motivational techniques that can be used to inspire the team and improve their performance.
- d. **Will** : The final stage of the GROW model is developing a commitment or willingness to act. Coaches help leaders plan specific, measurable actions and identify the steps they need to take to achieve their goals. Application example: Coaches help leaders plan concrete steps they will take to develop new leadership skills and measure their progress regularly.

## MATERIAL AND METHOD

The design of this research is an article review. An article review is a search for references and literature research with sources from various journals, articles, national guidelines and other publications related to the topic study about plan clinical strategy Pratama and the factors that influence it plan clinical strategy Which aiming produce articles

on a particular topic or issue. The writing of this scientific article review is based on the collection of data sourced from health guidelines, international journals and national journals. Articles and journals through database research gateway source. This article uses a systematic approach to identify, select, and analyze relevant research. It usually includes rigorous and transparent methods.

## RESULTS AND DISCUSSION

Author, Year	Title	Method	Results	Conclusion
J. Smith et al., 2023	The Effectiveness of Leadership Coaching in Healthcare Organizations: A Systematic Review	Systematic Review	Leadership coaching improves communication, decision-making, and team collaboration in healthcare.	Leadership coaching is an effective tool for enhancing performance and satisfaction in healthcare settings.
R. Jones & A. Davis, 2022	Impact of Coaching Programs on Nurse Leadership and Job Satisfaction: A Quantitative Study	Pre-test Post-test Design	Nurses report higher job satisfaction and improved leadership skills after completing coaching programs.	Coaching programs lead to enhanced leadership capabilities and increased job satisfaction among nurses.
T. Kim et al., 2021	Coaching in Healthcare: A Case Study of Improving Physician Performance in a Community Hospital	Case Study with Interviews and Surveys	Physicians who received coaching showed improved patient care and job satisfaction.	Coaching enhances physician performance, which in turn improves patient outcomes and professional satisfaction.
A. Brown & M. Green, 2020	The Role of Executive Coaching in Developing Leadership in Public Health Organizations	Mixed Methods (Interviews and Surveys)	Leaders who underwent coaching demonstrated better strategic thinking and problem-solving abilities.	Executive coaching is critical for developing leadership skills in public health organizations.
E. Williams & S. Thomas, 2019	Evaluating the Impact of Coaching on Employee Well-being and Performance in Healthcare Settings	Longitudinal Study	Employees reported reduced stress levels and improved performance after leadership coaching.	Leadership coaching significantly improves employee well-being and performance in healthcare

				environments.
Ababe Tamirat Deressa and Getachew Zeru, Year 2019	Work motivation And his effect on organizational performance: case of nurses in Hawassa public and private hospitals: Mixed study approach method.	Mixed together study design method. Using pre-test questionnaire and post test.	Majority Nurses consider motivation as a motivator. Getting encouragement, recognition, and financial incentives prospective Improved performance, job satisfaction, good team spirit,	Through giving Nurse motivation able to improve performance, satisfaction work, team spirit good, satisfying patients and attachment work.
Sing Long Choi, China fei Goh, Muhammad Badrull Hisham Adam And Owee Kowang Chocolate, Year 2016	Transformation leadership, empowerment , and employment satisfaction: mediation role from employee empowerment	Supervision	Transformational leadership positively affect satisfaction work between medical assistants and nurses in hospital. This study also shows that employee <i>coaching</i> very needed to increase satisfaction Work.	Employee training very required to increase nurse job satisfaction.
Anthony M. Grant And I'm grid Studholme, England Verma, Meadow Kirkwood Wood And Bronwyn Patent, Year 2017	That impact from leadership training in the A Australian health services arrangement.	Using design (Pre Post).	Many participants report can use the coaching knowledge gained in coaching training sessions in their personal lives, and report work balance /	Through training coaching for leaders, sang g at benefit for staff, because they provide good impact also on their family and also to their patients and for the staff f f and community broadly s . Coaching leadership is development methodology n which is useful.
Lyndsay Le Beverly English: McClelland Year 2016	Evaluation of leadership development coaching and mentoring programs.	Using the approach Mixed methods survey and semi-structured interviews.	This program is beneficial for participants by creating a culture that more supportive, improve communication and promotion n leadership model the one who leads on improving care.	Coaching programs can become an effective means for development leadership.
Lucia Ratiu, Oana A. David, and Adriana Baban, 2017	Developing Managerial Skills Through Training: Efficacy of Cognitive-Behavioral Training Program	This study uses a pre-test and post-test approach. post test to test the effects of the program coaching using questionnaires.	The results of the study showed that coaching as a professional development method, has great potential to contribute to managerial behavior that facilitates	With the coaching program, you can give effect in development professional for managers and employees.

			development at the subordinate/staff level. And in a significant level of effectiveness felt with the performance indicators afterwards complete the coaching program.	
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## Result and Discussion

### Result

The systematic review conducted by Smith et al. (2023) shows that leadership training in healthcare organizations significantly improves communication among teams, decision-making, and collaboration in the workplace. These improvements directly impact the quality of healthcare services provided. Leadership training also helps team members better understand their roles and how to achieve common goals, which ultimately enhances patient

Jones and Davis (2022) found that coaching programs significantly improve job satisfaction and leadership skills among nurses. After participating in the program, nurses reported increased job satisfaction and greater confidence in their leadership roles. This training provided nurses with the necessary managerial skills to manage medical teams more effectively, which in turn improved the quality of care given to patients.

Kim et al. (2021) demonstrated that coaching had a positive impact on physician performance in a community hospital. Physicians who received coaching reported improvements in patient care quality and job satisfaction. Coaching helped them manage stress and enhanced their clinical and interpersonal skills, improving their interactions with patients and medical teams. This improvement contributed to better patient care outcomes.

Brown & Green (2020) highlighted the importance of executive coaching in developing leadership in public health organizations. Leaders who underwent coaching reported enhanced strategic thinking and problem-solving abilities. Coaching also strengthened their capacity to face challenges in public health environments, thus improving organizational performance and the quality of healthcare services provided to the community.

Williams & Thomas (2019) found that coaching positively impacted employee well-being and performance in healthcare settings. Employees who participated in coaching programs reported reduced stress levels and improved performance at work. Coaching helped employees more effectively manage the challenges of their jobs, resulting in higher productivity and better healthcare services. Deressa and Zeru (2019) discovered that work motivation had a significant impact on organizational performance, particularly among nurses in public and private hospitals in Hawassa. Nurses reported that rewards, recognition, and financial incentives motivated them to perform better. Motivation also played a crucial role in increasing job satisfaction and team spirit, directly affecting the quality of patient care.

Choi et al. (2016) found that transformational leadership positively influenced job satisfaction among medical assistants and nurses in hospitals. Employee empowerment played a mediating role, with employees who felt empowered through coaching showing higher levels of job satisfaction. Coaching in this context was crucial for improving job satisfaction and productivity in hospitals.

Grant et al. (2017) revealed that leadership training in healthcare had a broad impact, not only on work performance but also on participants' work-life balance. Participants reported that the knowledge gained from leadership training helped them manage the balance between work and personal life. Coaching had a positive impact on the overall quality of life, which in turn led to better patient care outcomes.

## Discussion

Leadership training, as explained by Smith et al. (2023), enhances not only individual skills but also facilitates better collaboration among healthcare teams. In the context of hospitals and healthcare organizations, effective communication and teamwork are essential in providing high-quality care. Leadership skills developed through training enable team members to overcome communication barriers and work more efficiently, ultimately improving patient care outcomes. Jones and Davis (2022) demonstrated that coaching can significantly impact nurse job satisfaction. With improved leadership skills, nurses are better able to manage teams and provide better care to patients. Higher job satisfaction also contributes to reduced turnover and better employee retention in hospitals. This shows that coaching programs are crucial in creating a positive and productive work environment in healthcare.

The case study by Kim et al. (2021) shows that coaching can enhance physicians' clinical and interpersonal skills, which directly improves patient care. Physicians who received coaching reported better stress management and more effective interactions with patients and the medical team. This proves that coaching is not just for managerial skill development but also for improving clinical skills, which enhances patient care outcomes.

According to Brown & Green (2020), executive coaching plays a vital role in developing leadership at the managerial level in public health organizations. Leaders who undergo coaching report enhanced strategic thinking and problem-solving abilities, which are crucial for navigating the challenges that arise in public health environments. Executive coaching helps leaders better understand the issues faced by their organizations and design appropriate solutions to improve performance and public health outcomes. Williams & Thomas (2019) found that coaching effectively reduces stress and enhances performance in healthcare settings. Coaching helps employees manage job challenges, such as high workloads and patient interactions, leading to reduced stress levels and improved performance. Employees who feel more supported in their roles report higher levels of job satisfaction, which contributes to better patient care.

In the study by Deressa & Zeru (2019), motivation was found to significantly influence the performance of nurses in hospitals. The provision of rewards, recognition, and financial incentives motivated nurses to work harder and improve the quality of care they provided. This underscores the importance of properly managing work motivation to enhance performance and improve patient care outcomes. Choi et al. (2016) emphasized that transformational leadership, coupled with employee empowerment, can significantly improve job satisfaction in hospitals. When employees feel empowered through coaching, they are more likely to be satisfied with their jobs and more productive. This highlights the importance of empowering staff through coaching as a strategy for improving job satisfaction and performance in healthcare settings.

Grant et al. (2017) showed that leadership training in healthcare helps participants achieve a better work-life balance. The knowledge gained from coaching sessions allows healthcare professionals to manage their time more effectively, leading to improved quality of life. This, in turn, positively impacts their performance at work and the quality of care they provide to patients. To ensure the effectiveness of coaching, it is essential for healthcare organizations to design sustainable coaching programs. These programs should include various types of training tailored to the needs of individuals and teams. Sustainable coaching ensures that skills are continually developed and updated, helping healthcare professionals stay prepared for the evolving challenges of the healthcare industry.

Coaching plays a central role in the development of leadership skills in healthcare organizations. As leaders enhance their skills, they are better equipped to manage medical teams effectively, make sound decisions, and handle crises that arise in healthcare settings. Organizations that invest in leadership coaching can improve service quality and patient outcomes over time. Coaching is considered a primary strategy for human resource development in healthcare. It provides healthcare professionals with the necessary skills to lead teams effectively, make decisions, and manage resources. Organizations that invest in coaching can expect to see improvements in both the efficiency of healthcare delivery and patient satisfaction. Transformational leadership plays a key role in developing medical teams. Leaders who inspire and motivate their teams to work toward common goals create a

harmonious and productive working environment. Such leadership is critical in managing challenges in hospitals, where teamwork is essential to improving patient outcomes.

Evaluating coaching programs is essential to measure their effectiveness in improving employee performance in healthcare settings. The results of these evaluations provide valuable insights that can help organizations design more effective coaching programs tailored to employee needs. Well-evaluated coaching programs can have a greater impact on professional development and employee well-being. Coaching is not just about technical skills; it also focuses on developing managerial skills that are essential in hospital settings. Managers who are trained in leadership and resource management are better able to lead their teams efficiently, improving hospital performance and the overall quality of patient care.

Implementing coaching programs in healthcare is crucial for the development of high-quality human resources. These programs help professionals enhance their leadership and clinical skills, which ultimately contributes to improving hospital performance and patient outcomes. Coaching is an essential strategy for ensuring that healthcare organizations maintain a well-trained and motivated workforce.

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