

Green Leadership as a Model of Effective Leadership in Hospital Management in the New Normal Era

Mikaria Gultom

Study Program of Management, Faculty of Economics and Business, Universitas Mercu Buana, Indonesia
mikaria.gultom@student.mercubuana.ac.id

Abstract

The Covid-19 pandemic that has hit humanity throughout the world has become a very serious and very scary problem at least in the last two years since the end of 2019. Hospitals as health service institutions are also experiencing difficulties and are overwhelmed by the surge of patients who need treatment as well as health workers who participate exposed to the Covid-19 virus. Hospital management is very unprepared for this tremendous change, both in patient handling, labor management, changes in patient service flow, health insurance and workforce safety as well as the management of a very high spike in medical and non-medical waste. Against this unsettled situation, green leadership offers a solution to the difficulties experienced by the hospital business through effective leadership strategies during this pandemic. This research is a literature review, both from the facts on the ground in Indonesian hospitals during the COVID-19 pandemic and the views of experts about the importance of green leadership for hospitals facing the possibility of external extreme turbulence such as the current pandemic while still paying attention to the balance of the ecosystem and its environment. The findings of this study contribute to green leadership strategy in the management of hospital services in the new normal era.

Keywords

hospitals; covid 19; green leadership; health workers; new normal



I. Introduction

Hospitals face very serious challenges during the Covid-19 pandemic as a health service business for the entire community. The high number of confirmed Covid-19 patients forced the hospital management to adapt and make various changes in the handling of patients while still paying attention to the safety and health of health workers. The effects of the Covid-19 pandemic are still haunting mankind throughout the world. In world data as of November 20, 2021, it is stated that the number of people who have suspected Covid 19 has reached 256,613,416 people and a total of 5,138,214 of them have died. In the context of Indonesia, as of November 20, 2021, a total of 4,252,705 people were positive, and 143,714 of them died. The biggest concern of the Indonesian people occurred around July 2021 when the number of patients infected with Covid-19 increased drastically to reach 56,757 people in just 24 hours on July 15, 2021, the highest number experienced by Indonesia since the pandemic entered Indonesia in March 2020.

In such a panic situation, going to the hospital becomes a very scary situation for the community. The biggest fear is the possibility of contracting it from a patient in a hospital. Health workers who struggle to treat patients remain anxious and afraid of their health and mental safety when providing services to Covid-19 patients. In June-August 2021, patients with confirmed Covid-19 were not accommodated by hospitals, so hospitals in big cities were forced to open emergency tents for patient care. At least from the data collected, the

ten provinces with the highest number of infections affected by COVID-19 are large cities that are densely populated, as shown in the table below.

Table 1. Provinces with the Highest Development of Covid-19 in Indonesia As of November 20, 2021

PROVINCE	TREATED	CONFIRMED	HEALED	DIE
DKI Jakarta	1.062	863.231	848.580	13.589
West Java	1.413	707.235	691.099	14.723
Central Java	1.503	485.979	454.290	30.186
East Java	283	399.078	369.120	29.675
East Kalimantan	97	158.159	152.614	5.448
In Yogyakarta	518	156.444	150.665	5.261
Banten	245	132.597	129.666	2.686
Riau	348	128.537	124.081	4.108
Bali	173	114.094	109.882	4.039
South Sulawesi	149	109.863	107.478	2.23

Source: <https://www.antaranews.com/covid-19>

The panic in hospitals facing covid 19 is not only caused by the global situation by the effects of the pandemic on all of humanity, but also because health workers who handle the pandemic are the victims who are most likely to become suspect Covid 19 because they are in direct contact with patients who are very likely to be infected. In the report data LaporCovid-19.com (<https://nakes.laporcovid19.org/statistik>) As of October 22, 2021, it is stated that the number of health workers who died due to suspected Covid 19 was at least 2,032 people, the largest part of which were doctors with a total of 730 people. There were 670 health workers, including nurses, who died from Covid, followed by 388 midwives and dozens of other medical professions. The peak of the highest death rate for health workers occurred in July 2021 with 502 people, exactly in the same month as the peak of the Covid period in Indonesia, which reached almost 60 thousand people in a matter of 24 hours. The number of deaths exceeds the estimates of the World Health Organization (WHO) which predicts that only 340 Indonesian health workers are likely to die in the January 2020-May 2021 period due to Covid-19. Sihombing (2020) state that Covid-19 pandemic caused everyone to behave beyond normal limits as usual. The outbreak of this virus has an impact especially on the economy of a nation and Globally (Ningrum, 2020). The problems posed by the Covid-19 pandemic which have become a global problem have the potential to trigger a new social order or reconstruction (Bara, 2021). Likewise, the estimates of the International Health Metrics and Evaluation agency which predicts that the number of health workers who will become victims of death in Indonesia is only around 760 people, in fact, in real terms this figure far exceeds this figure.

In addition to struggling to deal with an overabundance of patients, the hospital leadership is also busy managing medical and non-medical waste, the number of which is increasing every day along with the increase in patients who have the potential to become a medium of transmission of the Covid-19 virus (Astuti, 2020). Infectious waste generated by hospitals consists of clinical waste handling patients, sample testing and Covid-19 vaccinations such as used masks, medical gowns, medical gloves, head protection, shoe protection, eye protection, as well as face shields, cotton swabs, swab tubes, reaction test boards, and disposable pipettes, and pharmaceutical product packaging. The following describes observational data on five Covid-19 epicenter provisions carried out by the

Ministry of Environment and Forestry, there was a very high increase in waste capacity, even exceeding 1,000 percent.



The highest increase in waste was in West Java Province, reaching 1,030.6 percent. In March 2021, Covid-19 B3 waste in West Java was still around 74.03 tons, increasing to 836.98 tons in July 2021 due to a surge in supply from 1,600 people to 10,700 people. Drastic increases also occurred in the provinces of Central Java (309.1 percent), Banten (159.5 percent), DKI Jakarta (45.9 percent), and East Java (23.6 percent). And nationally in July 2021, Covid 19 B3 (hazardous and toxic materials) waste will be 18,000 tons in line with the surge in Covid-19 patients.

The situation and problems caused by the Covid-19 pandemic are a big challenge for hospital management as the largest infectious waste producer. Handling of medical waste requires proper and fast management to prevent new transmission mediums that can increase the spread of the virus. In addition to medical waste management, hospitals also produce various non-medical wastes that must be managed properly so as not to damage the environment. Proper handling of waste can also provide comfort for hospital users because it avoids anxiety that hospitals are a source of transmission of various diseases and viruses.

Hospitals in Indonesia have not been able to manage medical waste optimally. This was conveyed by the Director of Environmental Health of the Directorate General of Public Health of the Ministry of Health, dr.Imran Agus Nurali, Sp.KO., in his remarks on August 16, 2019 during the FKKMK UGM inaugural Press conference, stating that medical waste that has not been managed properly is still very large. The volume of medical waste originating from 2,820 hospitals and 9,884 health centers in Indonesia reaches 290 tons per day, not including clinics and pharmacies. In Indonesia to date, only 10 medical waste management services are licensed with a waste management capacity of 170 tons per day. Meanwhile, only 87 hospitals have incinerators to treat their own medical waste with a capacity of 60 tons per day. In total it can be said that the medical waste management capacity is only 220 tons per day, while the national waste generated is 290 tons per day. Therefore, there is still a stockpile gap of 74 tons of medical waste per day that has not been managed.

This is also in line with the statement from the Secretary General of PERSI Center, Dr. dr. Lia Gardenia Partakusuma, Sp.PK(K), MM., MARS., FAMM., who said that hospital medical waste management is a very vital thing to do so as not to have a negative impact on the environment and society. Steps that can be taken is to provide their own incinerator. Another step is to work with third parties who already have official permission.

With the various problems that have been described previously, it can be concluded that currently the hospital which is the largest producer of waste has a very bad impact on the environment and all hospital users if it is not managed properly. To be able to reduce the long-term impact, strategies and leadership patterns are needed that are able to overcome the problems currently being faced by Indonesian hospitals. Some of the questions that need to be answered in this research are what leadership strategies should the hospital do? What type of leadership is suitable for a hospital to have? What culture and behavior should hospital users, especially health workers, have? What needs to be done by hospital management in managing the hospital in order to survive and be competitive? The presentation in this study will try to answer these questions so that green leadership becomes an effective hospital leadership pattern in the new normal era.

II. Review of Literature

2.1 Green Leadership

Leadership is needed in every organization because it is believed to be very important to direct all its members to achieve goals, especially in facing global challenges. Leadership in organizations is directed to influence the people they lead, to want to act as expected or directed by others who lead them (Sutikno, 2014). The leader is someone who becomes a leader because of the appointment of the group's wishes, while the manager is someone who is appointed and has legitimate power to give rewards or punishments to his subordinates (Rivai, 2011). A leader in a work unit has the ability to influence the behavior of others, especially his subordinates to think and act in such a way that through positive behavior can make a real contribution to achieving organizational goals. Agreeing with Rivai, Tumilaar (2015) says that a good leader understands the importance of employees in achieving organizational goals, and that motivating these employees is very important in achieving organizational goals.

Green leadership is the ability of leaders to influence their subordinates and mobilize the organization to realize the vision of ecological sustainability in the long term. Green Leadership includes four goals, namely: (1) inspiring a shared environmental vision; (2) environmental management approach; (3) create partnerships with stakeholders to solve environmental problems; and (4) being responsible for environmental education activities by influencing subordinates in environmental management initiatives (Dechant & Altman, 1994). The role of leaders greatly determines the success of environmental conservation programs and becomes the focus of attention of stakeholders so that our world can be saved from further damage.

1. Till et al (2020) in their research say that leadership in hospitals refers to leadership based on ecological or synthetic theories that focus on four main domains, namely:
2. The ability of a leader to know and understand themselves and their impact on others.
3. A leader's ability to know when to lead and follow, and how to build and lead a team.

4. The ability of leaders to understand and contribute positively to the strategic direction and operational delivery of their organizations.
5. The ability of a leader to understand and contribute positively to the health system.

2.2 Green Leadership Characteristics

The ability of policy makers to carry effective leadership values, the essence of what it takes to be a leader is more important for success as a leader than other factors. Azmi et al. (2018) describes several characteristics of environmentally sound leadership as follows:

- a. Have a high environmental awareness, which is formed from a sense of belonging to the environment to provide a solution response to the current environmental ecological crisis conditions;
- b. Have integrity towards saving and preserving environmental functions as indicated by the existence of activities to create environmental sustainability.
- c. Having innovations in the field of environmentally friendly supporting advice, such as water treatment, bottle lights, and infiltration wells;
- d. There is a steady attitude to care for the environment which is indicated by environmental protection measures, prevention of environmental damage and sustainable environmental pollution.

2.3 Green Leadership Strategy in Hospital Management

The organization in achieving its goals and objectives requires a strategy. Strategy in this case is a series of new mindsets in the leadership development stage to find ways to improve abilities in dealing with complex situations. McGrath (in Leavy, 2014) explains that a leadership strategy must have three core abilities, namely: (1) Making innovation a daily skill; (2) Practicing healthy living behavior as a routine and natural activity; (3) reconfigure the resources and daily activities to achieve a dynamic balance between stability and change.

Azmi et al. (2014) describes the green leadership strategy in his research as follows:

1. Implement a win-win strategy (win-win solution) through compromise in policy formulation to bridge the ideas of its members.
2. Implement collegial collective communication with communication that leads to co-workers/partnership relationships so that a green culture is formed as a result of teamwork.
3. Applying a humanity approach is shown by appeals and invitations in a family manner so that all members apply policies actively in their daily behavior.

The influence of leadership is significant when the expected compliance emerges from members of the organization and the effectiveness of the emergence of compliance will be influenced by the strategy used. A leader chooses a suitable strategy based on his knowledge and skills.

Torpp and Rod (2017) describe several strategies that a leader can take in improving environmental sustainability by creating new businesses and sustainable innovation in business, namely:

1. Use of waste and emissions as a new energy source.
2. Utilize information technology to save resources.
3. Create new products or services that serve the environmental sector (eg, clean energy) or are more environmentally friendly.
4. Reducing waste due to the use of packaging.

2.4 VUCA Strategy in Hospital Green Leadership

The Covid-19 pandemic has impacted all aspects of business management, including hospitals. Hospital management must also be aware that this pandemic will have a significant impact on decreasing financial performance. Efficiency in various aspects must be implemented immediately and think about various new innovation actions. The implementation of a green leadership strategy (Azzaini, 2018) in hospitals can be carried out with the following actions:

- a. **Vision.** Hospital management must have a clear vision for the hospital so that the direction and goals of the hospital will be clear and will not be so affected by external events. Hospitals must dare to clarify their vision in accordance with the demands of environmental conservation by creating a “green” hospital. The hospital is built with an environmentally friendly building structure, the AMDAL is built according to government standards, and the hospital environment is planted with grass and trees that provide coolness.
- b. **Understanding.** The vision that has been formulated must be achieved through various activities and strategies. Hospital management needs to understand the hospital's capabilities and strategies to realize this vision. Leaders must take advantage of various information and opinions from various points of view and involve employees, customers and stakeholders to ensure that they move towards the same vision of environmental sustainability and creating a green hospital. Leaders must be aggressively promoting green behavior both internally and externally.
- c. **Courage.** Hospital management today is required to have the courage to face challenges and take risky decisions. This new normal era was won by leaders who dared to take risks with careful consideration of specific actions for investment in favor of the environment.
- d. **Adaptability.** Hospital management must also have good adaptability in this rapidly changing environment. Have high flexibility to be able to adapt quickly to external changes without having to change the direction of the initial strategy. And in the current situation, environmental sustainability remains a priority in every hospital service strategy.

2.5 Green Leadership Role

To develop green behavior, green leadership is essential at every level achieved through education, goal setting, accountability and unifying all priorities in all relationships and communications. The four main areas of leadership are establishing task forces, building a research culture, embracing the community and advocating for health policy (Alatas and Ayuningtyas, 2019).

Some green leadership roles according to Azmi et al. (2014) needed for now are as follows:

1. As an educator: provide education about environmental education and internalize the values of caring for the environment to subordinates
2. As a manager: formulating environmentally friendly policies, empowering several organizational personnel to oversee organizational policies
3. As an innovator: creating innovative and environmentally friendly supporting facilities.
4. As a motivator: motivates subordinates to actively implement environmentally friendly policies.
5. As a figure: giving an example of concern for the environment to subordinates. Understanding character values is done through example.

2.6 Green Leadership Role

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Some of the roles of green leadership according to Azmi et al. (2014) needed for now are as follows:

1. As an educator: providing education about environmental education and internalizing environmental care values to subordinates
2. As a manager: formulating environmentally friendly policies, empowering several organizational personnel to oversee organizational policies
3. As an innovator: creating innovative environmentally friendly supporting facilities.
4. As a motivator: providing motivation to subordinates to actively carry out environmentally friendly policies.
5. As a figure: giving an example of caring for the environment to subordinates. Understanding character values is done through example.

III. Research Method

This research methodology uses a literature study that looks at the main problems faced by hospitals in general in Indonesia in dealing with the COVID-19 situation. These serious problems are then examined by looking at the importance of Green Leadership in dealing with a number of serious problems and panics faced by all health management stakeholders, where hospitals are very likely to experience the same turbulence situation in the future. The findings of this study are to combine the real problems of the hospital situation in Indonesia in the pandemic era with the importance of green leadership in institutional management and hospital management in the new normal era.

IV. Discussion

4.1 Results

The characteristics of leaders who are environmentally friendly (green leadership) are urgently needed in hospitals today considering the hazardous medical waste that is also generated from the results of services to patients. Concern for the environment can create a hospital that is more comfortable for both officers and the community as service users. Green leadership is meaningless without institutions, power, authority, systems and models of management or management and constituent support collectively to achieve common goals. These elements are very important so that environmental leadership becomes a character in a person or organization. However, the toughest challenge in green leadership is finding a model and implementation of a combination of achieving hospital and environmental benefits (Djogo, 2015).

Referring to the opinion of Azmi et al (2014), leaders in hospitals must first have an awareness of the importance of green behavior in hospitals and the benefits of implementing these behaviors in increasing hospital productivity. With this awareness, hospital leaders can carry out various activities that can support environmental conservation, including:

1. **Education:** leaders provide education about the environment and make environmental care education programs an annual work program for hospitals. The

existence of these routine programs is expected to increase awareness of hospital human resources and make green behavior a hospital work culture.

2. **Manager:** leaders formulate hospital policies that are environmentally sound and create a special team that works to foster and oversee the implementation of these policies in hospital services.
3. **Innovators:** the leaders redesigned the hospital grounds and rooms into green and cool rooms and grounds by placing various plants and planting trees around the hospital.
4. **Motivator:** leaders motivate the cultivation of green behavior in hospitals by carrying out various activities that encourage all human resources to apply green behavior in their service duties in hospitals. Everyone who carries out their duties with green behavior is given a reward and those who do not are given punishment so that everyone is motivated to act better.
5. **Figures:** leaders become role models and become environmentally friendly figures by providing examples and living examples. Example: turning off the air conditioner, lights or laptop when not in use.

The most important demand of every hospital in the new normal era is the ability of the hospital to try to be a winner in the face of various changes that occur so quickly. Big shifts in thinking require reaction speed to win. For this reason, the role of a leader is needed who helps the organization to remain able to carry out new strategies so that the organization can still survive and achieve its goals. Hospital management can demonstrate environmental management by investing, innovating for action and improving hospital technology and operating systems to become more environmentally friendly or at least demonstrate a good commitment to the environment.

As a result of the Covid-19 pandemic, hospitals are experiencing problems losing patients because hospitals are considered an uncomfortable place and also medical personnel are not able to provide optimal care to patients for fear of being infected with COVID-19. In this situation, the role of green leadership is very effective in hospital management in the new normal era. The important role of green leadership is to carry out innovations and creativity that can ensure comfort, encourage changes, motivate employees and all hospital users to change as well as appropriate strategies in dealing with external and internal hospital changes.

In the new normal era, green leadership in hospitals needs to change strategies and procedures for patient care, waste management, human resource management and environmentally friendly hospital facilities, such as:

- a. Utilizing information technology
 - 1) Services for patients who originally relied on face-to-face, direct physical touch became service procedures and online doctor consultations via zoom, googlemeet or whatsapp.
 - 2) Recruitment and selection of employees using a website designed in such a way that prospective employees do not need to send a hardcopy application, just fill in the data according to the form provided by the hospital.
 - 3) Employee training activities using e-learning and online systems.
- b. Changes in the flow of patient care. Green leadership changes the flow of patient care by differentiating the entrance for infected patients from non-infected patients so that patients still feel comfortable.

- c. Hospital waste management with proper and correct procedures. Hospitals have two kinds of medical waste, namely solid waste and liquid waste.
 - 1) Solid waste. Not all Indonesian hospitals have incinerators to treat their medical waste. For solid waste treatment, the hospital cooperates with third parties who already have a waste processing permit. Green leadership will ensure that the third party has obtained official permission and can carry out processing properly and correctly
 - 2) Liquid waste treatment. Liquid waste treatment is carried out by procuring WWTP/AMDAL in accordance with standards determined by the ministry of the environment. Green leadership ensures that the construction of WWTP/AMDAL and wastewater treatment follows the correct procedures and quality standards that have been determined so as not to cause environmental damage and disrupt the health of the community around the hospital.
- d. Cultivate green behavior for all hospital staff.

Human resources involved in hospital services ranging from registration, nursing, laboratory and radiological examinations, to the cashier when patients complete service bills are required to wear masks and personal protective equipment. In addition to the use of PPE and masks, all officers must wash their hands and keep their distance so that the transmission of the Covid-19 virus can be minimized. Employees are also accustomed to sorting waste properly, reducing the use of plastic, reducing the use of air conditioning and electricity, using hand soap, tissue and sufficient water, and so on.

The application of green leadership in Indonesian hospitals has not yet become something familiar, although the government always requires hospitals to pay attention to environmental health with the slogan green hospital. Hospital leaders are not yet aware of their involvement in generating waste that can damage the environment, including owners and other stakeholders. They are still focused on traditional leadership and focus more on patient care that is safe in the hospital environment so that they are protected from lawsuits.

Solid waste management is left to the third party. The transfer of responsibility for waste management makes hospitals free from the obligation to process their medical waste according to the correct standards. The third party who takes responsibility does not all have the correct standards in the processing of medical waste so that its processing can cause environmental damage. Meanwhile, hospital wastewater treatment (AMDAL) is carried out only by following the regulations and standards set by the government. And sometimes government standards are violated because of the large costs that hospitals have to incur for the treatment of the waste. This is also exacerbated by the lack of commitment from the government (environmental institutions) to implement environmental health standardization through hospital waste treatment.

In addition to processing medical waste and waste, hospital management is also still finding it difficult to implement green behavior because medicines and drug packaging still use plastic and materials that are not easily destroyed. This is for the safety of drugs and pharmaceutical materials used in hospital services.

Green leadership is something that is very vital at this time considering that the environment has become increasingly worrying, especially the surge in waste due to handling Covid-19 patients. The role of leaders from line managers to the top is needed to ensure that all human resources in hospitals wear personal protective equipment properly and carry out service procedures appropriately including hand washing procedures, patient safety, waste disposal and treatment, and room sterilization. Leaders who are able to carry

out their duties in fostering and directing green behavior are leaders who are environmentally friendly and able to improve environmental sustainability.

The pandemic situation that has not been controlled until now will continue to contribute to an increase in the amount of medical waste. Moreover, there is the threat of virus variants that are far more infectious so that they can cause a spike in cases and the amount of waste. To solve the medical waste problem, a number of programs and activities can be carried out, starting from providing waste disposal sites, increasing medical waste treatment locations, utilizing waste treatment technology, and providing education to the public. Hospitals must become educators and motivators for the surrounding community, especially hospital users, to manage waste and cultivate green behavior. Hospitals must also be examples of green behavior figures by creating green hospitals, hospital gardens filled with green and fresh plants, inpatient rooms, outpatient care, clean and tidy hospital lobbies and hallways, health workers who behave green and the availability of adequate and clean waste disposal facilities around the hospital.

V. Conclusion

Hospitals as a business that contributes to medical waste can also damage the environment, requiring green behavior from all human resources involved in it. And green behavior can only be cultivated with the role of green leadership that will influence, foster and motivate all hospital human resources to carry out these green actions and behaviors.

Green leadership is the right leadership strategy in the new normal era by carrying out various new innovations such as the use of technology and adaptation to various changes that occur so that hospitals can survive. In addition, green leadership can encourage behavioral changes in all hospital users in creating a comfortable and safe hospital and maintaining the balance of the environmental ecosystem.

Hospitals in Indonesia should apply a leadership pattern characterized by green in the new normal era. Leaders with a green perspective will act as educators, motivators, innovators, figures and leaders who move all stakeholders and employees to behave green so as to create a safe and comfortable environment for all hospital users.

This research is still very limited and is based on the author's analysis with a very limited theoretical basis and literature on green leadership. This research can be continued by analyzing empirical data about the role and effectiveness of green leadership skills in improving hospital performance, especially in the New Normal era which demands various innovative and creative actions that must be carried out by hospital management.

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