

## STYLE LEADERSHIP OF THE HEAD OF THE ROOM TOWARDS ACHIEVEMENT OF EMPLOYMENT NURSE

TRI ERNAWATI  
ROSARI OKTAVIANA  
WINDU SANTOSO

<sup>1,2,3</sup> Sekolah Tinggi Ilmu Kesehatan Bina Sehat PPNI Indonesia  
E-mail: triernawati29@gmail.com

### ABSTRACT:

**Purpose of the study:** The purpose of this study is to find out the relationship between the rooms need is leadership style and the nurses work achievement.

**Methodology:** This research applied study cross sectional design by talking 43 nurses of RS SidoWarasMojokerto as the respondents. The method is questionnaire for leadership style and observation for work achievement. The result show leadership style causing the nurses work achievement low indicated in 7 person (16.3%), 4 person (9.3%) is good for democratic leadership style that low educated in 6 person (14.0%), and good 26 person (60.5%). This research used statistical analysis Chi-square for now. The relationship between the room head's leadership style and nurses work achievement is  $7.819 > x^2$  table with  $df=1$  is 3.841 with significant value (p) is 0.005 less than alpha 0.05 and fisher's exact test 0.009 ( $p<0.05$ ) that  $H_0$  is rejected and  $H_1$  is accepted. OR of 7.583

**Main Findings:** The nurse work achievement in influenced by several factors. one of them is the leadership's style. If the leadership style affects positively to work achievement, it will improve the service quality. On the other hand if it affects negatively. It will reduce the service quality. **Applications of this study:** That between leadership style and the nurses work

achievement there is a significant relationship.

**Novelty/Originality of this study:** To apply leadership style characteristic of the subordinates and the condition to give skill training to develop their knowledge and to improve the achievement and to conduct a further research on the leadership style.

**KEYWORDS:** Leadership style, Nurse Work achievement.

### BACKGROUND:

In daily practice it is often interpreted to be the same between leaders and leadership, even though the types of understanding are different. A leader is a person whose job is to lead, while leadership is a talent or trait that a leader must possess. Everyone has influence over the other party, with practice and increased knowledge by the party that influence will increase and develop. Leadership requires the active use of abilities to influence others and in realizing the goals of the organization that have been set in advance.

Effective leadership style in a work unit will affect work behavior as indicated by increased job satisfaction and individual performance. In this research, the leadership style used is PathGoal6 leadership style because this leadership style is able to explain how the impact of superior leadership style on job satisfaction and performance by taking into account the situation factors. The essence of this leadership theory is that it is the leader's job to assist his employees in achieving their

goals and to provide the necessary direction and support to ensure their goals are consistent with the overall goals of the group or organization. There are four leadership styles, namely Directive Leadership, Supportive Leadership, Participatory Leadership, and Achievement Oriented Leadership. For job satisfaction using 5 indicators, namely satisfaction with salary and incentives, satisfaction with promotions, satisfaction with coworkers, satisfaction with supervisors, and satisfaction with the work itself

According to Widiarti's research, 2005 at Bhakti Rahayu Hospital in Surabaya from 33 responses and showed that the leadership style of the 6 people (27%) authoritarian room had good work performance, responses and with the leadership style of the democratic room head 9 people (30%) with sufficient achievements, while the leadership style respondent head room participation of 6 people (20%) work performance is lacking, overall the respondent is worth having enough work performance 13 people (44%). This shows that there is something meaningful between leadership style and nurse work performance.

After the researchers conducted a preliminary study in the inpatient room of Sido Waras Hospital, Mojokerto Regency on September 28, 2007, it was found that 10 nurses who as respondents, showed an authoritarian leadership style of 5 people (50%) had good work performance, respondents with a democratic leadership style of 3 people (30%) had good work performance, respondents with the leadership style of participation of 2 people (20%) work performance was not good. So the researcher wants to do research whether the leadership style has an influence on the work performance of nursing staff at Sido Waras Hospital Mojokerto

## LITERATUR REVIEW:

Hill and Caroll (1997) determine that leadership can be interpreted as support that is supported by people (two or more people in order to work together in activities related to shared goals).

The leadership function according to Hill and Caroll (1997) has two dimensions as follows :

- a. Dimensions relating to the level of ability to direct (direction) in the actions or activities of leaders, which is seen in the response of the people they lead.
- b. Dimensions relating to the level of support (support) or involvement of people who are led in carrying out the main tasks of the group or organization, which are described and manifested through the decisions and policies of the leader.

Based on the two dimensions operationally, five main functions of leadership can be distinguished, namely:

- a. Instructive function
- b. Consultative function
- c. Participation function
- d. Delegation function
- e. Control function

Work performance is to assess the ratio of real work results with both quality and quantity produced by each individual employee besides Malayu also defines work performance is a work achieved by someone in carrying out tasks based on skill, effort and opportunity (Malayu, 1996 ).

According to Herry Simamora (1995) in (Mangkunegara, 2005) work performance is influenced by three factors, namely:

- a. Individual factors consisting of
  1. Ability and expertise
  2. Background
  3. Demographics
- b. Psychological factors consisting of:
  1. Perception
  2. Attitude
  3. Personality

4. Learning
5. Motivation
- c. Organizational factors consisting of:
  1. Resources
  2. Leadership
  3. Awards
  4. Structure
  5. Job design

The aspects of work performance standards consist of quantitative aspects and qualitative aspects.

- a. Quantitative aspects include:
  1. Work processes and conditions of work
  2. The time spent or the length of time carrying out the work
  3. Number of errors in carrying out the work
  4. Number and type of service delivery in the work
- b. While the qualitative aspects include:
  1. Accuracy of work
  2. The level of ability to work
  3. Kemampuan analyze data or information, the ability or failure to use machines or tools.
  4. The ability to evaluate (client complaints or objections)

Performance appraisal is a formal process to periodically review and evaluate a person's achievements. This achievement evaluation process is intended to understand one's work performance, where this activity consists of identification, observation, measurement and development of the work results of an organization's employees (Gabab: 2004)

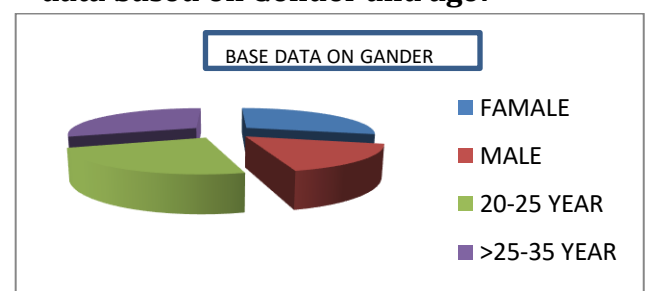
## METHODS:

In this study using cross sectional research design. The research to be carried out is a cross sectional study to determine the relationship of leadership style with the work performance of nursing staff in Sido Waras Mojokerto Hospital by taking 43 respondents of nursing staff in Sido Waras Mojokerto Hospital with purposive sampling. Instrument

used questionnaire for leadership and observation style. Analyze data was descriptive statistics including frequency, percentage, and means to analyze the aggregated data of demographic and work profile, leadership styles, and job satisfaction. The significant relationships between the leadership styles and job satisfaction were treated using Pearson R correlation.

## DISCUSS:

### a. Characteristics of respondents General data based on Gender and age:

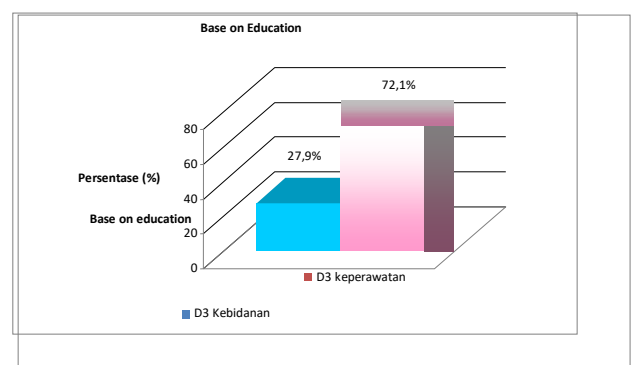


SumberRsSidoWarasMojokerto 2018

Figure Distribution of respondents by sex and age at Sido Waras Mojokerto Hospital

Interpretation based on the diagram above shows that the sexes of 43 respondents were 37 women (86.0%) and 6 men (14.0%), the diagram above shows that the age of respondents between 20-25 years was 26 people (60.5%) , > 25-35 years as many as 16 people (39.5%).

### B. Based on Education:

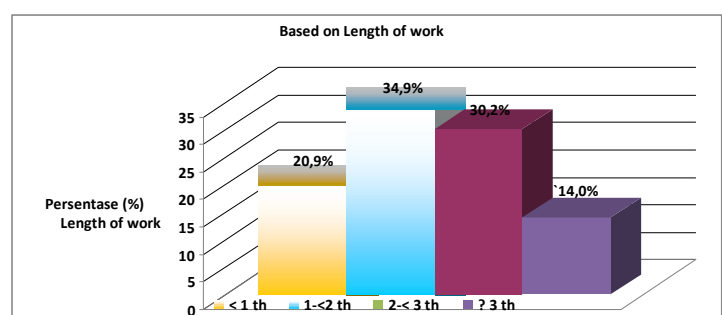


SumberRsSidoWaras 2018

Figure Distribution of respondents based on education level at SidoWaras Mojokerto Hospital

Data interpretation based on the diagram above shows that respondents with D III nursing education were 31 people (72.1%), and D III Midwifery education were 12 people (27.9%) According to the journals studied, DIII Nursing respondents were 23 people (77%) and less than 50% for 3 people (23%).

### C. Based on Length of Work

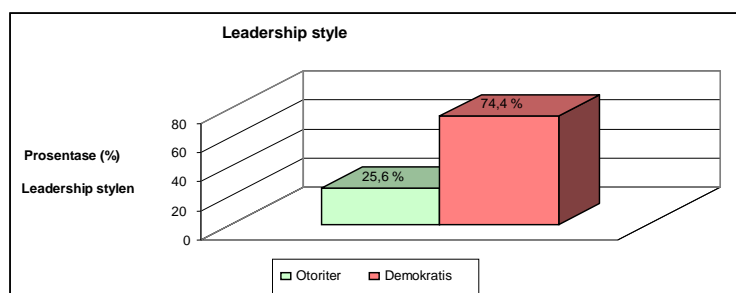


SumberRsSidoWarasMojokerto 2018  
Image Distribution of respondents based on length of work at Sido Waras Mojokerto Hospital

Data interpretation based on the diagram above shows that the length of work of respondents is less than 1 year as many as 9 people (20.9%), more than 1 year less than 2 years as many as 15 people (34.9%), more than 2 years less than 3 years as many as 13 people (30.2%), and more than 3 years as many as 6 people (14.0%).

## RESEARCH VARIABLE:

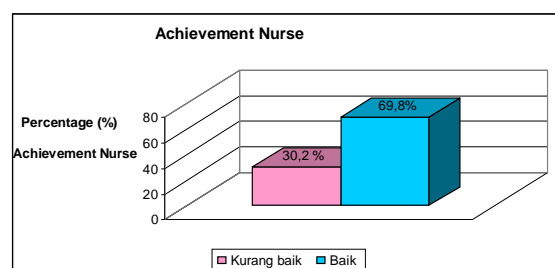
### a. Leadership Style:



Sumber Rs Sido Waras Mojokerto 2018  
Figure Distribution of respondents based on the leadership style of the room head at Sido Waras Hospital Mojokerto

Data interpretation based on the diagram above shows that the leadership style of democratic room heads is 32 people (74.4%) which includes vk / delivery rooms, emergency rooms, Nursing I and II tend to be democratic leadership style, as many as 11 people authoritarian (25.6%) which includes ok / operating room and critical care unit.

### b. Achievement Nurse

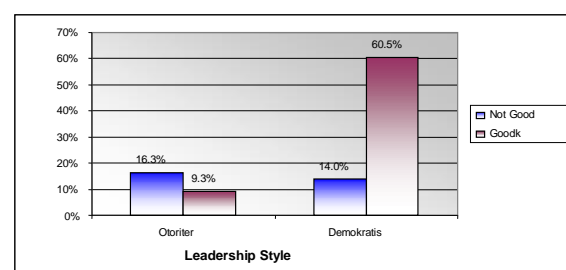


(Sido Waras Hospital)Mojokerto 2018  
Figure Distribution of respondents based on work performance of nursing staff at Sido Waras Mojokerto Hospital.

Data interpretation based on the diagram above shows respondents with good work performance of 30 people (69.8%), poor work performance of 13 people (30.2%).

## Relationship between Leadership Style and Work Achievement:

Percentage (%) Prestasi Kerja



(Sido Waras Hospital)Mojokerto 2018  
Image Relationship between head room leadership style with nursing work performance

Based on the test results show the Chi-Square value to determine the relationship between managerial leadership style with

nurse work performance that is equal to 7.819 which is greater than 2 tables with  $df = 1$  that is 3.841, with a significance value ( $p$ ) of 0.005 which is smaller than alpha 0.05, and the  $p$  value for the fisher's exact test was 0.009 ( $p < 0.05$ ). So it can be concluded that between the leadership style of managers with nurse work performance has a significant (meaningful) relationship. Furthermore, the results of the analysis also obtained an Odds Ratio (OR) of 7.583, 60.5%, managerial leadership style that is classified as authoritarian. Relative Risk = RR = For cohorts) has a 3.394 time.

In the cross table (crosstabs) above seen by the leadership style that is classified as authoritarian so that nurses work performance is not good there are 7 people (16.3%), 9.3% get good work performance. 26% (60.5%), 14% received poor work performance

Based on the results of the analysis obtained an Odds Ratio (OR) of 7.583, meaning that the leadership style of managers classified as democracy, has a chance of 7.583 times can produce good work performance nurses with 60.5%, preferably the managerial leadership style that is classified as authoritarian. However, in special cases according to work performance nurses will face lifestyle challenges (Relative Risk = RR = for cohorts) having an opportunity of 3,394 times. This is in accordance with the theory of Vera Herlina (2018). Work performance with a company, not apart from the leadership style that exists in the company, won leadership which is seen from the work performance of employees, generally shows whether or not effective leadership style is used as a leader in their employees. Or in other words, employees can be motivated to perform well, can be fulfilled or received through an effective leadership style from their leaders and a democratic leadership style is better than authoritarian because in terms of the characteristics of the respondents.

From this research, it was found that the authoritarian leadership style showed that the work performance of nursing staff was not good enough for 7 people (16.3%) and the work performance was good for 4 people (9.3%). Authoritarian leadership style tends to be adopted by the head of the critical care unit and operating room, according to the research analysis, the two rooms are places of intensive care that require fast and appropriate action, and consist of female workers. Men and women generally have different fundamental properties. For example women tend to use his feelings and act gently, on the contrary men use the ability to think and act hard. Here it can be explained that human nature is essentially lazy, and has no desire to increase productivity in an organization so there needs to be supervision and supervision, continuous direction. Therefore according to Muninjaya (2004) if assumptions such as this style of leadership will tend to force the group to work, direct and supervise group activities to fit the goals in the organization, but in daily practice the point is that people do not want to be forced, want to do everything accordingly with his will and feel valued when involved in decision making, given the opportunity to express his opinion. Democratic leadership style found poor work performance of 6 people (14.0%) and good work performance of 26 people (69.8%). Democratic leadership style tends to be used by the emergency room, VK / delivery room and treatment room. From the characteristics of respondents in education III III nursing and midwifery. That one of the factors that shape human life is the education he has received, both from formal and informal education institutions. The higher level of education a person has ever received, generally will increasingly add insight and abilities so that there is no need for coercion. And the average adult age is easy, that in general young people tend to have a dynamic and idealistic nature,

on the contrary the more people age they tend to also reduce their ability to think and work harder. Of course this does not always apply to everyone. Quoting from theory X and Y, most respondents belong to type Y. Y theory according to Douglas Mc in Nursalam (2002) that individual or group goals with organizational goals because they have the notion that humans are essentially like to work and willing to be responsible for their duties. Humans have the creativity and initiative to find solutions to solve the problems they face to achieve organizational goals. The leader's job is only to create conditions so that employees are able to complete tasks optimally

The work performance of the nursing staff is quite good 30 people (69.8%) seen the age characteristics of young adult respondents that the adult age is easily stable physiologically unstable so easily influenced and easily invited to collaborate here according to the theory (Gillis) Where democratic leadership ability to influence people others to be willing to work together to achieve the goals set, various activities to be carried out are determined jointly between the leadership and subordinates of the leadership authority is not absolute, the leader is willing to delegate some authority to subordinates, decisions are made jointly between the leadership and subordinates and communication takes place reciprocally, many opportunities from subordinates to submit suggestions and leaders to encourage the achievements of subordinates within the limits of each individual.

Lewin, Lippitt and White in (Gillies 1989) show that groups produce a greater quantity of work under authoritarian leadership, in this study the headroom style that tends to be authoritarian is the ccu and ok rooms. In this room, according to the CCU room analysis, it carries out critical patient care where it is very necessary to do fast and

appropriate actions, there needs to be an element of coercion because human nature is lazy, there is a need for group coercion to work, direct and supervise group activities to fit the goals in the organization. so is the room OK.

However, better work quality under democratic leadership. Democratic leadership style tends to be used in the vk / delivery room, emergency department, care, according to research analysis of all DIII education levels, where education level One of the factors that shape human life is education that he has received, both in formal and informal educational institutions. The higher education a person has ever received, generally will increasingly add insight and its ability so that there is no need for coercion. Where leadership is supportive in others in order to help those who achieve what has been determined, what will be done jointly between the leader and subordinate leadership authority is not contested, the leader agrees to delegate some authority to subordinates, is made together with the leaders and subordinates and communication continues reciprocally, many opportunities from subordinates to be invited by suggestions as well as leaders encourage achievement of subordinates at the boundaries of each individual. According to Gillies, 1989, the factors that determine the best leadership style for consideration are, and the challenges given, the amount of time available for assignments, group size, communication patterns, educational background, experience.

From previous researchers Widiarti, 2005 at Bhakti Rahayu Hospital in Surabaya that the authoritarian leadership style had good work performance. And researchers after conducting research at Sido Waras Mojokerto Hospital that democratic leadership style that has good work performance and authoritarian leadership style has enough work performance of 43. Where a good leadership style is how leaders can apply leadership style according to

certain situations and conditions such as style Authoritarian leadership is better applied in emergencies, when rapid mobilization of businesses is essential for public welfare. Usually the greater the subordinate's need for information and direction, the greater the acceptance of work from an authoritarian leadership.

From the Nurse Media Journal of Nursing journal, 7 (2), 2017, 65-78 Participants agree that their nurse managers use transformational or transactional leadership styles. The findings show that transformational leadership style ( $r = 0.558$ ,  $p < 0.000$ ) and transactional ( $r = 0.528$ ,  $p < 0.000$ ) correlate with nurse work performance.

From the European Scientific Journal January 2019 Nurse manager leadership style, as perceived by staff nurses, revealed that they often display transformational leadership ( $M = 2.88$ ), sometimes display transactional leadership ( $M = 2.31$ ) and sometimes display laissez-faire leadership ( $M = 1.38$ ). The level of job satisfaction of staff nurses produces 'somewhat satisfied' responses to professional work environment ( $M = 4.78$ ) and professional relations ( $M = 4.95$ ) and 'neutral' for autonomy ( $M = 4.45$ ), work value ( $M = 4.5$ ), role determination ( $M = 4.34$ ) and benefits ( $M = 4.23$ ).

IOSR Journal of Nursing and Science leadership style among head nurses as seen by staff nurses, the average total score of leadership style is  $59.0 \pm 13.9$ . The average total transactional force score recorded was  $57.9 \pm 15.1$ . Meanwhile, 40.9% and 37.3% of the study nurses respectively explained that head nurses rarely used contingent benefits and passive management with exceptions, while 40% stated that head nurses sometimes used active management with exceptions. The average total score of the transformational leadership style is  $59.5 \pm 14.6$ . Only 33.6% of the head nurses were characterized as showing

charisma, and less than a quarter (24.5%) had an idealized influence. However, 28.2% and 29.1% of head nurses used inspirational motivation and individualized considerations respectively, while 36.4% of respondents stated that head nurses always used intellectual stimulation. Also, significant differences between leadership styles

Vadyba Journal of Management 2017, shows that leadership dimensions have positive and negative influences on employee performance, in particular, charismatic, bureaucratic, laissez-faire and transactional leadership styles have negative effects on employee performance with ( $r = -0.228$ ,  $-0.267$ ,  $-0.336$ ,  $-0.185$ :  $df = 54$ ;  $P < 0.001$ ). However, democratic, autocratic and transformational leadership styles have a positive effect on employee performance with ( $r = 0.213$ ;  $0.018$  and  $0.108$ :  $df = 54$ ;  $P < 0.001$ ).

## CONCLUSION:

So it can be concluded that between the leadership style of managers with nurse work performance has a significant (meaningful) relationship. Furthermore, the results of the analysis also obtained an Odds Ratio (OR) of 7.583, meaning that the managerial leadership style that is classified as democratic, has a 7.583 times chance to make nurses work performance with the largest percentage of 60.5%, than the managerial leadership style that is classified as authoritarian. But in special cases where nurses work performance will tend to be less good even though the managerial leadership style is classified as both democratic and authoritarian (Relative Risk =  $RR = \text{For cohort}$ ) has an opportunity 3,394 times.

## LIMITATION AND STUDY FORWARD:

Limitations of the study are all nurses and midwives educated in diplom to Bachelor included in inclusion criteria

## ACKNOWLEDGEMENT:

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