Determine The Effect of The Leadership Style

by Turnitin Htp

Determine The Effect of The Leadership Style of The Head of The Room On The Performance of Nurses in The Inpatient Roomof The Rokan Hulu Regional General Hospital in 2020

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Abstract - The leadership style of the head of the room plays a very important role in improving nursing performance. Based on the results of interviews with 10 nurses in the inpatient room of RSUD Rokan Hulu, it was found that nurses could not improve their performance because there was still a lack of direction from the head of the room when there was a problem in the room and the room head's ability to provide future goals was still low. This study aims to determine the effect of the leadership style of the head of the room on the performance of nurses in the inpatient room of the Rokan Hulu Regional General Hospital. This research is quantitative analytic observational with a cross-sectional design. The study was conducted from August to September 2020. A sample of 82 respondents was taken using a proportional sampling technique. Data generated by univariate, bivariate, multivariate analysis with multiple logistic regression risk factor models. The results show that the performance of nurses was good 52.4%, good leadership style was 63.4%. There is an influence of leadership style on nurse performance (p 0.004). A good leadership style has the opportunity to improve the performance of nurses to be good 3,673 times after being controlled by tenure. The conclusion is that there is an effect of leadership style on nurse performance after being controlled by tenure. It is recommended for the hospital to provide training and provide leadership seminars to the head of the room so that the head of the room can lead and direct the nurse to work better, evaluate the leadership of the head of the room, implement a reward and punishment system.

Keywords: leadership, nurse performance, Rokan Hulu Hospital

1. Introduction

Health workers have an important role in achieving efficiency and effectiveness of service quality in hospitals, to improve the public health status. High professionalism is required for health workers including nurses as a component of hospital management. In general, hospitals have more nurses than in other professions. This shows that each hospital has a very large and strong potential in the development of nursing management, as an effort to improve the quality of services in the hospital. To improve the quality of nurses in providing nursing care to clients, a leadership role is needed in influencing and improving nurse performance (Arsad, 2018).

The head of the room is the leader who is directly in charge of the nurse in charge and the implementation of nurses' duties in the inpatient room. The head of the room has the responsibility of moving the nurse in charge and evaluating the performance of the nurse. The success of nursing services is largely determined by the performance of the nurses in providing nursing care (Putra, 2015).

The leadership style is in accordance with the situation and condition of the hospital or inpatient room, so the nurse will be more enthusiastic in carrying out their duties and obligations. The various leadership styles of the head of the room are authoritarian, democratic, bureaucratic and *laiseez faire* (free of action) and the leadership styles applied by the leader affect the performance of nurses.(Perceka, 2018).

The Rokan Hulu Regional General Hospital in accordance with the Decree of the Health Minister of the Republic of Indonesia Number: 1349/Menkes/SK/IX/2005, September 14, 2005 is a Type C Government

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Hospital located in the territory of the Rokan Hulu Regional Government of Riau Province. The status of the Rokan Hulu General Hospital (RSUD) is a Class C Non-Education Regional General Hospital which is administratively responsible and is under the Regent of Rokan Hulu Regency. The Rokan Hulu Regional General Hospital has operated with 125 beds and 530 employees consisting of 24 Specialists, 14 General Practitioners, 3 Dentists, 1 Radiology Doctor, 89 Medical Support staff, 233 Medical Staff, 26 public health personnel, and 134 general workers.

Each head of the inpatient ward at RSUD Rokan Hulu has a different leadership style with their respective strengths and weaknesses. Based on the interviews of researchers with 5 heads of inpatient rooms, it was found that 2 heads of rooms said that they applied a more democratic leadership style by listening to suggestions and input from nurses so that nurses felt cared for and their performance increased. 2 head of the room said that they apply an authoritarian leadership style to improve the performance of nurses because there are more young nurses with less work experience so that they need to be given direction and firm action to improve their performance. One head of the room said that he applied a more independent leadership style to act to improve the performance of nurses because the nurses in the room were experienced senior nurses so that the performance of the nurses was good even though the head of the room did not give direction.

From the initial survey in 3 inpatient rooms at Rokan Hulu Regional General Hospital by observation, the researchers encountered 2 inpatient rooms at Rokan Hulu Regional General Hospital where many nurses had not arrived on time and out of 10 nurses in the inpatient room that the researcher interviewed, 4 nurses said cannot improve its performance because there is still a lack of direction from the head of the room when there is a problem in the room and the low ability of the head of the room to provide future goals. 3 nurses said they could not improve their performance because there was still a lack of motivation or stimulation from the head of the room about employee performance and the lack of effectiveness in the division of work in the room. 3 nurses said they could not improve their performance due to lack of communication between superiors and subordinates and there was still a room head threatening if the work was not as expected.

Given the importance of the role of the head of the room as a leader in improving the performance of employees at the hospital, researchers are interested in doing the research on "The Effect of the Leadership Style of the Head of the Room on the Performance of Nurses in Inpatient Rooms at Rokan Hulu Regional General Hospital in 2020".

## 2.	Research Method

This research is quantitative analytic observational with cross-sectional design. The research was conducted from August-September 2020. The sample size in this study was 82 respondents. Sampling was done by proportional sampling. The types of data in this study are primary data and secondary data. The data analysis in this study was carried out quantitatively. Univariate analysis was carried out to obtain information about risk categories from the dependent variable and from each independent variable, bivariate analysis using chi-square with significance (significant) 0.05 and multivariate analysis using logistic regression test to explain the relationship of the independent variable with the dependent variable.

## 3.	Result and Discussion

In this study, primary data collection was carried out by filling out questionnaires directly by respondents about the independent variables being studied, which include; age, gender, education, years of service, employment status, and marital status. Respondents consist of 82 people.

### 3.1	Quantitative Result

In this study, primary data collection was carried out by filling out questionnaires directly by respondents about the independent variables being studied, which include; age, gender, education, years of service, employment status, and marital status. Respondents consist of 82 people.

Table 1
Frequency Distribution Performance of Nurses and Leadership Style

No	Variable dan Category	n=82	%
1	Nurse's Performance		
	Less Good	39	47,6
	Good	43	52,4
2	Leadership Style		

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No	Variable dan Category	n=82	%
	Less Good	30	36,6
	Good	52	63,4
	Total	82	100

The table above shows that the majority of the nurses' performance is good as many as 43 people (52.4%) and the majority of the leadership style of the head of the room is good as many as 52 people (63.4%).

Table 2
Respondents' Characteristics

No	Characteristics	n=82	%
1	**Age**		
	Early Adult (21-35 years old)	46	56.1
	Mid Adult (36-50 years old)	36	43.9
2	**Gender**		
	Male	24	29.3
	Female	58	70.7
3	**Education**		
	Diploma III	55	67.1
	Undergraduate	27	32.9
4	**Service Period**		
	0-5 years	31	37.8
	> 5 years	51	62.2
5	**Employment Status**		
	Non-Permanent	58	70.7
	Civil Servant	24	29.3
6	**Marital Status**		
	Unmarried	15	18.3
	Married	67	81.7
	Total	82	100

Based on the table above, it shows that the majority of the age categories of early adult respondents (21-35 years) are 46 people (56.1%), the gender of the majority of respondents is female as many as 58 people (70.7%), the majority of respondents' education is DIII Nursing as many as 55 people (67.1%). The majority of respondents' work period is > 5 years as many as 51 people (62.2%). The majority of respondents' employment status is non-permanent as many as 58 people (70.7%) and the majority of respondents' marital status is married as many as 67 people (81.7%).

Table 3
The Effect of Independent Variables (Leadership Style) and Covariate Variables (Age, Gender, Education, Service Period, Employment Status and Marital Status) on Nurse Performance

Variable	Not Good n	Not Good %	Good n	Good %	Total n	Total %	P_{value}	POR 95% CI)
Leadership Style								
Less Good	21	70	9	30	30	100	0,004	4,407
Good	18	34,6	34	65,4	52	100		(1.675- 11.598)
Age								
Early Adult (21-35 years old)	19	41,3	27	58,7	46	100	0,289	0, 563
Mid Adult (36-50 years old)	20	55,6	16	44,4	36	100		(0, 233- 1, 359)
Gender								
Male	11	45,8	13	54,2	24	100	1,000	0, 907
Female	28	48,3	30	51,7	58	100		(0, 34- 2,353)
Education								
Diploma III	29	52,7	47,3	26	55	100	0,271	1,896
Undergraduate	10	37	63	17	27	100		(0,738- 4,871)
Service Period								
0-5 years	21	67,7	10	32,3	31	100	0,009	3,850

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Variable	Nurse Performance						P_{value}	POR 95% CI)
	Not Good		Good		Total			
	n	%	n	%	n	%		
> 5 years	18	35,3	33	64,7	51	100		(1,493-9,926)
Employment Status								
Non-Permanent	26	44,8	32	55,2	58	100	0,598	0,688
Civil Servant	13	54,2	11	45,8	24	100		(0,264-1,787)
Marital Status								
Unmarried	5	33,3	10	66,7	15	100		0,485
Married	34	50,7	33	49,3	67	100	0,350	(0,150-1,572)
Total	39	47,6	43	52,4	82	100		

Based on the table above, it shows that the p-value is 0.004, it can be concluded that there is an influence of the leadership style of the head of the room on the performance of the nurse. The test results show that p-value of 0.289, it can be concluded that there is no effect of age on the performance of the nurse. The test results show that with a p-value of 1.000, it can be concluded that there is no effect of gender on the performance of the nurse. The test results obtained a p-value of 0.271, it can be concluded that there is no effect of education on the performance of the nurse. The test results obtained a p-value of 0.009, it can be concluded that there is an effect of service period on the performance of the nurse. The test results indicate that with a p-value of 0.598, it can be concluded that there is no effect of employment status on the performance of nurses. The test results show that p-value of 0.350, it can be concluded that there is no effect of marital status on the performance of the nurse.

Table 4

Modeling of Independent Complete Variables (Leadership Style) and Covariate Variables on Performance of Nurses in Inpatient Rooms of Rokan Hulu Regional General Hospital in 2020

Variable	p-value	POR
Leadership Style	0.997	2.994
Age	0.225	0.173
Gender	0.997	6.801
Education	0.997	1.362
Service Period	0.997	1.991
Employment Status	0.985	0.970
Marital Status	0.998	0.000
Leadership Style with Age	0.663	0.452
Leadership Style with Gender	0.997	0.000
Leadership Style with Education	0.997	0.000
Leadership Style with Service Period	0.997	0.000
Leadership Style with Employment Status	0.626	2.580
Leadership Style with Marital Status	0.998	1.901

Based on the table above, it can be seen that after modeling with complete variables, it is known that all interaction variables have a p-value of > 0.05. The variable with the greatest interaction, like the interaction of leadership style with marital status, has the largest p-value (0.998). Thus, the leadership style with marital status is first excluded from modeling in the interaction test. The variables that enter the interaction test are the dependent variable (leadership style), the covariate variable (age, sex, sex, education, service period, employment status, and marital status), and the interactions between the main variables and the covariate variables.

Table 5

Complete Modeling of Multivariate

Variable	B	SE	p-value	POR	(95%CI)
Leadership Style	1.301	0.512	0.011	3.673	(1.346-10.024)
Service Period	1.146	0.506	0.024	3.145	(1.166-84.86)
Constants	-1.447	0.506	0.004	0.235	

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Based on multivariate modeling analysis with 6 stages of modeling, the results of the analysis of leadership style affect the performance of nurses in the inpatient room of the Rokan Hulu Regional General Hospital in 2020 after being controlled by service period factors. A good leadership style has the opportunity to increase the performance of nurses to be good 3.673 times greater than the head of the room with a less good leadership style after being controlled by the service period variable. The relationship between the influence of leadership style on the performance of nurses after service period control with changes in leadership style can be explained by 22.3%, while 77.7% is explained by other factors that are not examined.

3.2 Discussion

a. Nurses' Performance

Based on the results of research on 82 nurses in the inpatient room, it was found that the majority of nurses' performance was good as many as 43 people (52.4%). Good nurse performance can be seen in the respondents' answers to the questionnaire to which answer was strongly agreed with the statement of doing work carefully, being able to do work according to the specified targets, and being responsible at work.

The results of this study are also in line with the opinion of Deniati (2019) which states that nurse performance is a nurse's activity in implementing the best possible role and responsibility to achieve the goals and objectives of an organization in providing nursing care. Success in nursing services is largely determined by the performance of a nurse.

According to researchers, nurse performance is a measure of success in achieving the goals of nursing services. The performance of nurses in providing nursing care is an application of the abilities or learning that has been received during the completion of the nursing education program. A good nurse performance will increase the satisfaction of patients who are or have been treated. For this reason, it is very important to improve the performance of nurses by increasing the supervision and competence of nurses through training, and the nursing management section can impose a reward system for nurses with good performance and punishment for nurses who have not worked in accordance with hospital regulations or SOPs.

b. Leadership Style

Based on the results of research on 82 nurses in inpatient rooms, it is known that the majority of the leadership style of the head of the room is good as many as 52 people (63.4%). The study also indicates that the democratic leadership style is the most dominant leadership style seen in the answers of respondents in the questionnaire who answered strongly that if the head of the room made decisions together with subordinates by 40.2%, the head of the room received suggestions and ideas from subordinates of 54.9 %, rules or policies are made together with discussions with subordinates at 51.2%, the head of the room involves subordinates in solving problems by 51.2% and the head of the room allows subordinates to innovate by 58.5%.

The results of this study are in line with the opinion of Putra (2015) who states that the head of the room is the leader who directly supervises the nurse in charge and the implementation of the duties of the nurse in the inpatient room. The head of the room has the responsibility of moving the nurse in charge and evaluating the performance of the nurse. The success of nursing services and services is largely determined by the performance of the nurses in providing nursing care.

According to the researcher, the leadership style applied by the head of the room will determine how the role of the head of the room is to improve nurse performance. For this reason, the leadership style of the head of the room must be tailored to the needs of each room and must be flexible, the head of the room must be able to read the situation of the room, make analysis and decisions when to be democratic or authoritarian. With the right leadership style, nursing services in the room can be aligned with the goals of the hospital.

c. Nurse's Characteristics (Covariate)

1) Age

Based on the results of research on 82 nurses in the inpatient room, it is known that the majority of respondents' age categories are early adults (21-35 years old) as many as 46 people (56.1%). The results of the chi-square test showed a p-value of 0.289, meaning that there was no influence of age on the performance of nurses in the Inpatient Room of the Rokan Hulu Regional General Hospital in 2020. In the multivariate analysis, the age variable was not a confounding variable on the leadership style and performance of nurses.

The results of this study are in line with the research of Ramli (2020) that stated that age is not related to nurses' performance, even though nurses are still young, performance will not be high, and vice

versa. There is no relationship between age and the performance of the nursing profession p-value = 0.070.

According to researchers, the older a person is, the individual will motivate him/herself to be better at work. Although age will affect a person's maturity, this person will not always have a good performance. Education, motivation, supervision, and work environment will affect the performance of nurses. A less supportive environment makes nurses feel bored at work, and the education and training received also affects the performance of nurses. For this reason, training must be provided to nurses regardless of the age of the nurse, in other words, both nurses in young adulthood and middle adulthood have the same opportunity to get training and improve professional performance for the better.

2) Gender

Based on the results of research on 82 nurses in the inpatient room, it was known that the majority of the respondents were female as many as 58 people (72.7%). The results of the chi-square test indicate that the p-value is 1.000, meaning that there was no influence of gender on the performance of nurses in the Inpatient Room of Rokan Hulu Regional General Hospital in 2020. In the multivariate analysis, the gender variable was not a confounding variable on the leadership style and nurses' performance.

The results of this study are also in line with research by Harmiyati (2016) which states that 93.6% nurses are female and there is no significant relationship between gender and nurses' performance (p-value = 0.338). The results of this study are also in line with Kurniawati's research (2019) in the Ar-Fahrudin ward of PKU Muhammadiyah Delanggu Hospital, with the results of the study that there was no significant relationship between gender and nurse performance with a p-value of 0.531.

According to researchers, there is no difference between male and female nurses in carrying out their duties and functions as nurses in the inpatient room, because both male-female nurses have the same workload in Rokan Hulu District Hospital. For this reason, nurses in inpatient rooms regardless of gender must be able to improve their performance, especially in providing nursing care according to hospital SOP.

3) Education

Based on the results of research on 82 nurses in the inpatient room, it is known that the majority of respondents' education is Nursing diplomas as many as 55 people (67.1%). The results of the chi-square test showed a p-value of 0.271, meaning that there is no effect of education on the performance of nurses in the Inpatient Room of Rokan Hulu Regional General Hospital in 2020. In the multivariate analysis, the education variable is not a confounding variable on the leadership style and performance of nurses.

The results of this study are also in line with the research by Harmiyati (2016) which states that 75.6% of nurses are still Nursing Diploma and there is no significant relationship between education and nurse performance (p-value = 0.257). The results of this study are also in line with Kurniawati's research (2019) in the Ar-Fahrudin ward PKU Muhammadiyah Delanggu Hospital with research results of 94.4% of nurses who are still Nursing diploma and there is no significant relationship between education and nurse performance with a p-value of 0.668. The results of this study are in line with the research of Ramli (2020) which states that the level of education of a nurse has no relationship with the performance of the nursing profession p-value = 0.699.

According to researchers, the higher the education of nurses, the better the knowledge and competence of nurses. To improve competence and professionalism, nurses with nursing academy graduates are expected to continue their education to the undergraduate level of nursing and attend nursing training to improve the competence and skills of nurses in the inpatient room.

4) Service Period

Based on the results of research on 82 nurses in the inpatient room, it is known that the majority of respondents' working period is > 5 years as many as 51 people (62.2%). The results of the chi-square test showed that the p-value was 0.009, meaning that there is an effect of tenure on the performance of nurses in the Inpatient Room of Rokan Hulu Regional General Hospital in 2020. In the multivariate analysis, the working period variable is a confounding variable on the leadership style and performance of nurses.

The results of this study are also in line with the research of Kumajas (2018) in the inpatient room of Datoe Binangkang Hospital, Bolaang Mongondow Regency, which stated that 60% had worked > 5 years. There is a significant relationship between tenure and nurse performance (p-value = 0.000).

According to the researcher, the length of work of > 5 years indicates that the nurses at Rokan Hulu Regional General Hospital have already had experience in carrying out nursing actions in the inpatient

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room. The more tenure the nurse has, the more experience the nurse has in providing nursing care in accordance with applicable standards or fixed procedures. Conversely, the shorter the working period, the less experience is gained. Work experience provides a lot of expertise and job skills. On the other hand, limited work experience results in a low level of expertise and skills.

d.   Employment Status

Based on the results of research on 82 nurses in the inpatient room, it is known that the employment status of respondents is non-permanent as many as 58 people (70.7%). The results of the chi-square test showed that the p-value is 0.598, meaning that there was no effect of employment status on the performance of nurses in the Inpatient Room of the Rokan Hulu Regional General Hospital in 2020. In the multivariate analysis, the variable of employment status was not a confounding variable on the leadership style and performance of nurses.

The results of this study are in line with the research of Ramli (2020) which states that the employment status of a nurse has no relationship with the performance of the nursing profession, with p-value = 0.673. The results of this study are also in line with the research of Herida (2016) at Meuraxa General Hospital in Banda Aceh, with the results of the study that there is no relationship between employment status factors and nurses' motivation with p-value = 0.907.

According to the researchers, the similarity of nurses' obligations in providing services to current patients can be an encouragement for hospitals to maintain environmental conditions that can improve the performance of nurses, especially those who are the spearhead in providing services to patients. These efforts, for example through equality of treatment between civil servant and non-civil servant nurses, develop a nurse recruitment module with non-civil servant status.

e.   Marital Status

Based on the results of research on 82 nurses in the inpatient room, it is known that the marital status of respondents is married as many as 67 people (81.7%). The results of the chi-square test showed that the p-value is 0.350, meaning that there was no effect of marital status on the performance of nurses in the Inpatient Room of Rokan Hulu Regional General Hospital in 2020. In the multivariate analysis, the variable marital status was not a confounding variable on the leadership style and performance of nurses.

The results of this study are also in line with the research of Anggoro (2018) at Dr. H. Soewondo General Regional Hospital Kendal, with the results of the study as much as 67.9% of nurses were married and there was no relationship between marital status and the performance of nurses, with p-value = 0.117.

According to the researcher, there is no effect of marital status on the performance of nurses. Married and unmarried nurses have the same responsibilities and workloads in Rokan Hulu Regional General Hospital.

f.   The effect of leadership style on nurse performance after being controlled by tenure

Based on the results of the study, there is an effect of the leadership style of the head of the room on the performance of nurses in the Inpatient Room of the Rokan Hulu Regional General Hospital in 2020 after being controlled by the factor of tenure. A good leadership style has the opportunity to increase the performance of nurses to be good 3.673 times greater than the head of the room with a less good leadership style after being controlled by the tenure variable. The relationship between the influence of leadership style on the performance of nurses after working tenure control with changes in leadership style can be explained by 22.3%, while 77.7% is explained by other factors that are not examined. The results of the answers to the questionnaire from 30 respondents who stated that the leadership style was not good, there were 21 respondents (70%) with poor performance, and of the 52 respondents who stated that the leadership style was good, there were 34 respondents (65.4%) with good performance.

The results of the multivariate analysis show that the variable tenure is a confounding variable on the leadership style and performance of nurses. Of the 31 respondents with a work period of 0-5 years, there were 21 respondents (67.7%) with poor performance. Of the 33 respondents with a service period of > 5 years, there were 33 respondents (64.7%) with good performance. The results showed that nurse performance was not only influenced by the leadership style variable but also controlled by work experience.

The results of this study are in line with the opinion of Astriana (2018) which states that the more / longer a person's work period is in a certain job, the more experience he gets, so that the level of proficiency for the job that is his job will be higher because it is supported by adequate ability and work experience. will produce high results/performance for the workforce itself, also shows the quality of work carried out.

According to researchers, the leadership style of the head of the room influences the performance of the nurse. A good leadership style will produce a good performance of the nurse in providing nursing

services to patients. The application of a leadership style that is following the character of subordinates, work, and existing conditions can make a major contribution to improving nurse performance. To improve nurse performance, the head of the room should conduct supervision and evaluation every month and include nurses who have not tested their credentials to participate in training and credentials.

4. Conclusion

The majority of the performance of the nurses in the inpatient room is good (52.4%), the leadership style of the head of the room is good (63.4%), the age category of early adult respondents (21-35 years old), the majority gender is female 70.7%, Nursing education diploma (67.1%), working period > 5 years (62.2%). The majority of honorary employment status is 70.7% and the married status is (81.7%). The leadership style affects the performance of nurses in the inpatient room of Rokan Hulu Regional General Hospital in 2020 (p-value = 0.004). The confounding variable that affects the leadership style and performance of the nurses is tenure. A good leadership style has the opportunity to increase the performance of nurses to be good, which is 3.673 times greater after being controlled by the tenure variable.

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