



The Relationship of the Leadership Style of the Head Room and the Performance of the Manufacturing Nurse in the Indonesian Christian University General Hospital East Jakarta

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Abstract

Background: Strong nursing performance acts as a link between ensuring the quality of patient care and the leadership style best suited to them. Executive nurses will be more eager to fulfill their responsibilities and have confidence that their demands will be met. Indonesian Christian University General Hospital, East Jakarta in 2022, nurse performance achievements only reached 68%, the deficiencies were found to be incomplete in the nursing assessment.

Objective: To determine the relationship between the leadership style of the head of the room and the performance of executive nurses at the Indonesian Christian University General Hospital, East Jakarta in 2023.

Methodology: Analytical research quantitative with a cross sectional approach. The sample of female customers was 71 nurses with simple random sampling technique. Bivariate analysis uses the Chi Square test.

Results: The results of the univariate research were that the leadership style of the head of the room was mostly democratic, 80.3% and the performance of the implementing nurses was good, 77.5%. The results of the bivariate research showed a relationship between the leadership style of the head of the room and the performance of the executive nurse with a p value of 0.000.

Conclusions: there is a relationship between the leadership style of the head of the room and the performance of the implementing nurse. It is hoped that room leadership will be able to conduct more thorough performance reviews than previously to monitor nurses' work and reduce incomplete tasks or patient complaints.

Keywords:

Leadership Style , Head of Room, Nurse Performance

Introduction

The Ministry of Health of the Republic of Indonesia explains that public hospitals have the task of carrying out

health efforts in an efficient and effective manner by prioritizing curative and rehabilitative efforts which are carried out in a harmonious and integrated manner

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accompanied by promotive and preventive efforts, as well as making referral efforts (Bustami, 2020). Hospitals are an integral part of the entire health service system that serves patients with various types of services. The number of human resources, including nurses, is one of the determining factors for the success of an organization in a hospital. In addition, a leader's actions have a significant impact on the ability of his subordinates to complete tasks according to the desired results (Tribhuwana & Malang, 2019).

The largest proportion of health workers are nurses, namely 587,830 people (46.9% of the total health workers) and consisting of 1,251,621 health workers (68.2%) and 587,830 health support workers (31.8%), according to the Indonesian Health Profile, which based on the Indonesian Health Human Resources (HRK) recapitulation. The majority of Indonesia's health human resources are spread across Java (Ministry of Health of the Republic of Indonesia, 2022). Meanwhile, data shows that there are 36,725 nurses employed in Health Service Facilities (Fasyankes) in DKI Jakarta Province in 2021 (BPS, 2022). Currently the number of nurses in East Jakarta is around 7,948 people, of which around 33.3% are contract workers, 39.7% are civil servants, and 26.9% are permanent employees. In addition, the survey revealed that women constituted 76.6% of the nursing staff, while men made up 23.4% (PPNI East Jakarta, 2022).

High-performing nurses are the key to improving the quality of health services. Kuntoro (2019) expressed the opinion that the performance of nurses in providing nursing care greatly determines the success of nursing services. Nurjannah (2019) emphasized that high-performing nurses are a bridge to provide quality assurance for

health services provided to patients in health service facilities, including hospitals, whether sick or healthy. Nursing care standards function as a set of rules for Indonesian nurses who provide general and specialized nursing care in hospitals, community health centers, and other public health service settings. These guidelines are based on the nursing process approach.

Anwar (2020) explains leadership as a process of motivating people to achieve goals, providing guidance and orders, and setting goals in order to increase the operational efficiency of the organization. The result of this influence is demonstrated by the staff's strong desire to work voluntarily.

The responsibilities of a nursing leader include organizing, planning, implementing, and analyzing available resources and infrastructure to offer the best nursing care to communities, families, and individuals. Suyanto (2022) states that a nursing leader carries out these responsibilities through the use of his leadership style. Putra et al. (2019) explained that a leader's actions will show the behavioral patterns implemented in the organization he leads.

According to Suyanto (2022), the head of the room is the operational leader in the nursing field who directly leads the implementing nurse as a human resource in producing professional nursing care. The head of the room has an important position because the success of nursing services is largely determined by the leadership behavior abilities of the head of the room. Mangkunegara (2020) added that if there is a leadership style that suits the situation and conditions of the organization, members will be more enthusiastic in carrying out their duties and obligations and hope that their needs can be met.

The healthcare setting plays a big role in leadership style. Asiri et al. (2019) used authoritarian and laissez-faire leadership styles in their previous research in Riyadh City, Saudi Arabia. The research results show that there is a relationship between authoritarian leadership styles (p value=0.027) and laissez-faire (p value=0.012).

Based on research by Deniati & Yanti (2020), the majority of room heads (47, 78.3%) have a democratic leadership style, and the majority of executive nurses (43, 71.7%) perform well. Bivariate analysis using chi square provided results showing a significant relationship (p value = 0.000 α = 0.05) between nurse performance and leadership style. The executive nurse will be able to express his thoughts and work together with others to find solutions thanks to the democratic leadership style of the head of the room.

In the research of Andriani et al (2020), the Spearman rank statistical test produced a value of ρ value = 0.000; This shows that there is a relationship between nurse performance and leadership style because the ρ _value <0.05. Likewise, research by Trevia et al. (2019) revealed that executive nurses performed well, with a strong democratic leadership style found at 57.4%; Thus, there is a significant relationship (p <0.05) between democratic (p =0.001) and autocratic (p =0.013) leadership styles and the implementation of respective nursing care. The majority of leadership heads apply a democratic leadership style, which results in high performance from nurse executives in terms of patient care and positive relationships between heads of wards and supervising nurses. The room leader also always asks

for input from other members and is involved in problem-solving discussions.

According to the Nursing Committee in 2022, the achievement of nurse performance based on hospital standards at the Indonesian Christian University General Hospital, East Jakarta, found that the average performance of nurses only reached 68%. The shortcomings were found in patient safety incidents as well as in terms of filling out nursing assessments incompletely and achieving employee training hours of less than 3 hours per month.

Based on a preliminary survey conducted at the Indonesian Christian University General Hospital, East Jakarta, researchers tried to conduct informal interviews with ten inpatients; six patients expressed dissatisfaction with the daily service they received from nurses. Based on the results of interviews with four implementing nurses regarding the role of the head of the room as a leader in carrying out nursing care, two of them stated that the head of the room was less firm in giving tasks to nurses, did not give nurses the opportunity to voice their concerns or feelings, did not give appreciation to nurses regarding their work, and showing less concern when there is conflict between nurses regarding nursing duties. It could be that the leadership style of the head of the room is the reason why the performance of nurses at the Indonesian Christian University General Hospital, East Jakarta, is still below standard. However, two other people expressed satisfaction with the leadership given to them.

Based on this statement, the author was interested in conducting research on "The Relationship between Head of Room Leadership Style and the Performance of Executive Nurses at the Indonesian

Christian University General Hospital, East Jakarta in 2023".

Methods

The design used in this research is quantitative analytical research. This study used a *cross sectional design*. The population in this research is all research subjects. The population in this study was all 175 executive nurses who worked at the Indonesian Christian University General Hospital, East Jakarta. The samples taken were based on *probability sampling techniques; simple random sampling* so that 64 respondents were taken. The location of the research was at the General Hospital of the Indonesian Christian University, East Jakarta, at the address Jl. Major General Sutoyo No. 2 Cawang, Kramat Jati, East Jakarta. When the research was carried out

in December 2023-February 2024, while data collection was carried out in February 2024.

The independent variable in this research is leadership style. The dependent variable is nurse performance. The leadership style questionnaire was taken from Rumaisha's (2020) research. The number of questions used was 12 question items with assessment criteria Democratic = A, Authoritarian = B, *Laissez-faire* = C. The questionnaire is a data collection tool which is filled in directly by respondents for family support using a questionnaire adapted from research by Nursalam (2020). The number used was 19 question items with *Likert scale assessment criteria*.

The research analysis used univariate analysis and bivariate *chi square analysis*.

Result

Table 1. Frequency Distribution of Head of Room Leadership Styles

Head of Room Leadership Style	f	%
Democratic	57	80.3
Authoritarian	14	19.7
Total	71	100.0

Source: Primary Data (2023)

Based on table 1, it shows that of the 71 implementing nurses, most of them have a

democratic leadership style of the head of the room 57 people (80.3 %).

Table 2. Frequency Distribution of Executive Nurse Performance

Performance of Executive Nurses	f	%
Good	55	77.5
Enough	16	22.5
Total	71	100.0

Source: Primary Data (2023)

Based on table 2, it shows that of the 71 implementing nurses, most of the

implementing nurses' performance was good 55 people (77.5 %).

Table 3. Relationship between the leadership style of the head of the room and the performance of the executive nurse

Head of Room Leadership Style	Performance of Executive Nurses				Total	p-value	OR (CI 95%)
	Good		Enough				
	f	(%)	f	(%)	n	(%)	
Democratic	50	87.7	7	12.3	57	100	0,000 12,857 (3,335-49,563)
Authoritarian	5	35.7	9	64.3	14	100	
Total	55	77.5	16	22.5	71	100	

Source: processed data, 2023

Based on table 3 showed that of the 57 executive nurses with a democratic headroom leadership style, the majority of the nurse's performance was good, 50 (87.7%), of the 14 nurses with an authoritarian headroom leadership style, the majority of the nurse's performance was adequate, 9 people (64, 3%). The results of *the Chi Square* test showed that the value of $p = 0.000 < 0.05$, which means there is a significant relationship between the leadership style of the head of the room and the performance of the executive nurse at the Indonesian Christian University General Hospital, East Jakarta in 2023. The OR value is 12.857 so it can be stated that the executive nurse with a democratic head of the room leadership style there is a 12.857 times chance of the performance of the executive nurse being good compared to a nurse with an authoritarian leadership style of the head of the room.

Discussion

Head of Room Leadership Style

Based on the research results, it is known that of the 71 nurses, most of them had a democratic leadership style, amounting to 57 people (80.3%). Suyanto (2022) describes the elements that influence leadership, especially talent, expertise, aptitude and drive; increase worker

autonomy, and encourage personal development.

In accordance with the research results of Deniati & Yanti (2020), in their research, the results were mostly with a democratic leadership style, 78.3%. Roostyowati, *et al* (2019) mostly with the leadership style of the head of the room democratic (59.6%). Different research results were conducted by Andriani, *et al* (2020) 44% with an authoritarian leadership style.

Researchers suspect that most democratic leadership styles prioritize people as the main and most significant element in each group, which is achieved by providing group members with many opportunities to participate in all activities. Based on the results of the questionnaire, most room leaders discussed program preparation with the nursing team, unless the rules needed to be applied authoritarily; Likewise, if a group member fails to complete the documentation process, the room leader intervenes by giving a polite warning so that the implementing nurse completes the task at hand without feeling pressured.

Overall, the results of the questionnaire show that each group member was given the opportunity to actively develop their leadership style as well as support in improving their

leadership attitudes and abilities. This helps prepare each individual for career advancement and gradual promotion to leadership positions, which also influences well-being. All work is completed according to a mutually agreed and determined plan, resulting in the creation of a pleasant, healthy and disciplined family environment where everyone is responsible for their actions.

Performance of Executive Nurses

Based on the research results, it shows that of the 71 implementing nurses, the majority of the implementing nurses performed well, 55 people (77.5%). Thoha (2021) emphasized that leadership plays an important role in determining the smooth running of hospital services because it is a fundamental component in organizational management. A leader will use it to motivate his subordinates to achieve goals according to their current capacity. Kuntoro (2019) stated that the performance of nurses in providing nursing care is largely determined by the success and service of nursing. Leadership style is a pattern of behavior designed to combine organizational goals with individual goals to achieve a goal.

In accordance with the research results of Andriani, *et al* (2020), the majority of respondents performed well, namely 58%. Likewise with the research results Deniati & Yanti (2020) in their research obtained mostly good performance results of 71.7%. Other research was conducted by Pujiastuti (2021) shows that most of the leadership styles of room heads are good as much as 78.3%. Roostyowati, *et al* (2019) with the majority of nurses' job satisfaction, most of them were satisfied (86.5%). This excellent nursing performance is an example of how nurses

carry out their duties and responsibilities at work, including carrying out initial assessments in accordance with hospital protocols, collecting information on clients' health developments through initial assessments, and collecting data through communication methods. In addition, the nurse executive performs a physical examination of the patient, gathers information before developing a nursing diagnosis, and establishes the nursing diagnosis.

Researchers make the assumption that the majority of nurses have good performance; This is a reflection of how nurses carry out their duties and responsibilities in accordance with hospital service standards. Based on the information obtained from the questionnaire, all implementing nurses collect data for each new patient; Additional data collection methods include history taking, observation, physical examination, and supporting examinations. The data sources are the client, family or related people, health team, medical records and other records.

In addition, good performance was demonstrated during implementation, because implementing nurses consistently assessed clients and their families based on the problems that needed to be addressed. This shows that the management process in carrying out nursing actions is carried out very carefully. Based on questionnaire results, nursing diagnoses are rarely shared with patients and their families; This is due to time constraints so the distribution is carried out directly without any prior explanation. Likewise, the majority of respondents rarely collaborate with clients to prepare nursing actions. This is due to the fact that this requires immediate action, in this case the nurse herself chooses what

to do. This ability can be attributed to the fact that most nurse practitioners have completed undergraduate education, which provides them with a good foundation of performance knowledge. Another component that also influences the level of comfort during performance is the work experience of the implementing nurses, the majority of whom have worked for 2.5 years or more, so they have expertise in the work process and can adapt to the work environment.

The relationship between the leadership style of the head of the room and the performance of the executive nurse at the Indonesian Christian University General Hospital, East Jakarta in 2023

In this study, the results of the bivariate analysis found that there was a significant relationship between the leadership style of the head of the room and the performance of the executive nurse.

Thoha (2021) emphasized that leadership plays an important role in determining the smooth running of hospital services because it is a fundamental component in organizational management. A leader will use it to motivate his subordinates to achieve goals according to their current capacity. Kuntoro (2019) stated that the performance of nurses in providing nursing care is largely determined by the success and service of nursing. Leadership style is a pattern of behavior designed to combine organizational goals with individual goals to achieve a goal.

Based on the results of the Spearman Rank statistical test, the value obtained is $\rho_value = 0.000$, which indicates that there is a relationship between nurse performance and leadership style (Andriani, et al. 2020). Additional research by Deniati & Yanti

(2020) using the chi square test produced p value $(0.000) < \alpha (0.05)$ which indicates that H_0 is rejected, where these results indicate a relationship between nurses and leadership style. In particular, the more the executive nurse's performance in the inpatient room, the better the performance of the head of the room. Further research conducted by Pujiastuti (2021) revealed that the results of the chi square statistical test showed $p = 0.006 < 0.05$, indicating a significant relationship with the work motivation of inpatient nurses at Santa Elisabeth Hospital, Medan. Further research conducted by Rumaisha (2020) revealed that the results of statistical tests on leadership style and nurse performance obtained a p value $= 0.002 < \alpha = 0.05$, which indicates that there is a partial relationship between nurse performance and leadership style. This shows that there is a close relationship between leadership style and motivation, because a leader's ability to inspire others to achieve predetermined goals is very dependent on his authority to motivate each of his subordinates.

Based on the findings of this study, the researcher made the assumption that there was a relationship between the performance of executive nurses and the leadership style of the head of the room. The findings of this research indicate that a democratic leadership style can improve nurses' performance in providing nursing care because they view themselves as members of a group and are responsible for turning goals into action.

An effective leader can entertain his subordinates and motivate them to perform to the best of their abilities.

Conclusion

The leadership style of the head of the room at the Indonesian Christian University General Hospital, East Jakarta in 2023 is mostly democratic at 80.3%.

The performance of implementing nurses at the Indonesian Christian University General Hospital, East Jakarta in 2023 was mostly good at 77.5%.

There is a relationship between the leadership style of the head of the room and the performance of implementing nurses at the Indonesian Christian University General Hospital, East Jakarta in 2023 with a *p* value of 0.000. It is believed that the findings of this research will enable nurses to take on more responsibilities and perform better as executive nurses, especially in terms of offering hospital services according to standards.

Hospitals are expected to be able to train nurses and support them in continuing their formal education if their education is still D3. It is hoped that the head of the room can monitor the performance of nurses to minimize unfinished work or complaints from patients.

It is hoped that the results of this research can be used as a source for other research so that it can enrich the world of nursing education literature Indonesia, especially nursing management subjects.

It is hoped that future researchers can use different research models, such as using observation methods on respondents so that the primary data obtained is more objective. Researchers can also use other factors that can influence performance.

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