

# **Influence of Leadership Style, Oversight of the Head of Success Room by Nurse Job Inspiration in the Inpatient Room of West Sulawesi Provincial Hospital**

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## **Abstract**

This study was done to examine the effect of leadership style, the control of the head of the room on nurses' success through the encouragement of nurses to operate. This analysis's research approach is the quantitative survey method utilizing the complete sampling methodology, which was performed at the West Sulawesi Provincial General Hospital with 95 respondents. Data processing methods are conducted by filling out questionnaires using a line study. The findings revealed that: (1) the leadership style has a positive and negligible impact on the job morale of nurses in the hospital room of the West Sulawesi Province Provincial General Hospital. (2) The oversight of the head of the room has a vital and robust impact on the incentive for work in the medical room of the Regional General Hospital of West Sulawesi Province. (3) The leadership style has a positive and negligible impact on the results in the hospital room of the Provincial General Hospital of West Sulawesi Province. (4) The head of the room's oversight has a positive and vital impact on the hospital room of the Regional General Hospital of West Sulawesi Province. (5) The nurse job's enthusiasm has a solid and robust effect on the hospital room of the Regional General Hospital of West Sulawesi Province.

**Keywords:** Leadership Style, Head of Room Supervision, Motivation, and Performance, Indonesia

## **1. Background**

The growth of hospitals in Indonesia has been very rapid and diverse since independence and improving the well-being of the population. Rapid expansion in hospitals, historically applied solely to inpatient treatment before the

discharge of patients. It has now offered two categories of facilities, including clinical services and resources, which provide all logistical services whose purpose is to help maintain the facility's smooth running (Muninjaya, 2011).

Hospital is the most dynamic public sector venue where there is the highest health staff, including nurses, so the standard of hospital care must be considered as one of the aspects that can influence the efficiency of the nurse. Nurses are the community professionals who communicate with patients relative to all health workers, so a skilled nurse is active with the provision of health care (Yanti & Warsito, 2013). Nursing facilities should be able to deliver optimal services, focused on the assumption that effective treatment is a factor in patients' recovery. Consequently, nurses are now one of the benchmarks for addressing the interests of the population in health care (Nursalam, 2011). The nursing career allows it to improve the standard of nursing care to maintain the quality of clinical services in the hospital.

Nursing management is the organization and alignment of nursing personnel by introducing management systems to accomplish the aims, nursing treatment delivery, and the health facilities themselves (Yanti & Warsito, 2013). The output is the product of a worker's efforts over a given amount of time relative to different possibilities, such as benchmarks or other predetermined targets/criteria, which have been collectively decided. Quality evaluation of the method used is to evaluate or determine if workers have carried out their respective work as a whole (Marwansyah, 2012). Organizational success is very significant because high performance is not a coincidence and has passed through phases of robust performance control and full commitment to accomplish it (Suwanto & Priansa, 2016). Nurses' success is affected by their leadership, leadership, and a significant factor in developing nursing care (Durinck & Huber, 2009). According to Aditama (2004), leadership is a method of motivating people to operate through their talents and eagerly to accomplish a target. Similar study findings from Wirawan (2015) have shown that the chief or head of space in his work unit is the secret to controlling his workers in developing nursing care.

Nursing Management has been developed and has a clear purpose of accomplishing. Leadership is the force that influences an organization to achieve its objectives (Astuti, 2017). The concept of leadership in the application of organizational management depends mainly on one's leadership style.

The leadership style has a very close relationship with performance to achieve the maximum possible achievements by an employee's potential. If the leadership style given is by the situation in an organization or work unit, then an employee's motivation will increase. Donsu (2017) explained that an effective leadership style is a leadership style that can adjust to subordinates' maturity to improve its subsidiaries' work motivation, which can later increase work productivity. Thus, a leader who succeeds in carrying out his duties is not only because of fear. It just because of orders from superiors but because the employees he leads have a sense of responsibility for the work he has carried out, one's leadership will be better when the people around him support him in various positive aspects. Therefore, it requires the ability to motivate in improving employee performance. It is necessary adequate human resources in terms of skill and attitude so that the mood is expected to encourage a nurse to have the motivation to improve his performance.

Motivation is an essential element in improving performance in an organization. Nurses' performance dramatically affects hospitals' existing services, so that nurses have a crucial role in nursing. The right motivation is a nurse in providing services is very effective in providing nursing care. It is expected to perform better and the responsibilities that exist in a nurse.

The head of the room is significant in supervising the room. The manager is responsible for each implementing nurse so that the quality of service can be improved, which impacts the performance of nurses. Supervision can run well if it is based on principle, management, examination, and education. Maintenance is carried out by people who have or have the ability in the field of supervision. Ahead of the room is responsible for providing services to patients and can improve financially and morally so that nurses get a decent position for a nurse.

## **2. Literature Review**

### **2.1 Type of leadership**

The course of the behavior of the chief as a whole, as shown by his staff. Leadership models reflect ideology, experience, and political leadership. These types differ based on inspiration, control, or orientation towards duties and authorities.

The definition of leadership style according to Hersey and Blanchard in Nawawi (2008: 115) is a pattern behavior when someone tries to influence another and they accept it. Meanwhile, according to Dharma in Nawawi (2008: 115) leadership style is behavior patterns shown at the time affect other people. Leadership in an organization is a determining factor on the success or failure of an organization or business because successful leadership shows that management of an organization has been implemented successfully as well. Leadership is needed by humans, because there is a certain limitation or advantages in humans. On the one hand man limited ability to lead; on the other hand there are people who have excess abilities to lead. Leadership Style Indicators: 1) Instruction Leadership Style, 2) Consulting Leadership Style, 3) Participatory Leadership Style, and 4) Delegation Leadership Style

## **2.2 Supervision by the manager of the room**

Supervision is supervision and coaching tasks carried out on an ongoing basis by managers covering the issues in nursing care, labor problems, and supplies, ensuring that patients have professional services at all times (Ministry of Health, 2013). Motivation is the aspect that defines an individual's actions, the forces that occur in a person that moves and guides behavior towards the accomplishment of those objectives (Gitosudarmo & Sudita, 2000). So, I may infer that the higher the control of the head of the bed, the stronger the morale of the nurse's job.

Supervision in general can be defined as a way for an organization to achieve effective and efficient performance, and to further support the realization of the organization's vision and mission. Fahmi and Irham (2013: 96). Manullang (2011) states that the main purpose of supervision is to make what is planned come true. It can be understood, that how exactly the planning is made will not achieve maximum results without a supervisory function. Therefore, even though this supervisory position is at the end of the management functions it is not less important, but more meaningful as the key to the success of the entire implementation of the management function (Bin Tahir & Rinantanti, 2016). Supervision carried out by superiors is a comprehensive supervision of the implementation of activities by subordinates with the intention that superiors are aware of the real activities and every aspect of the implementation of duties or the environment of each organizational unit and do not deviate from efforts to achieve the goals and objectives that have been set. Supervision Indicators: 1) Determination of Work Standards, 2) Job Assessment, and 3) Correcting Work.

## **2.3 Nurse Inspiration for Job**

Robbins (2003) offers a sense of inspiration as a mechanism that generates individual strength, direction, and perseverance in achieving objectives. Wahyuni & Senen (2017) claimed that job incentive variables determine the success of workers. The drive of an individual is created in him, beginning with the development of wants, expectations, and inspiration to function to accomplish his goals (A'yun et al., 2017). This finding provides the meaning that the greater the employee's morale, the stronger its efficiency.

Rivai and Veithzal (2010) state that work discipline is a tool used by managers to change behavior and as an effort to increase one's awareness and willingness to obey all company regulations and prevailing social norms. Moekijat, (2001: 139) said that Discipline is a force that develops in the worker's own body which causes him to be able to adjust voluntarily to decisions, regulations, and high values of work and behavior. Thus work discipline can be concluded as an attitude of respect, respect, obedience, and obedience to the applicable regulations, both written and unwritten and able to carry out them and not avoid receiving sanctions if he violates the duties and authorities given to him. Work Discipline Indicators: 1) Compliance with working hours, 2) Compliance with orders and rules, 3) Adherence to work standards, 4) Working responsibly and honestly, and 5) Using and maintaining office equipment.

An organization, both government and private, is always driven by a group of people who play an active role in achieving the goals to be achieved from the organization. Organizational goals will certainly not be achieved if the performance of members or employees is not optimal. According to Mangkunegara (2010) in Pasolong (2010: 176) performance is the result of work in quality and quantity achieved by a person in carrying out his function in accordance with the responsibilities given to him. Prawirosentono in Pasolong (2010: 176) tends to use the word performance in referring to the word performance. According to him, performance is a result that can be achieved by a person or group of people in an organization, in accordance with their respective responsibilities in order to achieve the goals of the organization concerned legally, does not violate the law and is in accordance with morals or ethics. Employee Performance Indicators: 1) Quality, 2) Quantity, 3) Working Time, and 4) Cooperation.

## 2.4 Performance:

The output is the willingness of workers to execute those skills (Sinambela, 2012). Employee performance is essential because with this performance will be known how much employees can carry out the duties charged to him. According to (Marwansyah 2012), operations' effects tend to involve aspects such as consistency, quantity, timeliness, cost-effectiveness, need for oversight, and impersonal influence.

Nurses' success is one of the practices in the procurement of facilities in which the tasks carried out are carried out in the provision of nursing care in a conscientious fashion such that the aims can be accomplished (Rinantanti et al., 2019). Nursing care is the method of providing exceptional treatment. It begins with the evaluation by requesting and paying attention to all initial patient concerns. Having a diagnosis, planning what is suitable to provide to patients, carrying out what has been prepared for assessment, where nurses typically see what remains to be provided to the patient to fulfill the goals. The consistency of the service rendered becomes a more substantial reputation and a better result.

## 3. Methodology

The survey method is a method used in this research that analyzes facts and data in solving problems in this research. to achieve the objectives in this research, it is necessary information and data that support this research, namely the influence of leadership style, supervision of the head of the room on performance through the motivation of nurse work, and data collection is carried out using observation questionnaires and documentation

### 3.1 Variable Measurement

This study's variables were measured using a questionnaire (Likert Scale) with a number 1 assessment that showed great disagree and the number 5 guided strongly agreed.

Leadership style is an attitude or way of a leader in treating his subordinates, as perceived by his employees, in this case, nurses. The leadership style determines subordinates' perspective so that a leader must pay attention to the philosophy and authority related to a subordinate's motivation, which affects the performance given. It can provide full service so that no one is harmed either to those who provide services and those who receive services. Supervision is a continuous coaching activity carried out by the head of the room or manager. The activities include activities that include services that aim to provide full assistance to patients—indicators of supervision of the supervisory room director, control, and management. Work motivation is an element that determines a person's behavior, which are factors that exist in a person who moves, directs action to meet specific goals (Gitosudarmo & Sudita, 2000 ;Kanto et al., 2020; Umanailo, 2020; Nuraini et al., 2019) indicators of rewards/services/incentives, working conditions, responsibilities. The performance of nurses is the ability of employees to do specific skills (Sinambela, 2012). Aspects assessed or indicators in the variables of work motivation are assessment, diagnosis, intervention, implementation, and evaluation.

## 4. Results

### 4.1 Leadership Style

**Table 1.** Leadership Style Variable Validity Test Result Table (X1)

ITEM n=95	r Calculate	r table	Decision
Indicator 1	0,672	0,202	Valid
Indicator 2	0.964	0,202	Valid
Indicator 3	0.948	0,202	Valid
Indicator 4	0.938	0,202	Valid
Indicator 5	0,927	0,202	Valid

Source: Data Processing Results, 2019

Based on the table above, test the validity of all indicators declared valid. Where r-calculate > r table, then the variable is correct. If r calculates < r table, then the variable is invalid because the r- calculate is more generous than r-table (0.202) with a significant value of 0.05, so it is declared valid.

## 4.2 Room Head Supervision

**Table 2.** Room Head Supervision Variable Validity Test Result Table (X2)

ITEM n=95	r Calculate	r table	Decision
Indicator 1	0,948	0,202	Valid
Indicator 2	0,977	0,202	Valid
Indicator 3	0,975	0,202	Valid

Source: Data Processing Results, 2019

Based on the table above, test the validity of all indicators declared valid. Where  $r\text{-calculate} > r\text{ table}$ , then the variable is correct. If  $r\text{ calculates} < r\text{ of a table}$ , then the variable is invalid because the  $r\text{- calculate}$  is more generous than the  $r\text{-table}$  (0.202) with a significant value of 0.05, so it is declared valid.

## 4.3 Nurse Work Motivation

**Table 3.** Nurse Work Motivation Validity Test Table (Y1)

ITEM n=95	r Calculate	r table	Decision
Indicator 1	0,846	0,202	Valid
Indicator 2	0,922	0,202	Valid
Indicator 3	0,911	0,202	Valid

Source: Data Processing Results, 2019

From the table above, Test the validity of all indicators declared valid. Where  $r\text{- calculate} > r\text{ table}$ , then the variable is correct. If  $r\text{ calculates} < r\text{ table}$ , then the variable is invalid because the  $r\text{- calculate}$  is more generous than the  $r\text{-table}$  (0.202) with a significant value of 0.05, so it is declared valid.

## 4.4 Performance

**Table 4.** Performance Variable Validity Test Results Table (Y2)

ITEM n=95	r Calculate	r table	Decision
Indicator 1	0,819	0,202	Valid
Indicator 2	0,912	0,202	Valid
Indicator 3	0,917	0,202	Valid
Indicator 4	0,930	0,202	Valid
Indicator 5	0,826	0,202	Valid

Source: Data Processing Results, 2019

From the table above, test the validity of all indicators declared valid. Where  $\text{calculate} < r\text{ table}$ , then the variable is invalid because the  $r\text{- calculate}$  is more generous than the  $r\text{-table}$  (0.202) with a significant value of 0.05, so it is declared valid. obtained that all variables are declared reliable with the result of Cronbach's Alpha positive value with criteria (0.060)

## 4.5 Reliability Test Results

**Table 5.** Reliability Test Table

Variable Research	Cronbach's Alpha	Criteria	Description
(X1)	0. 930	0,60	Reliable
(X2)	0. 963	0,60	Reliable
(Y1)	0. 851	0,60	Reliable
(Y2)	0. 926	0,60	Reliable

Source: Data Processing Results, 2019

From the table above, the reliability test obtained that all indicators are declared reliable with the result of Cronbach's Alpha positive value with criteria (0.060)

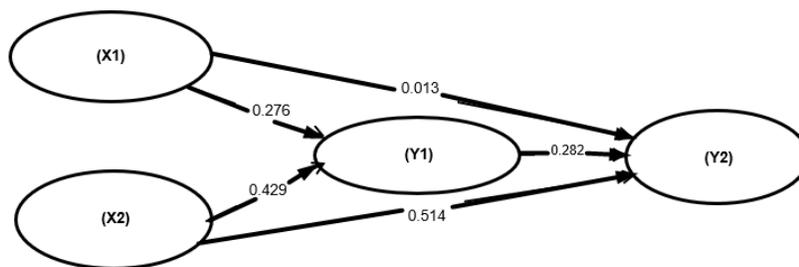


Figure 1. Path Analysis

## 5. Discussion

### 5.1 The Influence of Leadership Style on nurse work motivation

The results of leadership style testing on nurse work motivation showed influential but insignificant, so it was explained that the leadership style does not affect a nurse's work motivation, as a high leadership style does not make the nurse's work motivation better.

### 5.2 Effect of Head of Room Supervision on nurse's work motivation

The results of supervision testing of the headroom on the work motivation of nurses showed the leadership style has a significant effect on the work motivation of supervised nurses obtained by nurses. The nurses' work environment and the existing workability in the care will impact the nurse's work motivation. Right work motivation will affect work behavior and individual commitment given by employees or nurses in carrying out their work.

### 5.3 The influence of leadership style on performance

The results of leadership style testing on performance showed influential but insignificant, so it can be explained that leadership does not affect a nurse's performance, so high administration will not always have an impact that understanding will be better

### 5.4 Effect of room head supervision on performance

The head supervision test results showed that the head of the room head had a significant effect on nurses' performance. Version is the result or success rate of a person as a whole.

### 5.5 Effect of nurse's work motivation on performance

The nurse's work motivation test results showed the supervision of the head of the room was influential against performance. Motivation is the desire to do a positive thing to improve a service's performance to the community, whether it is because of one's inside or because of responsibilities or external factors that can affect performance. So it can be concluded that the high work motivation than the better the performance

### 5.6 The influence of leadership style on performance through nurse work motivation

The results of leadership style testing on performance through nurse work motivation showed that leadership style has no significant effect on nurse performance through nurse work motivation. It is explained here that leadership style does not affect performance through nurse work motivation, so a high leadership style does not make performance through nurse work motivation better

### 5.7 The Influence of Head of Room Supervision on performance through nurse motivation

Results of headroom supervision testing on performance through nurse work motivation showed a positive and significant influence on performance through nurse motivation. Control of the headroom play a role in motivating the work of nurses to improve the performance of the better

## 6. Conclusions and Recommendations

Based on research conducted related to the influence of leadership style, supervision of the head of the room on performance through nurse work motivation. It was concluded that the high leadership style does not affect the improvement of nurse performance. The supervision of the head of the room involves the improvement of performance. In this case, the better the headroom's management will be increased the nurse's performance. The lower the leadership style does not affect the increase in nurses' work motivation, the more impact the supervision of the head of the room will be increased nurse work motivation. Leadership style and nurse work motivation do not affect nurses' performance, management of the head of the room, and the explanation of the nurse's work involves the improvement of nurse performance. The director's better supervision and the motivation of the nurse's appointment will further improve the performance of nurses.

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