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**Factors that influence the leadership style of the head of the room at  
TEBET Hospital and Medistra Hospital, 2006**

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**ABSTRACT**

A person`s leadership style is an important element in an organization / group both formal and informal, especially in nursing services in determining effectiveness, because style refers to the approach / method used by a leader to influence the behavior of others in various situations. This research is a type of quantitative research using descriptive analytic method with the research sample being the entire population of the head of the treatment room at Tebet Hospital and Medistra Hospital. Which amounted to 30 people, the purpose of this study to determine whether there is an influence between factors factors: knowledge; selfawareness ; communication; energy; goals and actions with the leadership style of the head of the room. Data was collected through the distribution of questionnaires, in the form of a Likert scale. The results of the Chi Square statistical test analysis with alpha = 0.05, there is a significant effect between knowledge and statistical tests obtained p value 0.000, selfawareness with statistical tests obtained p value 0.003, communication with statistical tests obtained p value 0.000, energy with statistical tests obtained p value 0.001, the goal with statistical tests obtained p value 0.000, and the action with statistical test New suggestions, regarding nursing, were obtained for those involved in leadership, the p party in the value of the hospital was 0.000. Advanced Seminars on Communication and Nursing in Hospitals, namely Therapeutic Medistras, support the provision of speakers and offer further training courses in advanced gymnastics leadership training. Training as a Nurse S1 Nursing training, during which the director runs a room for research and recreation. Those who perform more qualitative research methods in interviews are highly recommended. References: 20 books (1967 – 2000)

Xiii + VII Chapter + 61 Pages, 13 Tables + 7 Appendices

**Key Words : Leadership Style, Head of Room, Influence**

## PRELIMINARY

Leadership has long attracted the attention of scientists and practitioners, because the term leadership itself is often associated with dynamic and strong people, who generally lead armies, control companies both large and small, or determine the direction of a country. nation (Ida Bagus Raka Suardana, <http://www.goggle.com>)

The influence of leadership style in the field of nursing to achieve success in carrying out their duties is very important because a leader in the field of nursing in leading his subordinates must have various abilities, including: being able to be task-oriented and in relationships with others, able to communicate, able to make decisions effectively and independently. and involving followers, being able to provide direction and role models to their subordinates (Swansburg, 2001).

These abilities will not be achieved if they are not supported by sufficient and adequate knowledge and experience, both knowledge and experience about nursing and health as well as about leadership.

Therefore, behavioral scientists have tried to reveal various factors such as knowledge, self-awareness, communication, energy, goals and actions that determine whether or not a leader influences his followers in achieving group goals (Tappen, 1995). However, in reality, in addition to the opportunity to attend seminars held by other organizations, the rooms of Tevet Hospital and Medistra Hospital that show the above leadership efficiency despite the leadership training provided by management. There are not many managers.

## LITERATURE REVIEW

While the discussion about leadership style will include understanding leadership style, various leadership styles and factors that influence

leadership style. According to Gillies (2000) leadership is a social relationship in which one group has a greater ability to influence the behavior of others than to be influenced by others. La Monica (1998, p. 69) leadership is the use of the communication process to influence the activities of a person or group towards the achievement of one or more goals in a unique and specific situation. Meanwhile, according to Yaslis Ilyas (2003) leadership is a process that influences the activities of a person or group of people to achieve agreed goals in certain situations.

From the above understanding, we can conclude that leadership is a social relationship with the ability to engage in activities that lead to communication, influence on subordinates, cooperation, and achievement of organizational goals.

Situation Theory According to Stogdill of Murray and Di Croce (1997), leadership is related to social situations, allowing individuals to act as leaders in some situations and followers in others. Leadership style is an important factor in determining effectiveness as it refers to the approach / means used by leaders to influence the behavior of others in different situations. Types of Leadership Styles (Potter & Perry, 2005) Democratic Leadership Styles Democratic leaders adopt a people-centric approach that allows employees to manage more and participate individually in the decision-making process.

(Swansburg, 2000) Characteristics of democratic leadership style: facilitates goal attainment treats staff as adults and expects shared views focusing on behavior not personality promotes growth and development of staff appropriate for mature employees, who work well together as a group it is not good if there are additional workers who need more direction. The group decision making process

slow and frustrating for those who expect immediate action to be taken on certain issues.

Disagreements often occur, because more time to complete approaches in health care environments are scheduling and assignments made by staff, sharing authority, group problem solving through work groups / staff involvement in quality improvement this style places more demands on leaders this style contributes to staff growth and development.

Autocratic Leadership Style is a leader who maintains all his authority and responsibilities and his main concern is the achievement of tasks and goals.

The characteristics of autocratic leadership style (Swansburg, 2000): The main concern is the achievement of tasks and goals Makes detailed job descriptions, enforces oneway communication with the group, is rigid, fixed and dominant Emphasizes determination, works according to procedures, uses power to intimidate / pressures those who fail, puts little trust and faith in their workforce, makes all the decisions on their own. This style can be used in many situations, and the works well in crises and situations and has a reputation for handling difficult tasks.

The new nurse was briefed at the orientation stage and the briefing increased productivity.

Laissez-Faire leadership style traits: this leadership style lacks self-confidence as a leader this style does not set goals for the group leader allows decisions to be made by anyone in the group who wants it.

Factors Affecting Leadership Style According to Tappen (1995), there are six factors that influence the effectiveness of a person's leadership style, namely: knowledge, self-awareness, communication, energy, goals and actions. This shows that there are six factors that must be owned by leaders that influence the

organization in nursing.

A head of the room must have sufficient knowledge and competence about leadership and nursing because it is one of the most important factors in the effectiveness of a leader, namely the head of the room who has two responsibilities.

From these two things it can be concluded that nursing leaders who want to be effective must maintain their knowledge and expertise in clinical nursing. For this reason, it is necessary to have knowledge of the concept of knowledge, interpersonal relationships and basic human needs.

A room head needs to have high self-awareness in order to understand his strengths and weaknesses so that he has self-confidence while respecting others and his subordinates.

According to Budi Anna Keliat (1996) that in leadership communication is the process of delivering information verbally and non-verbally, to achieve the same understanding between leaders and subordinates. Good communication is the main and important skill for health leaders, because the success of the leadership depends on the ability to communicate.

Assertive communication is the ability to convey accurately both thoughts and feelings while respecting and respecting the rights and dignity of others.

Signs of an assertive leadership style: Warm attitude and respect for the feelings of others,

leadership style used to influence people in an directing / guiding, full of respect and trust, analytical thinking, can control emotions when conveying facts, information or ideas, provide feedback to group members who need feedback to equalize perceptions from the leadership to increase self-awareness and

prevent wrong assumptions from others so that services can develop and prevent negative reciprocal changes that can destroy communication with people because they are not in place.

Leaders must pay attention to the goals to be achieved, including; paying attention to environmental (organizational) goals, optimizing efficiency and effectiveness in achieving goals, paying attention to individual goals (members), it takes uniformity of goals in groups, starting an activity in groups based on goals. To achieve the goal of togetherness, leaders must supervise and pay attention to the right information.

In carrying out an action, the head of the room must act according to the objectives to be achieved by aligning tasks so that they are not chaotic. To prevent throwing responsibilities at each other, unify and harmonize the work of subordinates, therefore supervision is needed to ensure that it is carried out according to objectives.

Leaders are oriented to decisions that have been taken, leaders cannot wait for others to tell what to do, think before acting, cooperate with others, take initiative in thoughts and activities. An effective head of the room must be able to make decisions, carry out appropriate actions and use authority in managing nursing service activities, so that nursing care can be successful.

These groupings can be seen, among others, based on ownership, types of clients handled and services provided, medical and specialist facilities, and educational orientation.

The head of the room or who is often referred to as the first line manager in carrying out their daily duties also has the opportunity to practice the role of a leader which will have a great effect on increasing levels and achievements, because by using the spirit of leadership, a manager will produce professional jobs. and its impact can be seen in the satisfaction of staff and service

recipients. A room head or often called a front line manager is responsible for supervising the work of nursing and non-nursing employees where this activity is carried out every day to provide encouragement and participate in staff self-development and nursing implementation (Yura & Helen, 1981).

The duties of the head of the room according to the basic duties of lower-level nursing managers issued by the Ministry of Health of the Republic of Indonesia (2002) are as follows: preparing annual work plans, preparing plans for nursing resource needs (manpower, facilities, tools and funds), compiling service schedules, compiling leave schedule, compile a staff development plan, compile a plan for quality control activities, carry out guidance and coaching in the implementation of nursing service procedures/SOPs, coordinate the implementation of nursing activities with related rooms, carry out an orientation program for new employees and/students/trainees, implement performance appraisal and service quality.

Until now, researchers have only found one study related to the leadership style of the head of the room at the hospital, namely Vermona Marbun which states that the leadership style of a room head is influenced by six components that must be possessed, namely sufficient knowledge, self-awareness, effective communication, using energy efficiently. wise, have clear goals and do the right thing. The research was conducted at the Bekasi Type B General Hospital because the number of head of the room was 50 samples.

## RESEARCH METHODS

This chapter will discuss research methods and procedures which include research design, population and sample, research site, research ethics, data collection tools, data collection methods, data analysis, research schedule.

conclusions and research suggestions.

This research uses descriptive analytical research method, with a quantitative approach that identifies and describes the factors that influence the leadership style of the head of the room at Tebet Hospital and Medistra Hospital.

The population that is determined as the object of research is the head of the room at Tebet Hospital and Medistra Hospital.

This research was conducted at Tebet Hospital and Medistra Hospital, where the head of the room was the respondent.

Before conducting the research, the researcher first took care of the research procedures starting from the permit letter from the Sint Carolus College of Health Sciences to the Tebet Hospital and Medistra Hospital to be able to research according to the title proposed by the researcher.

The data collection tool in this study was in the form of a questionnaire in the form of a questionnaire containing questions about the factors that influence the leadership style of the head of the room at Tebet Hospital and Medistra Hospital.

Prior to data collection, an instrument trial was conducted with the aim of obtaining the validity of the instrument content and the possibility of revision of the instrument content. The trial was conducted on 3 respondents outside the sample studied with the same criteria as the research respondents, but after receiving input from the methodology supervisor, it was added to 10 respondents.

After obtaining permission from the directors of the Tebet Hospital and Medistra Hospital, the researcher submitted a copy of the request for a research permit to the Director of Nursing, regarding the research plan and the scope of the research.

After the questionnaire is filled out, before being collected it is checked first, whether it has been filled out completely and correctly and in accordance with the number of respondents, then put in an envelope with the consent form to become a respondent and collected to the researcher.

Data processing and data analysis using computer programs through the Shorting data stage, namely this stage the data is sorted so that only data that is really needed by the researcher is collected.

At the data analysis stage, data processing is carried out on data that has been entered into a computer program, so that information is produced that can be used to answer research questions and test hypotheses.

Data analysis in this study consisted of: Univariate analysis, this analysis was to obtain an overview of the frequency distribution and proportion of the variables studied, both independent variables and dependent variables.

## **RESULTS AND DESCRIPTION**

### **RESULTS**

This chapter describes the results of data collection and analysis from research conducted at Tebet Hospital and Medistra Hospital from November 1 to January 18, 2007, the data collected was primary data using a questionnaire as a data collection tool and conducted to all heads of the room. at Tebet Hospital and Medistra Hospital.

The results of the study on the Effect of Knowledge with Leadership Style, it was found that there were 2 out of 14 (14.3%) respondents who did not know about leadership and nursing, had a democratic leadership style. The results of the research on the Effect of Self-Awareness with Leadership

Style, it was found that there were 3 out of 14 (21.4%) respondents who were less aware of their strengths and weaknesses as head of the room, having a democratic leadership style.

The results of the study on the Effect of Communication with Leadership Style, it was found that there were 2 out of 14 (14.3%) respondents who did not communicate much as head of the room, having a democratic leadership style. The results of the research on the influence of energy with leadership style, it was found that there were 3 out of 15 (20.0%) respondents who lacked great enthusiasm as head of the room, had a democratic leadership style. The results of the research on the Effect of Goals with Leadership Styles, it was found that 1 out of 13 (7.7%) respondents who did not understand the goals achieved and set had a democratic leadership style. The results of the research on the Effect of Action with Leadership Style, it was found that there were 1 out of 12 (8.3%) respondents who were less able to implement leadership activities effectively, had a democratic leadership style.

## DESCRIPTION

Discussion of the results of the study on the influence of knowledge with the leadership style of the head of the room. Based on the analysis of knowledge with the leadership style of the head of the room at Tebet Hospital and Medistra Hospital, it was found that knowledge had an influence on the leadership style of the head of the room ( $P < 0.05$ ).

The presentation/proportion of the head of the room who knows about leadership and 2000 (53.3%) is greater than the head of the room who doesn't know about leadership and 2000 (46.7%). leadership style, thus the hypothesis which states there is a significant influence between knowledge and the leadership style of the head of the room is accepted. 0.001 means

This is in accordance with the theory put forward by Tappen (1995) which states that a head of the room must have sufficient knowledge about leadership and nursing because the head of the room has two important responsibilities, namely the first to provide effective and safe nursing care and the second to provide effective and safe nursing care to patients. the second provides physical, emotional well-being and position to the implementing nurse.

The presentation/proportion of the head of the room who is aware of his strengths and weaknesses is found (53.3%) is greater than the head of the room who is less aware of his advantages and disadvantages as the head of the room (46.7 %), and the p value = 0.003 which means there is a significant effect between the self-awareness of the head of the room and his leadership style, thus the hypothesis which states that there is a significant effect between self-awareness and the leadership style of the head of the room is accepted.

Presentation / Proportion of the head of the room who communicates has a greater leadership style (53.3 %), compared to the head of the room who does not communicate much (46.7 %), the p value = 0.000 means that there is a significant influence between the communication of the head of the room and his leadership style, Thus the hypothesis which states that there is an influence between communication and the leadership style of the head of the room is accepted.

Influence of Energy with the Head of Room Leadership Style From the results of the study it was found that from 30 respondents, it was found that the head of the room stated that he was enthusiastic who had a leadership style (50.0 %), with the head of the room who was less enthusiastic (50.0 %), obtained P value =

that there is a significant.

influence between the energy of the head of the room and his leadership style, thus the hypothesis that there is an influence between the energy of the head of the room is accepted.

The presentation/proportion of the head of the room who understands the goals achieved and who is designated as the head of the room is greater (56.7 %), compared to the head of the room who does not understand his purpose as the head of the room (43.3 %), the p value = 0.000 means that there is significant influence between the goals of the head of the room with leadership style, thus the hypothesis which states there is an influence between the goals of the head of the room with leadership style is accepted.

## CLOSING

### CONCLUSION

Respondents whose leadership style was democratic were 16 people (53.3%) and respondents who stated that their leadership style was not democratic were 14 people (46.7%), who knew about leadership and nursing as many as 16 people (53.3%) and those who lacked know about leadership and nursing as many as 14 people (46.7%), who are aware of the advantages and disadvantages as head of the room as many as 16 people (53.3%) and who are less aware of 14 people (46.7%). Respondents who communicate so that their leadership can be effective are 16 people (53.3%) and those who lack communication are 14 people (46.7%), respondents who have great enthusiasm as head of the room are 15 people (50.0%) while those who less enthusiastic 15 people (50.0%). 17 respondents (56.7%) who understood the goals achieved and who were appointed as head of the room and 13 people (43.3%) while the less

fortunate are 12 people (40.0%) 2.

There is a significant effect between energy and the leadership style of the head of the room, using the chi square test with a value of  $p = 0.001$ .

## SUGGESTIONS

Suggestions that can be submitted in this research as input for related agencies, especially in the field of nursing and for further research.

### 1. For the field of nursing

a. Judging from the knowledge factor of the head of the room who knows about leadership and nursing is greater (53.3%), suggestions from researchers through the management of Tebet Hospital and Medistra Hospital to improve and develop nursing knowledge continuously through training, guiding nurses new students, attend seminars, and attend higher nursing education, namely SI Nursing. While the knowledge of the head of the room who did not know about leadership and nursing (46.7%) was advised to evaluate the performance of the head of the room and supervised by the head of the nursing field.

b. Judging from the self-awareness factor, the head of the room who is aware of his strengths and weaknesses is greater (53.3%) suggestions from researchers to continue to increase his self-awareness so that he can easily understand other people. Meanwhile, the head of the room who is less aware of the advantages and disadvantages as the head of the room, through the management field to hold outbound by involving the head of the room and his staff.

c. Judging from the communication factor, the head of the room is bigger (53.3%), suggestions from the researcher to the head of the room who can communicate clearly and effectively to be involved as a speaker in

nursing seminars held at the hospital, clinical supervisor at the hospital for every new virgins who enter. As for the head of the room who lacks communication, a seminar on therapeutic communication should be held.

d. Judging from the energy factor of the head of the room, it can be seen that the head of the room who is enthusiastic and less enthusiastic has the same presentation (50.0%). Therefore, the suggestion from the researcher is to hold motivational training, gymnastics for the head of the room every 2 x a week, recreation with the head of the room and each head of the room to get a general check-up every year.

e. Judging from the head of the room who understands the goals achieved and those set are greater (56.7%), it is recommended to be involved in delivering the hospital's vision and mission through refresher on the vision and mission through training.

f. Judging from the head of the room who is able to implement leadership activities effectively is greater (60.0%). Suggestions for room heads who are less able to implement leadership activities, to involve them in leadership training.

## 2. For further research

For researchers who will conduct research on the factors that influence the leadership style of the head of the room in the hospital, it should provide sufficient time so that the data collected can represent the head of the room as a whole.

It is highly recommended to obtain actual results or data about the factors that influence the leadership style of the head of the room, as well as qualitative research, with in-depth interviews.

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