
The Impact of Head Room Leadership Style on Motivation and Performance of Implementing Nurses (A Literature Review)

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ABSTRACT

Background: In nursing, leadership is the use of the skills of a leader (nurse) in influencing other nurses who are under his supervision for the division of tasks and responsibilities in providing nursing care services so that nursing goals are achieved. Leadership behavior will be reflected in the leadership style that appears when leading his subordinates. In influencing the performance of subordinates, an effective leadership style is needed. The purpose of this study is to review some of the literature that contains the leadership style of the head of the room that can improve and optimize the motivation and performance of nurses in hospitals as an effort to improve the quality of nursing services.

Method: Literature search strategy through Google scholar using several keywords, namely "headroom leadership style", "nurse performance", "nurse work motivation". Literature search is limited from December 2010 to December 2014. Literature search from 1 database found 10 articles and then selected and reviewed, only 3 articles were found that matched the inclusion criteria set by the author. The inclusion criteria in this review is the leadership style of the head of the room that affects the motivation & performance of nurses in hospitals.

Results: The results of the research from the 3 articles there is a positive influence between the leadership style of the head of the room with the motivation and performance of nurses that can improve the quality of nursing services and improve overall organizational performance.

Conclusion: The leadership style of the ward head can increase the motivation & performance of nurses in providing nursing care.

Keywords: *Head Room Leadership Style; Nurse Performance; Nurse Work Motivation.*

Introduction

The success of an organization (hospital) depends on the various kinds of resources it has, one of the most important resources is human resources (HR), including nurses. In addition, an organization will succeed or fail largely determined by leadership (Thoha, 2006).

According to George R. Terry Leadership or the process of influencing others towards the achievement of goals, has long been recognized as a vital aspect of management. Leadership is a relationship created by the influence that a person has on others so that other people are voluntarily willing and willing to work together to achieve the desired goals. In nursing leadership is the use of the skills of a leader (nurse) in influencing other nurses who are under his supervision for the division of tasks and responsibilities in providing nursing care services so that nursing goals are achieved (Latif, 2008).

Nursing services in hospitals are an integral part of overall hospital services, which is also a measure of the success of achieving hospital goals, and often becomes a determining factor for the hospital's image in the eyes of the community. This is related to the leadership of nurses in nursing services and the demands of the profession as a global demand, that every development and change requires professional management, taking into account any changes that occur.

Leadership activities will show leadership styles with their respective patterns. Leadership style is a pattern of behavior designed to integrate organizational goals with individual goals to achieve a goal and this style can be used by leaders to assess staff or subordinates one by one. Leadership style is an embodiment of a leader's behavior regarding his ability to lead, its manifestation forms a certain pattern, Usman (2010 in Davis 1995). Leadership style is the embodiment of three components, namely the leader himself, his subordinates, and the situation in which the leadership process is manifested by Usman (2010 in Hersey & Blanchard 1992).

Based on the above background, the researcher formulates the research problem, namely how does the leadership style of the head of the room affect the motivation and performance of implementing nurses?

Method

The framework used in this review is PICO. The population used is all nurses who work in the hospital, there is no intervention or comparison intervention. The measured outcome is

the motivation and performance of nurses in the hospital. So from this framework, a question is formulated in the form of "How is the relationship between work leadership style and the motivation and performance of nurses in hospitals?"

The search strategy for studies that are relevant to a predetermined topic, is carried out by accessing the Google scholar database which is limited from December 2010 to December 2014. The keywords used are "head of room leadership style", and "nurse performance", "nurse work motivation". Full text articles and abstracts are then reviewed to select studies that match the inclusion criteria, namely the leadership style of the head of the cross sectional research design *cross sectional*. The search results found 10 journals, after a simple analysis of the title and abstract only four articles that matched the inclusion criteria. The articles reviewed are then presented in a table.

Results

The research reviewed in this literature review uses quantitative research with a cross sectional design to determine the relationship of work motivation to improving the performance of nurses in hospitals. The explanation of each research result that has been collected is as follows:

Research I was conducted by Tri Ismu Pujiyanto and Singgih Setyono (2013) entitled "The relationship between the leadership style of the head of the room and the job satisfaction of nurses in a private hospital in Demak". This research is a type of correlational analytic research with a cross sectional design. The number of samples used as many as 43 respondents who were taken by purposive sampling technique. The research instrument used a questionnaire which was then analyzed by univariate and bivariate. From the results of the study, the first result is that the leadership style of the head of the room at the Demak private hospital tends to be democratic by 39.5%. Meanwhile, the survey on the satisfaction of nurses at the private hospital in Demak felt that they were satisfied at work by 60.5%. And from the results of the bivariate analysis, it was found that there was a relationship between the leadership style of the head of the room and job satisfaction at the Demak private hospital with a p-value of 0.005.

Research II was conducted by Achmad Syaifudin, Ni Nyoman M Adinatha, I Kadek Agus Andika Adi Putra (2014) entitled "The relationship of the leadership style of the head of the room with the performance of the implementing nurse at the RAA Soewondo Regional General Hospital". This type of research is an analytic survey with a cross sectional

research design. The sampling technique used stratified random sampling with a total sample of 68 respondents spread over the Bougenvile, Cempaka, Dahlia, Edelways, Flamboyan, and Gading rooms at RAA Soewondo Pati Hospital. The results were then performed bivariate analysis with chi square statistical test. From the results of the univariate leadership style research, 32 (47.1%) respondents chose the democratic leadership style, 25 (36.8%) respondents chose the authoritarian leadership style, 11 (16.1%) respondents choose a participatory leadership style. Analysis of the performance obtained results as many as 52 (76.5%) respondents have good performance, 16 (23.5%) respondents have enough performance, there are no nurses who have less performance. So from the results of the univariate analysis, it was found that there was a relationship between the leadership style of the head of the room and the performance of the implementing nurse at the RAA Soewondo Hospital.

Research III was conducted by MeriaKontesa (2014) entitled "The relationship between the leadership style of the head of the room and work motivation". The nurse in the inpatient ward of the dr. Rasidin Padang". Types of analytical descriptive research with a cross sectional study approach. The sampling technique was total sampling, namely all nurses in the inpatient installation of RSUD dr. Rasidintotaling 38 nurses who were distributed in the Surgery room with 12 nurses, the Internal Medicine room with 15 nurses, and the Children's room with 11 nurses. As for the results of research on motivation, 18 (47.4%) have low work motivation, 20 (52.6%) have high work motivation and as many as 13 (34.2%) have authoritarian leadership styles. Meanwhile, based on leadership style, 17 (44.7%) have a democratic leadership style, 7 (18.4%) have a participatory leadership style, 1 (2.6%) have a liberal leadership style. From the results of the bivariate analysis, it was found that there was a relationship between the leadership style of the head of the room and the work motivation of nurses in the Inpatient Room of the Regional General Hospital, dr. Rasidin Padang.

The fourth study was conducted by Nivalinda, et al (2013) entitled "The influence of nurse motivation and leadership style of the head of the room on the application of patient safety culture by implementing nurses at government hospitals in Semarang". This type of non-experimental quantitative research with a cross sectional approach. The sampling technique was carried out by purposive sampling with a total sample of 105 respondents with the inclusion criteria of implementing nurses and DIII Nursing education at the Government Hospital in Semarang, which was held from 15 to 29 June 2013. The results obtained in this

study showed a strong influence (r of 0.607) and a positive pattern, which means that the more effective the leadership style of the head of the room, the better the application of patient safety culture. Most of the respondents as many as 57 respondents (54.3%) have the perception that the leadership style of the head of the room is effective, namely the principle of being able to recognize the needs of subordinates, stimulate and try to meet needs, and provide rewards for success in achieving goals through the principles included in the leadership style supportive, directive, participatory and achievement orientation. Meanwhile, based on the results of multiple linear correlations, the results showed that there was an influence between the leadership style of the head of the room on the application of patient safety culture in this study of 36.8%. Leaders who are effective in implementing a certain leadership style need to adapt their leadership style to the characteristics of their subordinates and situations, and combine several leadership styles depending on the situation and conditions.

Nu m	Author, year	Treat ment	Control	Sampel	Methods	Sampling Technique	Measured Results	Finding
1.	Maryanto, Tri Ismu Pujiyanto, Singgih Setyono Hubungan gaya kepemimpin an kepala ruang dengan kepuasan kerja perawat di Rumah Sakit Swasta di Demak, 2013	no treatme nt	No interventi on	The research population was 48 respondents, while the sample used was 43 respondents.	The type of research used is correlational analytic by design cross sectional. I The research instrument used a questionnair e. The analysis used is univariate and bivariate analysis	<i>Purposive sampling</i>	1. Leadership style 2. Nurse job satisfaction 3. Cross tabulation of leadership style variables and nurse job satisfaction	1. The head of the room at the Demak private hospital tends to have a democratic style by 39.5% 2. Nurses at a private hospital in Demak feel 60.5% job satisfaction 3. There is a relationship between the leadership style of the head of the room with job satisfaction in a private hospital in Demak with a p-value of 0.005
2	Achmad Syaifudin, Ni Nyoman M Adinatha,	no treatme nt	No interventi on	The research population was all 82 nurses, while the sample	The type of research used is an analytical	<i>Stratified random sampling</i>	1. Leadership style 2. Nurse Performance	1. 32 (47.1%) respondents chose democratic

I Kadek Agus Andika Adi Putra	used was 68 respondents spread out in the Bougenvile, Cempaka, Dahlia, Edelways, Flamboyan, and Gading rooms at RAA Soewondo Pati Hospital.	survey with a research design cross sectional. bivariate analysis with chi square statistical test.	3. Cross tabulation of leadership style and nurse performance variables	leadership style, 25 (36.8%) respondents chose authoritarian leadership style, 11 (16.1) respondents chose participatory leadership style
Hubungan gaya kepemimpin an kepala ruangan dengan kinerja perawat pelaksana di rumah sakit umum daerah Raa Soewondo Pati, 2014				2. 52 (76.5%) respondents have good performance, 16 (23.5%) respondents have sufficient performance, there are no nurses who have poor performance
				3. There is a relationship between the leadership style of the head of the room and the performance of the nurses at RAA Soewondo Pati Hospital

Nu m	Author, year	Treat ment	Control	Sampel	Methods	Sampling Technique	1. Measured Results	Finding
3	MeriaKontes a Hubungan Gaya Kepemimpin an dengan Motivasi Kerja Perawat di Ruang Rawat Inap Rumah Sakit Umum Daerah dr. Rasidin	no treatme nt	No interventi on	research sample are all implementing nurses in the inpatient installation of RSUD dr. Rasidin amounted to 38 nurses distributed in operating room 12 nurses, room Internal Medicine 15 nurses, and	Types of research descriptive analytical approach cross sectional study	<i>Total sampling</i>	2. Nurse's work motivation 3. Leadership style 4. The relationship between leadership style and work motivation of nurses	1. A total of 18 (47.4%) have low work motivation, as many as 20 (52.6%) have high work motivation 2. A total of 13 (34.2%) have an authoritarian leadership style, A total of 17 (44.7%) have a

	Padang, 2014			Children's room 11 nurses					democratic leadership style, A total of 7 (18.4%) have a participatory leadership style, A total of 1 (2.6%) have a liberal leadership style. 3. There is a relationship between the leadership style of the head of the room with the work motivation of nurses in the Inpatient Room of the Regional General Hospital dr. Rasidin Padang
4	Dhinamita Nivalinda, Inge Hartini, Agus Santoso Pengaruh motivasi perawat dan gaya kepemimpin an kepala ruang terhadap penerapan budaya keselamatan pasien oleh perawat pelaksana pada rumah sakit pemerintah di Semarang, 2013	no treatme nt	No interventi on	105 respondents with the inclusion criteria of implementing nurses and DIII Nursing education at the Government Hospital in Semarang, June 15-29 2013 using a questionnaire instrument	Study non- experimenta l quantitative with cross sectional approach.	<i>purposive sampling</i>	1. Head of room leadership style 2. Nurse motivation 3. Implementat ion of patient safety culture by nurses 4. The impact of nurses' motivation on the application of patient safety culture 5. The influe impact of the leadership style of the ward head on the implementat ion of	1. Most of the 57 respondents (54.3%) have the perception that the leadership style of the head of the room is effective, namely the principle of being able to recognize the needs of subordinates, stimulate and try to meet needs, and provide rewards for success in achieving goals 2. As many as 57 respondents (53%) have low motivation.	

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| <p>patient
safety
culture</p> | <ol style="list-style-type: none"> 3. implementation of patient safety culture, most of the respondents, 54 respondents (51.4%) were in the poor category kurang 4. The influence of the nurse's motivation variable on the application of patient safety culture is 10.3% 5. The effect of the leadership style of the head of the room on the application of patient safety culture in this study was 36.8%. |
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Discussion

In general, the first to fourth research has been carried out with the right and appropriate techniques. Starting from the research design, namely descriptive non-experimental, choosing a cross-sectional research design, data collection techniques through questionnaires and data collection techniques sampling that conforms to the inclusion criteria either by total sampling, stratified random sampling, or purposive sampling, where in general, the sampling is appropriate and the number is able to represent the entire population.

In the fourth study, there was a gap in the form of not explaining the type of leadership being measured, but only being divided into 2, namely effective and ineffective leadership. It is explained that effective leadership is in accordance with the situation of subordinates, but in the results of the study it is not explained in detail about the type of effective leadership to be carried out alternately. So this is not in accordance with the concept of the type of leadership style so that it cannot be directly applied. The research data is equipped with a literature matrix table as follows:

Conclusion

Based on the results of the journal review above, it can be concluded that: the leadership style that has a positive correlation with increasing the motivation and performance of nurses is a participatory and democratic leadership style. So based on this, in general, the author can conclude that research with the topic "The relationship between the leadership style of the head of the room on work motivation and nurse performance" needs to be continued. Like about how to find appropriate techniques for the application of participatory leadership style. The research purpose, research methodology, data analysis, and research results have been clearly described. The results of this study have also been able to correctly answer the research objectives, accompanied by complete secondary data so as to enrich the discussion and explain the research results very clearly.

Although this study is classified as good, the results of this study cannot be fully generalized, especially in other health care places outside the hospital due to differences in demographic characteristics with the research location, including differences in length of work, workload, intrinsic and extrinsic factors of work motivation itself, as well as possible differences in procedures.

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