

Correlation Between Headroom's Leadership Style and Implementing Nurse Job Satisfaction In Long Stay Wards of Mangusada Regional Hospital

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ABSTRACT

Nurse job satisfaction is one of important indicators in nursing services, the level of nurse job satisfaction can be influenced by several factors, one of them is leadership style. The purpose of this study was to determine the correlation between headroom's leadership style and implementing nurse job satisfaction in long stay wards of Mangusada Regional Hospital. The design used in this study was Cross-Sectional with 138 sample selected through Purposive Sampling technique. The research instrument used was questionnaire sheet to assess headroom's leadership style and nurse job satisfaction. The results showed that the headroom used more democratic leadership style (87%) and the level of nurse job satisfaction was more in the moderate category (77.5%). The Lambda statistical test showed that there was correlation between headroom's leadership style and implementing nurse job satisfaction in the long stay wards of Mangusada Regional Hospital (p-value = 0.008). This research can be used as a reference source for nursing services to increase job satisfaction through a good leadership style.

Keywords: Leadership Style, Job Satisfaction, Nurses

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BACKGROUND

Nursing services as an integral part of health services have a very important contribution in determining the quality of hospital services (Iskandar, 2013). Nursing services cannot be separated from the nursing service providers themselves, namely nurses. Nurses are the most important human resource (HR) in the hospital not only because the dominant number (55-56%), but also as profession that provides constant and continuous 24-hour service to patients, but recently there are several problems that may arise has an impact on the quality of nursing services, one of them is regarding to nurse job satisfaction. Job satisfaction is an emotional state that is generated through appraising one's job or perceived work experience (Lambrou et al., 2010).

Low levels of satisfaction issue is common in developing countries. Based on international research results, in the United States, Canada, England, Scotland and Germany, the number of nurses dissatisfied with their jobs ranges from 17% in Germany and up to 41% in the United States (Fitria, 2017). The percentage of nurses' willingness to leave their work attendance varies from 17% to 39% (Susanti et al., 2015). Research in Shanghai also found that nurses job satisfaction was still in low category, it was 60.8% (Wang et al., 2015). Data regarding the job satisfaction of nurses in Indonesia was obtained from several studies in 2018, one of them was in the Adult Care Room of Pancaran Kasih General Hospital in Manado, it was found most nurses were not satisfied with their work, namely 30 respondents (51.7%) (Barahama et al., 2019).

A person's job satisfaction is influenced by several factors including leadership style, work productivity, behavior, *locus of control*, fulfillment of payroll expectations and work effectiveness. The most important factor among these factors is the leadership style (Rivai & Mulyadi, 2012). Leadership is the most important element in an organization. Therefore, with a leadership style a leader can control a person's behavior patterns or behavior, effectiveness, and even employee work productivity. In the world of nursing, leadership is skills of a leader in influencing other nurses under his supervision for the division of duties and responsibilities in providing nursing care services so nursing goals can be maximally achieved (Basuki & Puspita, 2018).

Research conducted by Alonderiene & Majauskaite (2016) with the title "*Leadership Style And Job Satisfaction In Higher Education Institutions*" and Abdelhafi z, I. M., Alloubani, AM, Almatari, M. (2016) entitled "*Impact Of Leadership Styles Adopted By Head Nurses On Job Satisfaction: A Comparative Study Between Governmental And Private Hospitals In Jordan*" show that there is positive correlation between leadership style and job satisfaction.

Researchers have conducted preliminary study in the Kecak Room Mangusada Regional Hospital. The results of interviews with 10 implementing nurses showed that 6 (60%) nurses said that there was unrequested watch schedule. 4 (40%) nurses said that there had been disagreements between peers which resulted in ineffective communication. Meanwhile, 3 (30%) nurses said that they were not satisfied with the payroll system.

Based on the backgrounds above, the researchers are interested in further research on "Correlation Between Headroom's Leadership Style and Implementing Nurse Job Satisfaction in Long Stay Wards of Mangusada Regional Hospital".

METHODS

This study uses quantitative research method with correlational research design and with the type of cross-sectional research, which is a type of assessment that emphasizes the measurement / observation time of independent and dependent variable data only once at a time (Nursalam, 2016). This study aims to explain the relationship between headroom's leadership style and the job satisfaction of the nurses in long stay wards of Mangusada Regional Hospital.

Population is generalization area consisting of objects/subjects that have certain qualities and characteristics that have been determined by researchers to be studied and made into a conclusions (Sugiyono, 2016) . The population in this study were all nurses in the inpatient rooms at Mangusada Regional Hospital, totaling 211 nurses and the sample used were 138 nurses.

RESULTS

The use of multiple linear regression analysis in this research was with the objective to prove the hypothesis regarding the influence of the variable of autocratic leadership style (X1), democratic leadership style (X2), and Laissez-Faire leadership style (X3), in a partial or cooperative way towards the job satisfaction (Y). Statistic calculation resulted as figured in the table below.

Table 1. Result of Multiple Regression Analysis

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	-.057	1.367		-.042	.967
Autocratic	.115	.088	.083	1.303	.204
Demokratic	1.007	.238	.514	4.228	.000
Laissez-Faire	.900	.223	.482	4.032	.000

Dependent Variable: JOB_SATISFACTION

Based on the multiple linear regression test on the variable of autocratic, democratic, and Laissez-Faire leadership style towards the job satisfaction, it is revealed that the three leadership styles give linear influence to the executive nurses' job satisfaction at the inpatient rooms of Bhakti Rahayu General Hospital of Tabanan. The statistic calculation resulted in the value of $F = 86.99$ with the significance of $p < 0.000$

a. Univariate Analysis

The variables in this study were the headroom's leadership style and nurses job satisfaction in long stay wards Mangusada Regional Hospital, the results of the study were as follows:

Results of the Analysis of the Leadership Style of the Head of the Room in the Inpatient Room at RSD Mangusada

The results of the identification of the leadership style of the head of the room in the inpatient room of RSD Mangusada are presented in the following table:

Table 1. Headroom's Leadership Style in Inpatient Room of Mangusada Regional Hospital

Leadership Style	Frequency (f)	Percentage (%)
Authoritarian	8	5,8
Democracy	120	87
Liberal	10	7,2
Total	138	100

The table above shows that most of the headrooms used democratic leadership style, amount of 120 people (87 %).

The results analysis of nurse job satisfaction in Inpatient Room of Mangusada Regional Hospital

The identification results of implementing nurses job satisfaction in inpatient room of Mangusada Regional Hospital are presented in the following table.

Table 2. Job Satisfaction of Implementing Nurses in Inpatient Rooms at Mangusada Regional Hospital

Job satisfaction	Frequency (f)	Percentage (%)
High	18	13
Moderate	107	77,5
Low	13	9,4
Total	138	100

The table above shows that most of the respondents' job satisfaction levels were in the medium category, amount of 107 people (77.5%).

b. Bivariate Analysis

The bivariate analysis showed the analysis result of the relationship between the headroom leadership style and the nurse job satisfaction in inpatient room at Mangusada Regional hospital.

Table 3. The Analysis of Relationship between Head Room Leadership Style and Nurse Job Satisfaction in Inpatient Rooms of Mangusada Regional Hospital

Leadership Style	Job Satisfaction						Total		P Value
	High		Moderate		Low				
	f	%	f	%	f	%	N	%	
Authoritarian	0	0	5	3,6	3	2,2	8	5,8	0,008
Democracy	18	13	101	73,2	1	0,7	120	87	
Liberal	0	0	1	0,7	9	6,5	10	7,2	
Total	18	13	107	77,5	13	9,4	80	100	

The results of the analysis using the *Lambda* test on these two variables showed that the *p-value* = 0.008. These results indicate that the value of $p \leq 0.05$, so H_0 in the study is rejected, which means there is relationship between the headroom leadership style and the nurse job satisfaction in the inpatient room of Mangusada Regional Hospital.

DISCUSSION

The nurses in the inpatient room of Mangusada Regional Hospital largely assessed the headroom leadership style is using the democratic leadership style, amount of 120 people (87%). Leadership is the art of motivating and influencing a group of people to act for achieving common goals (Wukir, 2013). Democratic leadership style is the ability to influence others to be willing to work together to achieve predetermined goals (Nursalam, 2015). The democratic leadership style describes the headroom who tends to involve nurses in making decisions, delegating authority, encouraging participation in deciding work methods and goals and using feedback as an opportunity to train employees (Rahardjo et al., 2019).

The level of job satisfaction of implementing nurses is mostly in the medium category, amount of 107 people (77.5%). Job *satisfaction* is a positive feeling about work that results from an evaluation of the work characteristics that has been passed (Robbins & Judge, 2015). Job satisfaction that is more in the medium category can be influenced by several factors, such as position, rank, age, quality of supervision and leadership style (Saputra & Adnyani, 2017; Yusuf, 2015).

The results showed that there was relationship between the headroom leadership style and the nurse job satisfaction in the inpatient room of Mangusada Regional Hospital with a *p-value* = 0.008.

Leadership style is a pattern of behavior designed in such a way as to influence subordinates in order to maximize the performance of their subordinates so that organizational performance and organizational goals can be maximized (Sari, 2016). Effective leadership and employee job satisfaction are two factors that have been considered as the basis for the success of an organization. A leader who is able to provide direction for the organization and its employees will facilitate the achievement of the desired goals and increase high job satisfaction (Mung et al., 2011). An effective leadership style in managing human resources in a work unit will have an effect on work behavior as indicated by an increase in individual job satisfaction and the performance of the unit itself, which in turn will affect overall hospital performance (Leini, 2016). Leadership which is based on tolerance and consistent have corelation with job satisfaction (Umam, 2010). The application of the right leadership style in carrying out the organization will create a

conducive atmosphere at work, so nurses will feel satisfied with their work and can have positive impact on maximum performance (Rise et al., 2010).

The findings of this study are in line with research conducted by Ilham, Romi (2018) entitled "*The Impact of Organizational Culture and Leadership Style on Job Satisfaction and Employee Performance*". The results showed that leadership style has positive effect on job satisfaction and job satisfaction has positive effect on employee performance. Other research was also conducted by Sadeghi & Arkawaz (2015) with the title "*Relationship between head nurses' servant leadership style and nurses' job satisfaction*" and Saleh, et al (2018) with the title "*The impact of nurse managers' leadership styles on ward staff.*". The results showed that the head nurse's leadership style had a big impact on the job satisfaction of nurses.

Based on the results of this study, the researchers stated that the headroom leadership style can affect the comfort of nurses in carrying out their work. Too harsh and too strict leadership style can make nurses feel depressed, and affect their job satisfaction. A leadership style that applies active and two-way communication tend to make nurses feel cared for, so these also affect the comfort and job satisfaction of nurses and it has impact on nursing services provided.

CONCLUSION

Based on the research results that have been described previously, the conclusions of this study are as follows: The leadership style of the headroom in the inpatient room of Mangusada Regional Hospital mostly used the democratic leadership style, amount of 120 people (87%). The level of nurse job satisfaction in the inpatient room of Mangusada Regional Hospital was more in the medium category, amount of 107 people (77.5%). There is relationship between the headroom leadership style and the nurse job satisfaction in the inpatient room of Mangusada Regional Hospital with p-value = 0.008.

CONFLICTS OF INTEREST

The authors have no conflicts interest to disclose.

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