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Submission date: 18-Nov-2021 03:25PM (UTC+0700)

Submission ID: 1706439411

File name: ship_Styles_Among_Nurse_Managers_In_Palu_Anutapura_Hospital2.pdf (102.55K)

Word count: 2574

Character count: 14713

NURSES' PERCEPTIONS OF LEADERSHIP STYLES AMONG NURSE MANAGERS IN PALU ANUTAPURA HOSPITAL

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ABSTRACT

Background: The objectives of this study were 1) to describe the leadership style of the head of the room as assessed from the perception of the nurse; 2) to analyze the relationship between leadership style and leadership outcomes.

Methods: This type of observational research is analytic with a cross-sectional approach which was conducted at the Anutapura Hospital, Palu in August 2020, collected from 123 nurses. Data collection uses the Multifactor Leadership Questionnaire Rater Form (5x-Short) which consists of 45 items with 4 constructs, namely transformational, transactional, passive-avoidant and leader's outcomes.

Results: The nurse perceives that the head of the room sometimes uses transformational and transactional leadership styles but occasionally uses passive-avoidant leadership styles. The transformational leadership style has a very strong relationship with the leadership results of the head of the room. Transactional leadership style has a strong relationship with the leadership results of the head of the room. Passive-avoidant leadership style has no significant relationship with leadership outcomes.

Conclusions: The combination of the leadership style of the head of the room can provide leadership results following the expectations of the nurse.

KEYWORDS: leadership style; leader's outcomes; nurses' perception; Multifactor Leadership Questionnaire.

I. INTRODUCTION

A professional attitude must be possessed by health care providers in carrying out their responsibilities to achieve effective performance in providing and providing quality health services to patients. The professional attitude exercised by the health care team has a significant effect on health care¹. As part of a team of health professionals, nurses play an important role in nursing services aimed at providing quality health care.

The professional attitude of nurses to achieve quality health is very dependent on the leadership of the team leader. Leadership is one of the main determinants associated with the success and failure of any organization². Leadership characteristics have a very important role in health services³. Leaders must have the ability to motivate staff, run a management system, and solve problems for employees who have poor performance⁴. These abilities vary focused on the leadership style used by leaders to interact with their subordinates in carrying out nursing actions⁵.

Therefore, the authors are interested in researching the perception of the leadership style of the head of the room as assessed from the perceptions of nurses. Meanwhile, the leadership styles used in this study are transformational, transactional, and passive-avoidance leadership styles. Also, another objective of this study was to determine the

relationship between leadership style and leadership outcomes in terms of the extra effort, effectiveness and satisfaction of the nurses at Palu Anatapura hospital.

II. METHOD

This type of research is an analytic observational study with a cross-sectional approach which was conducted at RSU Anutapura Palu. The sample in this study were 123 nurses spread across 22 treatment rooms. The study was conducted in August 2020. Data collection used an online questionnaire which referred to the Multifactor Leadership Questionnaire Rater Form (5x-Short). The questionnaire consists of 45 questions using a five-point scale ranging from never to frequent or always. There are 36 items of leadership style measures that assess transformational, transactional, and passive-avoidant leadership behaviour. Nine items measure leadership outcomes. The data were processed using Statistical Package for Social Science (SPSS 22) software starting from the data entry, storage and data analysis stages. Descriptive data analysis displays frequency, percentage, mean and standard deviation (SD). Correlation analysis used the Pearson product-moment statistical test with a significance level of 0.05. Data are presented in tabular form.

III. RESULT

Respondent characteristics

The analysis showed that 61% of nurses (n = 75) aged ≤ 35 years old; 75.6% (n = 93) had the last D3 nursing education. 50.4% of nurses (n = 62) are civil servants; predominantly female, namely 82.9% (n = 102); 74.8% (n = 92) nurses are Muslim (Muslim) with a length of work ≤ 10 years. The characteristics of the nurse are shown in Table 1.

Table 1. Respondents' demographic details (n = 123)

Demographic characteristics	n	%
<i>Age</i>		
≤ 35 years	75	61.0
> 35 years	48	39.0
<i>Education</i>		
D3 nursing	93	75.6
News	30	24.4
<i>Employment status</i>		
Non-PNS	61	49.6
Civil servants	62	50.4
<i>Gender</i>		
Women	102	82.9
Male	21	17.1
<i>Religion</i>		
Muslim	92	74.8
Non-Muslim	31	25.2
<i>Length of working</i>		
≤ 10 years	67	54.5
> 10 years	56	45.5

The nurse's perception of the head of the room's leadership style

Table 2 shows the nurses' perceptions of the head of the room's leadership style as follows: the head of the room sometimes uses a transformational leadership style (M = 2.03), sometimes uses a transactional leadership style (M = 1.65) and occasionally uses a passive-avoidant leadership style (M = 0.89). Based on the leadership domain, it shows that the head of the room sometimes uses all transformational leadership domains while from the transactional leadership domain, occasionally the head of the room gives rewards and sometimes uses active management.

When viewed from the leadership results, the nurse has the perception that the head of the room sometimes puts extra effort into (M = 1.83), sometimes does it effectively (M = 1.87) and sometimes the nurse is satisfied with the

head of the room's performance (M = 1.86). The results showed that the nurses had the same perception of the expected results from the leadership style of the head of the room.

Table 2 Descriptive statistics on perceived leadership styles, factors, and outcomes based on MLQ

Variable	Mean	SD	Interpretation *
Transformational	2.03	1.21	Sometimes
Idealized Influence-Attributed	1.84	1.36	Sometimes
Idealized Influence-Behavior	1.94	1.45	Sometimes
Inspirational Motivation	1.69	1.23	Sometimes
Intellectual Stimulation	1.91	1.12	Sometimes
Individual Consideration	1.75	1.21	Sometimes
Transactional	1.65	1.10	Sometimes
Contingent Rewards	1.47	1.22	Now and then
Management-by-Exception-Active	1.83	1.20	Sometimes
Passive-Avoidant	0.89	0.63	Now and then
Management-by-Exception-Passive	1.04	0.79	Every now and then
Laissez-faire	0.74	0.79	Every now and then
Leader's Outcomes			
Extra Effort	1.83	1.42	Sometimes
Effectiveness	1.87	1.40	Sometimes
Satisfaction with the Leadership	1.86	1.30	Sometimes

* Interpretation

Interpretation	Often or always	Often enough	Sometimes	Now and then	Not at all
Mean range	4.00-3.21	3.20-2.41	2.40-1.61	1.60-0.81	0.80-0.00

The relationship between perceptions of leadership style and leadership outcomes

The results of the analysis show that there is a relationship between the leadership style of the head of the room and the leadership results perceived by the nurse. As shown in Table 3 shows the relationship between transformational leadership styles and leadership outcomes in terms of extra effort, effectiveness and nurse satisfaction. The value of the strength of the relationship implies that if the head of the room uses a transformational leadership style to the nurse, the leadership results increase very strongly. The same thing also happened to the transactional leadership style which showed a significant relationship between transactional leadership styles and leadership outcomes. If the head of the room continues to use a transactional leadership style with the nurse, the leadership outcome increases strongly.

Table 3 Relationship of the Perceived Leadership Styles between the Leader's Outcomes

Leadership styles	Leader's outcomes	r-value	interpretation	p-value	Result
Transformational	Extra Effort	0.717	Very strong relationship	<0.001	Significant
	Effectiveness	0.749	Very strong relationship	<0.001	Significant
	Satisfaction	0.742	Very strong relationship	<0.001	Significant
Transactional	Extra Effort	0.648	Strong relationship	<0.001	Significant
	Effectiveness	0.613	Strong relationship	<0.001	Significant
	Satisfaction	0.659	Strong relationship	<0.001	Significant
Passive-Avoidant	Extra Effort	0.090	Relationships are less meaningful	0.320	Not significant
	Effectiveness	0.072	Relationships are less meaningful	0.427	Not significant
	Satisfaction	0.024	Relationships are less meaningful	0.796	Not significant

IV. DISCUSSION

Leadership style is a pattern of behaviour that is consistently possessed by leaders⁶. The leadership style that is applied will direct how nurses are led⁷. There are many¹³ types of leadership styles that are adopted by leaders². In this study consisted of three leadership styles including transformational leadership style, transactional leadership style, and passive-avoidant leadership style in assessing nurses' perceptions about the leadership style of the head of the room. Overall, it shows that the nurses have the same perception of the expected results from the² head of the room leadership style. However, the results of the analysis show that there are different results¹ from the relationship between the leadership style of the head of the room and the leadership results felt by nurses in terms of extra effort, effectiveness, and nurse satisfaction.

The difference between the results of the leadership style of the head of the room towards that of the nurse reflects that the leadership style applied by the head of the room will have an impact on the performance of the nurse. It can be seen that by using a transformational leadership style, the value of the strength of the relationship implies that if the head of the room uses a transformational leadership style to nurses, leadership results increase very strongly. The use of transformational leadership styles has been practised by industry leaders and disciplines, including nursing⁸. The concept of a transformational leadership style was introduced by James MacGregor to inspire and motivate followers⁹. Leaders who apply a transformational leadership style also focus on creating change by emphasizing values such as attitudes, beliefs, emotions, values, ethics, standards, and long-term goals¹⁰. Leaders who use this leadership style can make changes to the organization by changing the perspective of followers. To form a shared vision among those in the organization¹¹

Meanwhile, by using a transactional leadership style, leadership outcomes increase very strongly. A leader is known as a transactional leader if he always gives an appreciation for every performance made by subordinates. There is an exchange between achieving targets and giving awards from management to employees¹². This includes things such as promotions, salary increases, performance reviews, new responsibilities and so on². Besides, the style of transactional leaders respects order and structure, the use of a reward system, and there is punishment and is focused on ensuring the standards set can be met.¹³

Meanwhile, when the head of the room uses the Passive-Avoidant leadership style it is not significantly related to leadership results. Leadership styles often choose not to adequately lead, supervise, or guide their staff in carrying out their responsibilities as organizational leaders¹⁴.

Seeing this by using transformational leadership styles and transactional leadership styles will have a positive impact in terms of extra effort in carrying out tasks, increasing performance effectiveness, and nurse satisfaction. Meanwhile, using passive-avoidant leadership style does not have a significant effect in improving the quality of nurse performance.

Results that show differences in the results of the leadership style of the head of the room that is felt by nurses are not the same for each individual. This is caused by several things including, the characteristics of the leader himself, the person being led, and the situation at hand. Thus, leaders have different leadership styles in dealing with their subordinates.

The research results show that transformational and transactional leadership styles have a positive impact on leadership outcomes. Room heads must have an awareness of their staff's perceptions of their leadership style in dealing with subordinates¹⁵. Therefore, administrators can use data from this study to provide the head of the room suggestions about effective leadership styles and influence the leadership outcomes that consist of extra effort, nurse effectiveness and satisfaction. Of course, by implementing this leadership style, the hospital will also benefit from the satisfaction of staff nurses, which is reflected in increased productivity, efficiency and improved patient outcomes⁴. Besides, to continue to improve the quality of leadership, it is also very important for the head of the room to always develop himself continuously to improve the quality of hospital services.¹⁶

V. CONCLUSION

According to HAS a result of this study, the relationship between the leadership style of the head of the room and the leadership results felt by nurses shows the perception that transformational leadership has a significant relationship with leadership outcomes that is very strong compared to perceptions of transactional and passive-avoidant leadership styles. Meanwhile, the perception of the transactional leadership style showed that leadership

results increased strongly compared to the perception of the Passive-Avoidant leadership style. However, when the head of the room uses the Passive-Avoidant leadership style, there is no influence on the leadership results.

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