



The Influence of Leadership Style, Discipline, and Communication of The Head of The Room on Nurse Performance

(In the 3rd Class Inpatient Room of Putri Hijau Hospital TK II Medan in 2022)

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Abstract: Leadership in nursing is the application of influence and guidance aimed at all nursing staff to create trust and obedience so that there is a willingness to carry out tasks in order to achieve common goals effectively and efficiently. This study aims to determine whether the influence of the influence of leadership style, discipline, and communication of the head of the room on the performance of nurses (in the 3rd class inpatient room of Putri Hijau Tk II Medan Hospital in 2022). The sampling method in this study was simple random sampling, the population in this study were all nurses of class 3 inpatient rooms at RSPH Medan in 2022 as many as 130 people. The sample used was 98 respondents. The data collection technique used is primary data in the form of questionnaires and secondary data obtained through documentation studies. The data analysis technique uses quantitative data processed with the SPSS version 29 program, the results in this study are *t* test and *f* test. The results obtained in this study show, 1) there is a significant effect of Leadership Style (X1) on nurse performance (Y), 2) there is a significant effect of Discipline (X2) on nurse performance (Y), 3) there is a significant effect of Communication (X3) on nurse performance (Y), 4) there is a simultaneous significant effect of Leadership Style (X1), Discipline (X2), and Communication (X3) on nurse performance (Y).

Keywords: Leadership Style, Discipline, Communication and Nurse Performance.

INTRODUCTION

Leadership is a process of influencing others to achieve goals (Sutoyo, 2009). Leadership includes the process of influencing in determining organizational goals, motivating follower behavior to achieve goals, influencing to improve the group and its culture (Permana, 2005). A good leader must be able to convey his ideas concisely, clearly and precisely and can use communication skills and influence to convince and direct others in achieving organizational goals (Suyanto, 2008).

Leadership in nursing is the application of influence and guidance aimed at all nursing staff to create trust and obedience so that there is a willingness to carry out tasks in order to achieve common goals effectively and efficiently. The head of the room is a nursing leader who uses the management process to achieve organizational/institutional goals that have been determined through others (Nursalam, 2014). The head nurse of the room is a professional nurse who is given the responsibility and authority to lead in managing nursing service activities in one hospital room (Ministry of Health, 2013). The head nurse of the room is responsible for leading and organizing nursing care and service activities (Guntara, 2014). Nursing leaders must be able to lead, ask, convince, urge and persuade their staff to do something at any time if their coworkers need their help, and can give direction to their staff to

do work not based on their preferences but on what should be done to achieve the goals of nursing care (Putri, 2011).

There are several categorizations of leadership styles according to experts. Namely, the leadership style according to Douglas McGregor in his book *The Human Side Enterprise* which states that the leadership style is divided into four consisting of constructive, autocratic, democratic and relaxed leadership styles (Nursalam, 2014). While the leadership style according to Hersey and Blanchard consists of instruction leadership style, consultation style, participation style and delegation leadership style (Nursalam, 2014).

The leadership style of the head nurse has a great influence on nurses' work motivation. This is because the good leadership of the head nurse of the room will increase nurse job satisfaction, so that if the leadership is not good it will reduce the level of nurse job satisfaction (Carol. K, 2004). This is in accordance with Hasibuan's theory which explains that one of the factors affecting job satisfaction is the attitude of the leader in his leadership (Hasibuan, 2014).

Some previous studies suggest that leadership is one of the main factors affecting performance because leadership is the driving force for all resources in an organization. In leadership itself, there are several parts of leadership that affect performance such as leadership style, leadership traits, leadership type, work motivation, empowerment, work environment, organizational culture, leadership quality, and organizational commitment (Ardyanti, 2012). This can be seen from the results of previous research conducted by Pitasari (2017) which states that there is 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 results of this study are also supported by the theory of Mifta Thoha, which states that leadership style is a norm of behavior used by someone when that person tries to influence the behavior of others as he sees it. Likewise, research conducted by Zulfikhar (2016), showed a significant relationship between leadership style and nurse work motivation. In the leadership process, motivation is essential in leadership, because leading is motivating.

Nurses are those who have the ability and authority to perform nursing actions based on the knowledge possessed and obtained through nursing education (Widyawati, 2012). Nurses are important personnel in health services in hospitals, providing nursing services for 24 hours continuously. Quality, effective and efficient nursing services can be achieved if supported by the right number of nurses according to needs. Therefore, nursing services become one of the benchmarks of hospital health services, because nurses carry out the task of caring for clients directly. Nursing as a profession consists of discipline and practice components (Kuntoro, 2010).

The number of nurses is the most personnel when compared to other health workers, so their role is decisive in health services in hospitals. In addition, nurses interact with patients for 24 hours to carry out nursing services. Nursing services are the main thing that must be considered, maintained and improved in accordance with applicable nursing service standards, so that the community as consumers can feel satisfying nursing services (Asmuji, 2013). The role and function of nurses, especially in hospitals, is to provide nursing services or care through various processes or stages that must be carried out both directly and indirectly to patients. The stages carried out are certainly based on standards recognized by the government and the nursing profession (Sumijatun, 2011).

Nurse performance is a series of nurse activities in providing nursing care. Good performance is a reflection of the quality of nursing services provided. The formation of good nurse performance is influenced by the shared value system that exists in hospital culture and the leadership style of hospital managers. A good leadership style will lead to loyalty to an organization (Rijadi, 2007). The performance of nurses is expected to demonstrate their professional contribution in improving the quality of nursing, which has an impact on health services in general in the organization where they work, and the final impact boils down to the quality of life and welfare of the community (Fergie, 2015).

In an effort to increase nurses' performance motivation in the service process at the hospital, effective organizational communication is needed. This will make it easier for nurses to pay attention to what is prioritized in the organization. Gillies (1996) mentioned that nurses can realize their work-related goals through effective cooperation and communication with colleagues. Dehaghani's research (2010) showed a significant relationship between the interpersonal communication of the head nurse and nurses' job satisfaction. Lolita's research (2004) showed that organizational communication contributes to nurses' job satisfaction. The results of Rudianti's research (2013) also showed that there was a relationship between the communication of the head nurse and the performance of nurses. In addition, direction by nursing managers will help the process of understanding and responsibility of nurses in carrying out work. Managers with effective communication convey messages and provide appropriate direction, making it easy for nurses to understand and interpret messages. Supervision and direction are based on plans that have been made with the aim of achieving organizational goals. The leadership of the head of the room has an important role in improving the quality of work of nurses in the room because the head of the room has the responsibility of managing, planning, and controlling the performance of his staff in nursing management. So that to overcome problems in the performance of nurses who are not satisfactory, it can be

overcome by the leadership of the head of the room who is oriented towards each nurse's performance (Rudianti, 2013). According to Zulkarnain's research (2017), quality health services can only be realized by providing professional health services, as well as providing nursing care must be carried out with professional nursing practices. The functions of motivation direction, communication, supervision, delegation, and conflict management can improve nurse performance in implementing nursing care. The results of research by Kesaktian Manurung (2021) Discipline at work, apart from being used as one of the indicators of nurse performance assessment, is also used as a liaison between nursing managers to communicate with each other and their subordinates in order to build good behavior to increase awareness and comply with organizational regulations and applicable social norms.

Based on an initial survey conducted by the author by interviewing 10 nurses in the inpatient room of RSPH Medan, several complaints were found by nurses in the 3rd class inpatient room against the head of the room. The complaints they conveyed were that they were dissatisfied with the head's direction of work planning, the head of the room could come late while other room nurses had to come on time. Lack of attention and lack of good communication between nurses and the head nurse. The 10 nurses stated the same thing with each other regarding these complaints and the results of the nurse performance appraisal in 2020 and 2019 can be seen in Table 1.1.

Table 1. Nurse Performance Assessment Results in 2021 and 2022

Numbers	Value	2021 Year	Nurse Total	2022 Year	Nurse Total
1	A (> 85)	11.72%	15	9.38%	12
2	B (71 - 85)	27.34%	37	31.25%	42
3	C (60 - 70)	53.13%	68	42.97%	55
4	D (< 60)	7.81%	10	16.40%	21
Total		100.00%	130	100.00%	130

Data source: 2021 and 2022 period data

Based on Table 1.1, it can be concluded that there is a decrease in nurse performance. This data is the main indicator of a decrease in nurse performance where it is influenced by the leadership style of the head of the room. Based on this description, the researcher is interested in raising this issue into scientific research regarding the influence of the leadership style, discipline, and communication of the head of the room on the performance of nurses in the 3rd class inpatient room of RSPH TK II Medan in 2022.

LITERATURE REVIEW

Performance

According to Anwar Prabu Mangkunegara (2014: 67) states that employee performance is the result of work in quality and quantity achieved by an employee in carrying out his duties

in accordance with the responsibilities given to him. According to Moehariono (2012: 95) performance is a description of the level of achievement of the implementation of an activity program or policy in realizing the goals, objectives, vision and mission of the organization as outlined through the strategic planning of an organization.

Leadership Style

Leadership style is one of the ways used by a leader in influencing, directing and controlling the behavior of others to achieve a goal.

Work Discipline

Work discipline is an attitude, behavior and actions that are in accordance with the specified rules, both written and unwritten, and if you break the rules, there will be sanctions for the violation. The discipline applied in the company is solely to regulate employee behavior so that they can and are easily directed into company goals. The democratic leadership style and work discipline provided will not work well if the employees in it are quite free in terms of obeying company regulations. The implementation of a work discipline system within the company is expected to limit employee behavior so that they do not arbitrarily behave with all the freedom given by the company and their leaders, so that they consistently walk towards the direction of the company's goals.

Communication

Communication is a process of sending and receiving messages that occurs between the source and receiver and then produces an understanding that can affect each other. Related to the success of a company or organization, every communication process that takes place between individuals will produce an influence that supports the performance of employees.

METHODS

Path Analysis Model

The path analysis model consists of two structural equations with two substructures, namely: X1, X2, X3 as exogenous variables and Y as an endogenous variable with structural equations.

Substructure model equation:

$$Y = \rho_1 X_1 + \rho_2 X_2 + \rho_3 X_3 + e_1$$

ρ = Path Coefficient

Y = Performance

X1 = Leadership Style

X2 = Discipline

X3 = Communication

e = error

RESULTS AND DISCUSSION

Hypothesis Test t

The hypothesis states that Leadership Style (X1), Communication (X2), has a positive and significant effect on Job Satisfaction (Z). The following is attached table 4.1 the results of the t-test calculation for each variable:

Table 2. Results of t-test

Model	Coefficients ^a				
	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	4.723	3.405		1.387	.169
Leadership Style	.429	.107	.340	4.019	<.001
Discipline	.305	.109	.282	2.791	.006
Communication	.193	.088	.220	2.187	.031

a. Dependent Variable: Nurse Performance

Source: Primary data processed, 2023

In the table, the t statistical test is obtained as follows:

1. Leadership Style Variable (X1), with a probability level of 0.001, thus it can be concluded that $P = 0.001 < \alpha = 0.05$, then accept the hypothesis that states that the leadership style variable has a significant effect on the nurse performance variable.
2. Discipline Variable (X2), with a probability level of 0.006, thus it can be concluded that $P = 0.006 < \alpha = 0.05$, then accept the hypothesis that states the leadership style variable has a significant effect on the nurse performance variable.
3. Communication variable (X3), with a probability level of 0.031. Thus it can be concluded that $P = 0.031 < \alpha = 0.05$, then accept the hypothesis which states that the communication variable has a significant effect on the nurse performance variable.

Thus, the path analysis equation can be arranged as follows:

$$Y = 0,340 X1 + 0,282 X2 + 0,220 X3$$

The analysis equation model is meaningful:

1. Leadership Style Variable (X1) = 0.340. The leadership style variable with a positive sign means that it has a unidirectional effect, which means that each addition or increase in the value of one unit score of the leadership style variable will increase the value of the nurse performance variable by 0.340 per one unit score.
2. Discipline Variable (X2) = 0.282. The positive Discipline variable means that it has a unidirectional influence, which means that each addition or increase in the value of one unit score of the leadership style variable will increase the value of the nurse performance variable by 0.282 per one unit score.

3. Communication variable (X3) = 0.220. The communication variable with a positive sign means that it has a unidirectional effect, which means that each addition or increase in the value of one unit score of the communication variable will increase the value of the nurse performance variable by 0.220 per one unit score.

Testing the Coefficient of Determination (R²)

Table 3. Test Results of the Coefficient of Determination (R²) Sub Model

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.677 ^a	.458	.441	1.845

a. Predictors: (Constant), Communication, Leadership Style, Discipline

b. Dependent Variable: Nurse Performance

The result of the calculation of the R Square value is 0.458. This result means that 45.8% of nurse performance can be explained by the three independent variables above, while the remaining 54.2% is explained by other variables not included in this study.

Path Analysis of Sub Model

Referring to the Sub Model regression output, it can be seen that the significance value of the two variables, namely leadership style (X1) = 0.001, discipline (X2) = 0.006 and communication (X3) = 0.031. These results provide a conclusion that the regression Sub Model, namely the leadership style variable (X1) has a significant effect on nurse performance (Y), the discipline variable (X2) has a significant effect on nurse performance and the communication variable (X3) has a significant effect on nurse performance (Y). The amount of R² or R Square value contained in the Model Summary table is 0.677. This shows that the contribution or contribution of the influence of leadership style variables (X1), discipline (X2) and communication (X3) to the nurse performance variable (Y) is 67.7%, while the remaining 32.3% is the contribution of other variables not included in the study. Meanwhile, the value of e_1 can be found by the formula $e_1 = \sqrt{1-0.677} = 0.323$. Thus the model structure path diagram is obtained, namely:

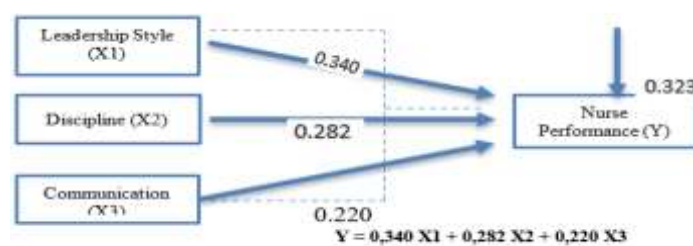


Figure 4.1. Path Diagram

The results of the analysis show that the direct effect given by Leadership Style (X1) on Nurse Performance (Y) is 0.340, the direct effect given by Discipline (X2) on Nurse Performance (Y) is 0.282, the direct effect given by Communication (X3) on Nurse Performance (Y) is 0.220.

DISCUSSION OF RESEARCH RESULTS

Effect of Leadership Style on Nurse Performance

The leadership style variable has a positive and significant effect on the performance of nurses in the 3rd class inpatient room at the Putri Hijau Hospital in Medan. The leadership style variable has a regression coefficient value of 0.340 has a unidirectional effect, which means that each addition or increase in the value of one unit score of the leadership style variable will increase the performance value of nurses inpatient room class 3 of the Putri Hijau Hospital Medan by 0.340 per one unit score.

Based on the results of testing the first hypothesis, it is known that leadership style has a significant influence on the performance of nurses in the inpatient room class 3 of the Putri Hijau Hospital Medan. This means that the behavior of the head of the room is one of the important factors that can affect the performance of nurses. A close relationship and direction from the head of the room is one of the factors that is very important and has a strong relationship with nurse performance, the better the head of the room in supervising the executive nurses, the more comfortable and satisfied the executive nurses are in doing their work, and vice versa. The findings of this study are supported by research conducted by Suwarno, Rizki Yudha Bramantyo (2019), which states that leadership style has a positive and significant effect on employee performance.

The Effect of Discipline on Nurse Performance

Discipline variables have a positive and significant effect on the performance of nurses in the 3rd class inpatient room of the Putri Hijau Medan Hospital. The discipline variable has a regression coefficient value of 0.282, which has a unidirectional effect, which means that each addition or increase in the value of one unit score of the discipline variable will increase the value of the performance of nurses inpatient room class 3 of the Putri Hijau Medan Hospital by 0.282 per one unit score.

Based on the results of testing the second hypothesis, it is known that the discipline of the head of the room has a significant effect on the performance of nurses in the inpatient room class 3 of the Putri Hijau Hospital Medan. This means that nurse performance can be achieved if the head of the room is able to improve work discipline. The high work discipline of the head of the room will contribute to improving the performance of nurses in the nurse's room inpatient class 3 of the Putri Hijau Hospital Medan.

The findings of this study are supported by research conducted by Afianto and Utami (2017); Pangarso and Susanti (2016); Ekhsan (2019); Isvandiari and Al Idris (2018) which suggest that discipline will improve employee performance.

The Effect of Communication on Nurse Performance

Communication variables have a positive and significant effect on the performance of nurses in the inpatient room class 3 of the Putri Hijau Medan Hospital. The communication variable has a regression coefficient value of 0.220 has a unidirectional effect, which means that each addition or increase in the value of one unit score of the communication variable will increase the performance value of nurses inpatient room class 3 of the Putri Hijau Medan Hospital by 0.220 per one unit score.

Based on the results of testing the third hypothesis, it is known that the communication of the head of the room has a significant effect on the performance of nurses in the 3rd class inpatient room of the Putri Hijau Hospital Medan. This means that good communication of the head of the room can improve the performance of nurses so that hospital goals can be achieved. Good communication between the head of the room and the nurse is very decisive because the executive nurse feels cared for by the head of the room. Therefore, a head of the room must be able to build communication with the executive nurse in order to create a harmonious relationship so that the executive nurse feels closer and does not hesitate to express ideas.

The findings of this study are supported by research conducted by Adella Hukmah (2020), which states that discipline has a positive and significant effect on employee performance.

The Effect of Leadership Style, Discipline, and Head of Room Communication on Nurse Performance.

The variables of Leadership Style, Discipline and Communication of the Head of the Room simultaneously have a positive and significant effect on the Performance of Nurses in the Class 3 Inpatient Room of the Putri Hijau Medan Hospital are known from the results of the f test with a sig value (<0.001) <0.05 . So it can be said that simultaneously X1, X2, and X3 have a simultaneous effect on Y. The final results of this study accept the fourth hypothesis, namely the Discipline Leadership Style and Communication of the Head of the Room simultaneously have a positive and significant effect on the Performance of Nurses in the Inpatient Room Class 3 of the Putri Hijau Hospital Medan.

This means that a good leadership style, discipline, and communication of the head of the room will improve the performance of nurses and also create a sense of satisfaction in working individually and in groups. The findings of this study are supported by research conducted by Afianto and Utami (2017); Adella Hukmah (2020), which states that leadership style, discipline, and communication have a positive and significant effect on employee performance.

CONCLUSION

- The leadership style of the head of the room has a positive and significant effect on the performance of nurses in the 3rd class inpatient room at the Putri Hijau Hospital in Medan. This means that this condition proves that the better the leadership style of the head of the room can improve nurse performance.
- The discipline of the head of the room has a positive and significant effect on the performance of nurses in the 3rd class inpatient room of the Putri Hijau Hospital Medan. This means that this condition proves that the better the discipline of the head of the room can improve nurse performance.
- Communication of the head of the room has a positive and significant effect on the performance of nurses in the 3rd class inpatient room of the Putri Hijau Hospital Medan. This means that this condition proves that the better the communication of the head of the room can improve the performance of nurses.
- Leadership style, discipline, and communication of the head of the room simultaneously have a positive and significant effect on the performance of nurses in the 3rd class inpatient room of the Putri Hijau Hospital Medan. This means that this condition proves that the better the leadership style, discipline, and communication of the head of the room can improve nurse performance.
- Given the previous identification obtained by the author from the results of the initial survey to the executive nurse, it turns out that the allegation does not show such results in accordance with the results of the study which state that the leadership style, discipline, and communication of the head of the room have a good category in their class.

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