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Research Article

The Effect of Leadership Style and Work Discipline on the Performance of Executive Nurses at Bhayangkara Setukpa Lemdikpol Hospital, Sukabumi City

Abdul Rahman La Ede*

*Nursing Bachelor,
College of Health Sciences
Sukabumi, West Java -
Indonesia

*contact

Rahmanners@gmail.com

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Abstract

Aims: Nursing services require high performance, which can be influenced by factors such as work discipline and leadership style. The aim of this study was to analyze the effects of leadership style and work discipline on the performance of nurses at Bhayangkara Setukpa Lemdikpol Hospital in Sukabumi City.

Methods: This study employed a correlational design with a cross-sectional approach. The population comprised executive nurses at Bhayangkara Setukpa Lemdikpol Hospital in Sukabumi City, with a sample size of 68 individuals selected through total sampling. Data collection was conducted using questionnaires, and the statistical analysis was performed using simple linear regression and multiple linear regression tests.

Results: The results showed that there was a significant influence of leadership style ($p=0.000$) and work discipline ($p=0.000$) on the performance of executive nurses. And there is a simultaneous influence of leadership style and work discipline on the performance of executive nurses ($p<0.05$).

Conclusion: The findings of this study indicate a simultaneous influence of leadership style and work discipline on the performance of executive nurses. To enhance performance, it is recommended that the hospital provide guidance and support in developing leadership skills and promoting work discipline among the nursing staff. Such initiatives could lead to improved outcomes in nursing services and overall hospital effectiveness.

Keywords:

Discipline, Leadership Style, Nurse, Performance, Work

INTRODUCTION

Hospitals are public health services that have the core task of providing guidance and health services to the public (1). The form of health services in hospitals is to organize comprehensive individual health services covering promotive, preventive, curative and rehabilitative (2). One of the health services that hospitals offer is nursing services. Nursing service is a

service in the form of nursing care from assessment to evaluation carried out by an executive nurse (3). Implementing nurses are nursing personnel who are given the responsibility to carry out nursing care in the hospital room (4).

Nursing service is not an easy thing so it requires good, precise and efficient nurse performance (5). Performance is the result of the work of a group of people in an

organization in line with their responsibilities to achieve certain objectives (6). In improving employee productivity, it is affected by various factors, such as leadership style and work discipline (7).

Leadership style is the principal's way of influencing subordinates to work towards a certain objective (4). A leader must set an example of how to lead a company that serves customers. A leader should not neglect their duties by delegating responsibilities to subordinates and prioritizing individual interests (7). A good leadership style will encourage loyalty to the organization, increase motivation, and productivity which can affect the pace of the organization (8).

Meanwhile, work discipline is the willingness to comply with norms (9). Discipline will make the work done more effective. Disciplined employees are employees who obey the regulations and do their jobs responsibly (10).

The objective of this study was to assess the impact of leadership style and work discipline on the performance of nurses at Bhayangkara Setukpa Lemdikpol Hospital in Sukabumi City. By examining these factors, the research aimed to provide insights into how effective leadership and disciplined work environments contribute to enhancing nursing performance within the hospital setting.

METHODS

Study Design

This study employed a correlational design with a cross-sectional approach to explore the relationships between variables among executive nurses. This method allows for the assessment of various factors at a single point in time, facilitating the understanding of how these factors may be associated with one another.

Sample

The population targeted for this study consisted of all executive nurses at

Bhayangkara Setukpa Lemdikpol Hospital in Sukabumi City. A total sampling method was employed, resulting in a final sample size of 68 participants. This approach ensured that every member of the population had an equal chance of being included, thus enhancing the representativeness of the sample.

Instruments

Data collection was conducted using structured questionnaires specifically designed to gather relevant information from the participants. The questionnaire included items that assessed various demographic variables, as well as the key variables of interest in the study, such as job satisfaction, work environment, and nurse performance.

Data Collection

Data collection was carried out by administering the questionnaires to the selected executive nurses at the hospital. Participants were provided with clear instructions on how to complete the questionnaires, ensuring that they understood the purpose of the study and the confidentiality of their responses. This process facilitated the collection of accurate and reliable data.

Data Analysis

Statistical analysis of the collected data was performed using both simple linear regression and multiple linear regression tests. Simple linear regression was utilized to evaluate the relationship between a single independent variable and a dependent variable, while multiple linear regression was applied to examine the impact of several independent variables on the dependent variable simultaneously. This comprehensive analysis allowed for a thorough investigation of the associations between the study variables.

Ethical Considerations

Ethical approval for the research was obtained prior to data collection, as evidenced by the approval number No:

000855/KEP STIKES SUKABUMI/2024. The ethical process involved ensuring that all participants were fully informed about the study's objectives, their rights, and the voluntary nature of their participation.

Informed consent was obtained from each participant, and measures were taken to ensure the confidentiality and anonymity of their responses throughout the study.

RESULTS

Respondent Characteristics

Table 1. Respondent Characteristics

No.	Respondent Characteristics	F	%
1.	Age (Years)		
	20-35	61	89.7
	36-45	7	10.3
2.	Gender		
	Male	29	42.6
	Female	39	57.4
3.	Marriage Status		
	Married	45	66.2
	Unmarried	23	33.8
4.	Last Education		
	Diploma of Nursing	36	52.9
	Bachelor of Nursing	6	8.8
	Nursing Profession	26	38.2
5.	Length of Service		
	> 6 months	10	14.7
	1-5 years	39	57.4
	> 5 years	19	27.9
6.	Employment Status		
	Noncivil Servant	62	91.2
	Civil Servant	6	8.8
7.	Salary		
	< Rp2.599.900	43	63.2
	≥ Rp2.600.000	25	36.8

Table 1, shows that the majority of respondents were 20-35 years old, namely 61 people (89.7%), female gender, namely 39 people (57.4%), married status, namely 45 people (66.2%), the last education was Diploma of Nursing, namely 36 people (52.9%), length of work 1-5 years, namely 39 people (57.4%), non-civil servant employment status, namely 62 people (91.2%), and salary <Rp2,599,900, namely 43 people (63.2%).

Univariate Analysis

Table 2. Univariate Analysis

Variable	Mean	SD	Min	Max
Leadership Style	152,93	13,820	110	172
Work Discipline	108,21	14,207	73	125
Performance	157,47	20,371	106	176

Based on table 2, shows that leadership style has an average of 152.93, a deviation value of 13.820, a minimum value of 110 and a maximum value of 172. Work discipline has an average of 108.21, a deviation value of 14.207, a minimum value of 73 and a maximum value of 125. Performance has an average of 157.47, a deviation value of 20.371, a minimum value of 106 and a maximum value of 176.

Bivariate Analysis

Table 3. The Influence of Leadership Style and Work Discipline on Implementing Nurse Performance

Model	B	t	P-Value	R Square
(Constant)	14,373	4,663	0,000	
Leadership Style	0,916	6,438	0,000	0,386
(Constant)	90,223	5,147	0,000	
Work Discipline	0,594	3,696	0,000	0,171

Table 3, shows that there is an influence of leadership style and work discipline on the performance of executive nurses. This is indicated by the p-value in the regression coefficient test of 0.000. The magnitude of the contribution of each variable is 38.6% and 17.1% to the performance of executive nurses.

Multivariate Analysis

Table 4. Simultaneous Effect of Leadership Style and Work Discipline on Managing Nurse Performance

Model	B	t	P-Value	R Square
(Constant)	14,364	0,653	0,000	
Leadership Style	0,957	4,774	0,000	0,387
Work Discipline	0,057	0,294	0,007	

Table 4, shows that leadership style and work discipline affect performance with a p-value of less than 0.05 each with the regression equation model is $Y = 14.364 + 0.957X_1 + 0.057X_2$. The magnitude of the multivariate contribution is 38.7% to performance.

DISCUSSION

Influence of Leadership Style on Executive Nurse Performance

The research findings indicate that the leadership style of executive nurses significantly and positively influences their overall performance. This aligns with the conclusions of Najir et al. and Ahmad et al.,

who also identified a positive correlation between leadership style and nursing performance. Thus, the results of this study corroborate their findings, highlighting the importance of effective leadership in enhancing the performance of nursing staff (11,12).

Performance is the result of work in carrying out their duties in accordance with their responsibilities (13). Leadership style can affect performance.

Leadership style is a leader's characteristic to affect his employees in accomplishing organizational goals (14). The appropriate leadership style will make members more enthusiastic in performing their jobs and

expect their needs to be met (13). The head of the room as an operational leader in the field of nursing leads executive nurses as human resources directly to produce professional nursing care (15). Leadership style can help create good performance, characterized by the more enthusiastic nurses in performing their jobs (16),(17).

The Effect of Work Discipline on Implementing Nurse Performance

The study's findings reveal a significant and positive impact of work discipline on the performance of executive nurses. This influence is notably strong, demonstrating a beneficial relationship with their overall performance. These results align with the research conducted by Agustinar and Sinaga, which similarly indicates a favorable correlation between work discipline and nursing performance. This underscores the critical role that work discipline plays in enhancing the effectiveness and productivity of executive nurses (18,19).

Improving discipline is an essential element of human capital development, as an essential factor in enhancing performance (20). Work discipline is a form of awareness and availability of a person in obeying all company rules and norms that apply (21). Individual work discipline in the agency will foster awareness of punctuality, obedience to regulations and good work enthusiasm, this certainly affects the performance of a nurse which also affects the results that exist (19).

Good work discipline will accelerate the goals of an agency, work discipline is a thing that should be embedded in every nurse. Nurse awareness is needed by adhering to the prevailing rules. Rules are necessary to guide and counsel nurses in creating good discipline so that it will cause and encourage nurses to have good performance (21).

Simultaneous Effect of Leadership Style and Work Discipline on Managing Nurse Performance

The findings of this study indicate that both leadership style and work discipline exert a concurrent influence on the performance of executive nurses. This combined effect highlights the importance of both factors in enhancing overall performance. These results are consistent with the research conducted by Indriyani and Fauzi, as well as Budiningsih, who also explored the simultaneous impact of leadership style and work discipline on performance. Their findings support the notion that effective leadership and strong work discipline are essential components in improving the performance outcomes of nursing professionals (22,23).

Performance is the result of work that can be achieved in accordance with responsibilities in achieving goals. There is a relationship between individual performance and organizational performance. Thus if the nurse's performance is better, then it is likely that the organization's performance is also better (24).

Leadership style and work discipline are two factors that greatly affect employee performance (25). Leadership style is the way leaders influence the behavior of subordinates so that they want to work productively to achieve organizational goals. Meanwhile, work discipline is the availability of a person in obeying the rules (4,21). The combination of these two factors supports each other to improve and encourage a person's performance including nurses to be better.

The vertical relationship between leaders and subordinates and horizontal relationships between fellow employees and a conducive organizational environment will increase the spirit of good performance. Leaders with a high structure of initiative and consideration will achieve optimal performance so as to bring positive results (26). This will be supported by employee discipline, in this case nurses, because work discipline encourages nurses to be thorough and have great

responsibility for the tasks they are responsible for so that performance will be optimized.

CONCLUSION

Both leadership style and work discipline have a major impact on the performance of executive nurses at Bhayangkara Setukpa Lemdikpol Hospital in Sukabumi City. The findings imply that good leadership, defined by supportive and engaging practices, as well as a strong emphasis on work discipline, improves nursing staff performance overall. To improve these performance outcomes, the hospital administration should prioritize thorough guidance and training in leadership and discipline. Such initiatives could help nurses flourish in their roles, resulting in better patient care and organizational effectiveness.

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