



Description of the Leadership Style of the Head of the Room and Job Satisfaction of Nurses in the Surgical and Internal Treatment Rooms at Labuang Baji Hospital Makassar

Rusli Abdullah¹

¹D-3 Nursing Study Program, Sekolah Tinggi Ilmu Kesehatan Makassar

*Corresponding Author: Rusli Abdullah

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Abstract

Leadership is the most important factor in developing human resources (HR) in an organization. Management styles or leadership styles that are inappropriate or inappropriate for implementation given by leaders to their employees can reduce motivation, performance and ultimately job satisfaction. The aim of the research was to determine the description of the leadership style of the head of the room and the job satisfaction of nurses in the Internal Care and Surgery Room at Labuang Baji Hospital, Makassar. This research is observational research with a descriptive approach. The population in this study were 50 nurses who worked in the Internal Care and Surgical Rooms at Labuang Baji Hospital, Makassar. Amount The sample studied consisted of 44 respondents using proportional random sampling technique . Data collection started from March 31 to April 14 2015 using a questionnaire. Based on the research results, it shows that of the 44 respondents, the majority perceived the head of the room's leadership style to be democratic, namely 32 respondents (72, 7.2 %), while based on nurses' job satisfaction, the majority felt satisfied, namely 37 people (84.09%). Based on the research results, it was concluded that the majority of respondents perceived the leadership style of the head of the room to be democratic, and the majority of nurses were satisfied with their work. It is recommended that institutions always evaluate the leadership style of room heads and pay attention to the job satisfaction of nurses on duty in each room in order to achieve good work quality.

Introduction

Leadership is the most important factor in developing human resources (HR) in an organization. HR as the most important asset owned by an organization needs to be managed effectively to provide added value to the organization (Siraj et al., 2022; Banmairuoy et al., 2022; Jackson & Dunn, 2021). To make HR an organizational asset requires visionary leadership, ability and commitment as a driving force for organizational development (Sary et al., 2021). A good leader must also be able to act as a "powerhouse" who can unite the efforts of many workers with the various skills he has (Suhartini, 2021; Wynn & Hick, 2022). Leadership behavior will be reflected in the leadership style that emerges when leading his subordinates. In influencing the performance of subordinates, an effective leadership style is needed (Jumadewi, 2021; Wuryania et al., 2021). Quality management, leaders are people who do things right (Syukron et al., 2022).

Thus, a manager is a person who does things right. When a manager carries out wrong activities, is he also called a manager? Of course, we return to our duties as a manager. Of course, based on this task, it does not include a manager (Kaka et al., 2022). Thus, leadership activities always intersect with management activities (Pellegrini et al., 2020). Leadership activities include at least four things related to managerial activities, namely, planning, organizing, motivating and controlling (Kaka et al., 2022). According to a study by Wiatr

(2021), leadership style is described as follows: authoritarian, where the leader makes his own decisions. They tend to pay more attention to task achievement than to people (Ronnie & Philip, 2021). Democracy, Leaders involve their followers in the decision-making process (Wilson, 2020). They are people-oriented and focus on human relations and work teams and liberal or *laissez faire*, in leaders who are lax and permissive and abstain in leading their staff (Rubin, 2023). Based on research by Von et al. (2020), the results showed that employees who were able to maintain their jobs every hour by only working 20-30% of their given capacity increased to 80-90% after motivation from their leaders (Gibbs et al., 2021). On this basis, a leader must have sufficient knowledge about motivation and the underlying theories in order to be able to motivate his employees properly (Kaka et al., 2022).

The results of research conducted, showed that out of 43 respondents, 17 respondents (39.53%) perceived that the head of the room had a democratic leadership style, 13 respondents (30.23%) perceived that (Ghozali & Murani, 2023; Nurfadillah, 2021) the head of the room has an autocratic leadership style and 13 respondents (30.23%) perceive the head of the room as having a liberal or *laissez faire leadership style*. Meanwhile, based on nurse job satisfaction, it shows that of the 43 respondents, 26 respondents (60.47%), stated they were satisfied with their work, and 17 respondents (39.53%), stated they were dissatisfied with their work. Based on the above, researchers are interested in conducting research on the description of the leadership style of the head of the room and the job satisfaction of nurses in the Internal Care and Surgical Rooms at Labuang Baji Hospital, Makassar (Karakose et al., 2022; Bagga et al., 2023; Rodriguez & Dingel, 2021).

Method

The authors utilized an observational study design with descriptive elements to study the leadership practices room heads use while measuring nurse work satisfaction levels at the Internal Care and Surgical Rooms within Labuang Baji Hospital in Makassar. The research analysis took place in four treatment rooms: Baji Pamai I and Baji Pamai II (Internal Care) together with Baji Kamase I and Baji Kamase II (Surgical Care). The research data was collected during two weeks starting from March 31 until April 14 in 2015.

All 50 nurses who worked in Baji Pamai I and Baji Pamai II as well as Baji Kamase I and Baji Kamase II formed the research population. Of the total 50 nurses surveyed the study divided participants equally between internal care rooms Baji Pamai I and Baji Pamai II with each containing 13 nurses and surgical care rooms were split between Baji Kamase I with 12 nurses and Baji Kamase II with 13 nurses. The chosen sample followed a proportional random sampling approach that maintained the representative participant count from each room in line with the staff distribution among nurses working there. Out of 44 potential participants the study managed to engage 44 individuals.

A structured questionnaire served to obtain data that explored two essential domains: the room heads' leadership approach according to nurse perceptions and nurse job satisfaction assessment. Multiple-choice questions in combination with Likert scale items appeared in the questionnaire which was designed to be both simple for respondents to answer and generate data quantification. A validation process was conducted on the questionnaire to verify its reliability for variables measurement before its deployment usage.

The leadership assessment grouped styles into three categories namely democratic and authoritarian and *laissez-faire* (liberal) using theoretical concepts from Wiatr (2021) alongside other leadership research. The research instrument included different items which measured job satisfaction by examining worker opinions regarding their supervision, workloads, team relationships and development opportunities.

Univariate descriptive statistics analyzed the data by presenting frequency distributions to summarize both the demographic features of respondents (their age and gender distribution and educational attainment and service length) in addition to their leadership style perceptions and job satisfaction measurements. The researcher showed results in tables to make them clearer while supporting interpretation.

The research maintained complete ethical compliance at all times during its duration. The participants received study information that included an assurance of both response confidentiality and anonymity protection. The study's participants chose to participate on a voluntary basis before receiving written informed consent from them all. This research employed an organized methodological approach to achieve credible results that examined both nursing perceptions of leadership styles and their job satisfaction levels within Labuang Baji Hospital.

Result and Discussion

Based on the results of data processing, the following univariate analysis and bivariate analysis will be presented:

Respondent Characteristics

a. Respondent's Age

Table 1. Distribution of Respondents Based on Age in the Baji Pamai I Treatment Room, RSUD Labuang Baji Makassar 2015

Age	n	(%)
21-30 Years	4	36.4
31-40 Years	6	54.5
>40 years	1	9.1
Amount	11	100, 0

Source: Primary Data

Based on the interpretation results in table 1, it shows that in the Baji Pamai I Treatment Room, respondents aged 21-30 = 4 people (36.4 %), aged 31-40 years = 6 people (54.5 %), and aged > 40 = 1 person (9.1 %).

Table 2. Distribution of Respondents Based on Age in the Baji Pamai II Treatment Room at RSUD Labuang Baji Makassar 2015

Age	n	(%)
21-30 Years	4	36.4
31-40 Years	6	54.5
>40 Years	1	9.1
Amount	11	100, 0

Source: Primary Data

Based on the interpretation results in table 2, it shows that in the Baji Pamai II Treatment Room, respondents aged 21-30 = 4 people (36.4 %), aged 31-40 years = 6 people (54.5 %), and aged > 40 = 1 person (9.1 %).

Table 3. Distribution of Respondents Based on Age in the Baji Kamase I Treatment Room at RSUD Labuang Baji Makassar 2015

Age	n	(%)
21-30 Years	4	36.4
31-40 Years	5	45.5
>40 Years	2	18.2
Amount	11	100, 0

Source: Primary Data

Based on the interpretation results in table 3, it shows that in the Baji Kamase I Treatment Room, respondents aged 21-30 years = 4 people (36.4 %), aged 31-40 years = 5 people (45.5 %), and aged > 40 years = 2 people (18.2 %).

Table 4. Distribution of Respondents Based on Age Baji Kamase II Treatment Room at RSUD Labuang Baji Makassar 2015

Age	n	(%)
21-30 Years	4	36.4
31-40 Years	6	54.5
>40 Years	1	9.1
Amount	11	100, 0

Source: Primary Data

Based on the interpretation results in table 4, it shows that in the Baji Kamase II Treatment Room, respondents aged 21-30 = 4 people (36.4 %), aged 31-40 years = 6 people (54.5 %), and aged > 40 = 1 person (9.1 %).

b. Respondent's Gender

Table 5. Distribution of Respondents Based on Gender in the Baji Pamai I Hospital Treatment Room Labuang Baji Makassar 2015

Gender	n	(%)
Man	1	9.1
Woman	10	90.9
Amount	11	100, 0

Source: Primary Data

Based on the interpretation results in table 5, it shows that in the Baji Pamai I Treatment Room, male respondents = 1 person (9.1 %), and female = 10 people (90.9 %).

Table 6. Distribution of Respondents Based on Gender Baji Pamai II Treatment Room at RSUD Labuang Baji Makassar 2015

Gender	n	(%)
Man	1	9.1
Woman	10	90.9
Amount	11	100, 0

Source: Primary Data

Based on the interpretation results in table 6, it shows that in the Baji Pamai II Treatment Room, male respondents = 1 person (9.1 %), and female respondents = 10 people (90.9 %).

Table 7. Distribution of Respondents Based on Gender in the Baji Kamase I Hospital Treatment Room Labuang Baji Makassar 2015

Gender	n	(%)
Man	0	0
Woman	11	100.0
Amount	11	100, 0

Source: Primary Data

Based on the interpretation results in table 7, it shows that in the Baji Kamase I Treatment Room, all respondents were female with a Amount of 11 people (100.0 %).

Table 8. Distribution of Respondents Based on Gender in the Baji Kamase II Hospital Treatment Room Labuang Baji Makassar 2015

Gender	n	(%)
Man	3	27.3
Woman	8	72.7
Amount	11	100, 0

Source: Primary Data

Based on the interpretation results in table 8, it shows that in the Baji Kamase II Treatment Room, male respondents = 3 people (27.3 %), and female respondents = 8 people (72.7 %).

c. Respondent's Education

Table 9. Distribution of Respondents Based on Education in the Baji Pamai I Treatment Room, RSUD Labuang Baji Makassar 2015

Education	n	(%)
D3 Nursing	4	36.4
S1/Nursing	7	63.6
Amount	11	100, 0

Source: Primary Data

Based on the interpretation results in table 9, it shows that in the Baji Pamai I Treatment Room respondents with a D3 education in Nursing = 4 people (36.4 %), and respondents with a Bachelor's/Nursing education = 7 people (63.6 %).

Table 10. Distribution of Respondents Based on Education in the Baji Pamai II Treatment Room at RSUD Labuang Baji Makassar 2015

Education	n	(%)
D3 Nursing	3	27.3
S1/Nursing	8	72.7
Amount	11	100, 0

Source: Primary Data

Based on the interpretation results in table 10, it shows that in the Baji Pamai II Treatment Room respondents with a D3 education in Nursing = 3 people (27.3 %), and respondents with a Bachelor's degree in Nursing = 8 people (72.7 %).

Table 11. Distribution of Respondents Based on Education in the Baji Kamase I Treatment Room at RSUD Labuang Baji Makassar 2015

Education	n	(%)
D3 Nursing	7	63.6
S1/Nursing	4	36.4
Amount	11	100, 0

Source: Primary Data

Based on the interpretation results in table 11, it shows that in the Baji Kamase I Nursing Room, there were 7 respondents with a Diploma of Nursing education = 7 people (63.6 %), and 4 respondents with a Bachelor's/Nursing education = 4 people (36.4 %).

Table 12. Distribution of Respondents Based on Education in the Baji Kamase II Treatment Room at RSUD Labuang Baji Makassar 2015

Education	n	(%)
D3 Nursing	7	63.6
S1/Nursing	4	36.4
Amount	11	100, 0

Source: Primary Data

Based on the interpretation results in table 12, it shows that in the Baji Kamase II Treatment Room respondents with a D3 education in Nursing = 7 people (63.6 %), and respondents with a Bachelor's/Nursing education = 4 people (36.4 %).

d. Length of Work at the Hospital

Table 13. Distribution of Respondents Based on Length of Work at the Hospital in the Baji Pamai I Treatment Room at RSUD Labuang Baji Makassar 2015

Length of Work at the Hospital	n	(%)
< 5 Years	4	36.4
> 5 Years	7	63.6
Amount	11	100, 0

Source: Primary Data

Based on the interpretation results in table 13, it shows that in the Baji Pamai I Treatment Room respondents who worked <5 years = 4 people (36.4 %), and respondents who worked >5 years = 7 people (63.6 %).

Table 14. Distribution of Respondents Based on Length of Work at the Hospital in the Baji Pamai I Treatment Room at RSUD Labuang Baji Makassar 2015

Length of Work at the Hospital	n	(%)
< 5 Years	1	9.1
> 5 Years	10	90.9

Amount	11	100, 0
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Source: Primary Data

Based on the interpretation results in table 14, it shows that in the Baji Pamai II Treatment Room respondents who worked <5 years = 1 person (9.1 %), and respondents who worked >5 years = 10 people (90.9 %).

Table 15. Distribution of Respondents Based on Length of Work at the Hospital in the Baji Kamase I Treatment Room at the Regional Hospital Labuang Baji Makassar 2015

Length of Work at the Hospital	n	(%)
< 5 Years	4	36.4
> 5 Years	7	63.6
Amount	11	100, 0

Source: Primary Data

Based on the interpretation results in table 15, it shows that in the Baji Kamase I Treatment Room respondents who worked <5 years = 4 people (36.4 %), and respondents who worked >5 years = 7 people (63.6 %).

Table 16. Distribution of Respondents Based on Length of Work at the Hospital in the Baji Kamase II Treatment Room at RSUD Labuang Baji Makassar 2015

Length of Work at the Hospital	n	(%)
< 5 Years	5	45.5
> 5 Years	6	54.5
Amount	11	100, 0

Source: Primary Data

Based on the interpretation results in table 16, it shows that in the Baji Kamase II Treatment Room respondents who worked < 5 years = 5 people (45.5 %), and respondents who worked > 5 years = 6 people (54.5 %).

Univariate Analysis

a. Head of Room Leadership Style

Table 17. Distribution of Respondents Based on Head of Room Leadership Style in the Baji Pamai I Treatment Room, RSUD Labuang Baji Makassar 2015

Leadership Style	n	(%)
Liberal or <i>Laissez Faire</i>	1	9.1
Authoritarian	2	18.2
Democratic	8	72.7
Amount	11	100, 0

Source: Primary Data

Based on the interpretation results in table 17, it shows that in the Baji Pamai I Treatment Room respondents who said the Head of Room's leadership was liberal or *laissez faire* = 1 person (9.1 %), was authoritarian = 2 people (18.2 %), and was democratic = 8 people (72.7 %).

Table 18. Distribution of Respondents Based on Head of Room Leadership Style in the Baji Pamai II Treatment Room HOSPITAL Labuang Baji Makassar 2015

Leadership Style	n	(%)
Liberal or <i>Laissez Faire</i>	1	9.1
Authoritarian	2	18.2
Democratic	8	72.7
Amount	11	100, 0

Source: Primary Data

Based on the interpretation results in table 18, it shows that in the Baji Pamai II Treatment Room respondents who said the Head of Room's leadership was liberal or *laissez faire* = 1 person (9.1 %), was authoritarian = 2 people (18.2 %), and was democratic = 8 people (72.7 %).

Table 19. Distribution of Respondents Based on Head of Room Leadership Style in the Baji Kamase I Treatment Room at RSUD Labuang Baji Makassar 2015

Leadership Style	n	(%)
Liberal or <i>Laissez Faire</i>	1	9.1
Authoritarian	1	9.1
Democratic	9	81.8
Amount	11	100, 0

Source: Primary Data

Based on the interpretation results in table 19, it shows that in the Baji Kamase I Treatment Room respondents who said the Head of Room's leadership was liberal or *laissez faire* = 1 person (9.1 %), was authoritarian = 1 person (9.1 %), and was democratic = 9 people (81.8 %).

Table 20. Distribution of Respondents Based on Head of Room Leadership Style in the Baji Kamase II Treatment Room HOSPITAL Labuang Baji Makassar 2015

Leadership Style	n	(%)
Liberal or <i>Laissez Faire</i>	2	18.2
Authoritarian	2	18.2
Democratic	7	63.6
Amount	11	100, 0

Source: Primary Data

Based on the interpretation results in table 20, it shows that in the Baji Kamase II Treatment Room respondents who said the Head of Room's leadership was liberal or *laissez faire* = 2 people (18.2 %), authoritarian = 2 people (18.2 %), and democratic = 7 people (63.6 %).

b. Nurse Job Satisfaction

Table 21. Distribution of Respondents Based on Nurse Job Satisfaction in the Baji Pamai I Nursing Room at RSUD Labuang Baji Makassar 2015

Nurse Job Satisfaction	n	(%)
Not satisfied	2	18.2
Satisfied	9	81.8
Amount	11	100, 0

Source: Primary Data

Based on the interpretation results in table 21, it shows that in the Baji Pamai I Treatment Room nurses who were dissatisfied with their work = 2 people (18.2 %), and nurses who were satisfied with their work = 9 people (81.8 %).

Table 22. Distribution of Respondents Based on Nurse Job Satisfaction in the Baji Pamai II Nursing Room at RSUD Labuang Baji Makassar 2015

Nurse Job Satisfaction	n	(%)
Not satisfied	1	9.1
Satisfied	10	90.9
Amount	11	100,0

Source: Primary Data

Based on the interpretation results in table 22, it shows that in the Baji Pamai II Treatment Room nurses who were dissatisfied with their work = 1 person (9.1 %), and nurses who were satisfied with their work = 10 people (90.9 %).

Table 23. Distribution of Respondents Based on Nurse Job Satisfaction in the Baji Pamai II Treatment Room at RSUD Labuang Baji Makassar 2015

Nurse Job Satisfaction	n	(%)
Not satisfied	2	18.2
Satisfied	9	81.8
Amount	11	100,0

Source: Primary Data

Based on the interpretation results in table 23, it shows that in the Baji Kamase I Treatment Room nurses who were dissatisfied with their work = 2 people (18.2 %), and nurses who were satisfied with their work = 9 people (81.8 %).

Table 24. Distribution of Respondents Based on Nurse Job Satisfaction in the Baji Pamai II Treatment Room at RSUD Labuang Baji Makassar 2015

Nurse Job Satisfaction	n	(%)
Not satisfied	2	18.2
Satisfied	9	81.8
Amount	11	100,0

Source: Primary Data

Based on the interpretation results in table 24, it shows that in the Baji Kamase II Treatment Room nurses who were dissatisfied with their work = 2 people (18.2 %), and nurses who were satisfied with their work = 9 people (81.8 %).

Conclusion

Based on the results of research regarding the description of the leadership style of the Head of the Room and the job satisfaction of Nurses in the Internal Care and Surgical Room at Labuang Baji Hospital, Makassar, it can be concluded that: (1) Based on the leadership style of the head of the room in the Baji Pamai I Treatment Room, it shows that of the 11 respondents, most The majority perceived that the style of the head of the room was democratic , namely 8 people (72.7 %) , in the Baji Pamai I I Treatment Room there were 8 people (72.7 %) , in the Baji Kamase I Treatment Room there were 9 people (81.8 %) , and in the Baji Kamase Treatment Room I I as many as 7 people. (2) Based on the job satisfaction of nurses in the Baji Pamai I

Nursing Room, it shows that of the 11 respondents, the majority of nurses were satisfied with their work, namely 9 people (81.8 %), in the Baji Pamai I I Nursing Room there were 10 people (90, 9 %) , in the Baji Kamase I Treatment Room there were 9 people (81.8 % , and in the Baji Kamase Treatment Room I I as many as 9 people (81.8 %).

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