

Analysis Of Work Loads And Perception Of Leadership Style On Nursing Performance In Puskesmas Ngantru Tulungagung District

Deva Arif Saputra¹, Amarin Yudhana², Prima Dewi K³

^{1,2,3}STIKES Surya Mitra Husada

*Corresponding Author : deva.arif17@gmail.com

ABSTRACT

The performance of nurses at the puskesmas plays an important role in determining the back and forth of the organization. High workloads and ineffective leadership styles can interfere with nurse performance. The purpose of this study was to determine the relationship of workload and leadership style to the performance of inpatient nurses in the Ngantru health center, Tulungagung Regency. The design of this study was quantitative research using a cross sectional approach with a population of 31 nurses in Ngantru Public Health Center, Tulungagung Regency. The sample is all of the population with a total sampling technique of 31 respondents. The collected data is processed by ordinal regression statistical tests, with significance $\alpha = 0.05$. The results showed that from 31 respondents, most of the respondents had a moderate workload, namely 20 respondents (64.5%), most of the respondents stated that the leadership style of the leader was democratic, namely 18 respondents (58.1%) and some the number of respondents has sufficient performance, namely 16 respondents (51.6%). The results of the ordinal regression test show that the value of $p\text{-value} = 0.002 (<0.05)$ in the leadership style factor which means reject H_0 and accept H_1 so that there is a relationship between leadership style and nurse performance. It is necessary to strive for effective HR arrangements to avoid workloads and excessive work fluctuations that have an impact on the emergence of saturation and boredom of work which results in performance.

Keywords : Workload, Leadership Style, Nurse Performance

INTRODUCTION

Nursing services as an integral part of the health care system largely determine the quality of health services. Nursing workers as part of the health workforce system are expected to be able to meet the demands and needs of national and global health services both in hospitals and puskesmas (Achir Yani, 2015). Quality nursing services can be achieved, one of which depends on the balance between the number of workers and the workload of nurses in a service institution. In making personnel planning, the workload and number of workers must be calculated so that it does not have an impact on the high workload that can affect the performance of nurses (Fardiansyah, 2014). Indonesian nurses currently as much as 50.9% experience workloads that are too high and time-consuming, low salaries without adequate incentives (PPNI in Prismayanti, 2014).

According to WHO (2012) several countries in Southeast Asia including Indonesia, found that nurses who work in hospitals undergo an increase in workload and still experience a shortage of nurses. Nurses who work in private hospitals with better salaries experience greater work stress than nurses who work in government hospitals with lower incomes (PPNI in Prismayanti, 2014).

Increased workload in the room is a condition that can increase errors in work even to the point of fatal patient death. The results of research conducted by the International Council of Nurses (ICN) showed that the increase in the workload of nurses from four patients to six people had resulted in a 14 percent increase in the deaths of patients treated in the first 30

days since being hospitalized. Nurses who work overtime or work without adequate support tend to be absent from work and their health condition deteriorates (Rachmawati, 2017). Excessive workload will cause work stress that will reduce the performance of nurses (Abraham, 2014).

The ability of nurses to provide professional nursing care practices experiences constraints with workloads that are not in accordance with their responsibilities and authority. Prof. Achir Yani in the First Congress and Workshop of the Indonesian Nurse Association Manager, said the results of research in remote areas, more than 90% of nurses perform non-nursing tasks such as establishing disease diagnoses, making prescription drugs, performing cleaning and administrative tasks. Only 50% of nurses carry out nursing care according to their function. Thus Nursing Care which is the main task of nurses has not been done optimally. The impact of many patients who complained about the quality of work nurses have not been good. Patient complaints are an indicator of problems with the quality of nurses. The decline in quality of service is not only due to the quality factor of labor, but can also be due to the high workload resulting in nurses becoming physically and mentally exhausted (Ilyas, 2014).

Based on a preliminary study conducted at the Ngantru Public Health Center on 9-10 January 2019 with interviews of 5 nurses, 3 people (60%) said they felt anxious and tense while working because they were required to complete a heavy workload, that is, they had to work outside their Tupoksinya and also exceeds working hours (overtime), while 2 other people (40%) feel normal with the work they are currently carrying out and work according to their duties and functions. It is known that the average number of outpatient visits at Ngantru Health Center every day reaches 40-50 patients and hospitalization reaches 140-150 per month with the number of nurse workers 31, which is divided into 3 shifts.

Performance is influenced by individual factors including educational background, years of service, encouragement, attitudes, abilities and skills, perception, age, gender, racial diversity, learning and individual personality, and also environmental factors include leadership functions, clarity about job design, policies and rules, rewards or rewards, sanctions and stress levels.

Fluctuations in workload are another form of work stress generator. For a certain period the burden is very light and at other times the burden can be excessive. The situation that is not right can cause anxiety, stress, job dissatisfaction and the tendency to leave work. This condition affects the performance of nurses in serving patients, because poor performance will have an impact on the services provided to patients (Munandar, 2015).

Factors that affect workload according to Gillies (2016) are: (1) number of patients entering the unit every day / month / year, (2) Condition or level of dependency of patients in the unit, (3) Average days of care patients, (4) Types of nursing actions needed by patients, (5) Frequency of each nursing action needed by patients, (6) Average time taken to provide care actions.

Nurse workload is one of the determinants of success and quality of care. Increasing the workload of nurses is one of the issues that is developing at this time (Aikens, 2012). A high nurse workload results in a decrease in the quality of nursing services and a decrease in client safety, such as medication errors and an increase in the number of fallen clients (Aikens, 2012), and shorter client nurse relationships. The decrease in quality of care results in an increase in client's hospitalization time thereby increasing the cost of care. The duration of nurse-client relationships tends to decrease and nurses only use 15% - 20% of their time for direct contact with clients (Meehan and Wong, 2013).

One way to avoid the excessive workload of nurses is the suitability of the number of patients that must be cared for with the capacity of work in accordance with the education obtained, shifts used to carry out their duties in accordance with working hours that take

place every day, complete facilities and effective leadership style . The hope is that every leader understands the condition of each nurse so that every nurse who works at the organization or company loves his work and likes to do his work so that he can finally work at an optimal level. The more the nurse works effectively, the better the health center is. Leaders who always pay attention to the complaints of nurses, policies that affect work and careers and fair compensation is a desire for nurses so that nurses work more passionately, have a high commitment, and ultimately can improve nurse performance (Fardiansyah, 2014).

METHODS

The design of this study was a quantitative study using a cross sectional approach with a population of all nurses in the Ngantru Public Health Center in Tulungagung District totaling 31 people. The sample is all of the population with a total sampling technique of 31 respondents. The data that has been collected is processed by ordinal regression statistical tests. with significance $\alpha = 0.05$.

RESEARCH RESULT

Characteristics of Subjects

Table 1. Characteristics of Respondents Based on age, gender, education, length of work, workload, leadership style, and performance.

No	Characteristics	ΣN	$\Sigma \%$
1	Age (year)		
	20-30	10	32,3
	31-40	13	41,9
	>40	8	25,8
2	Gender		
	Man	14	45,2
	Female	17	54,8
3	Education		
	Diploma III	21	67,7
	Bachelor	10	32,3
4	Length of work (Year)		
	1-5	11	35,5
	6-10	16	51,6
	>10	4	12,9
5	Workload		
	Light	10	32,3
	Middle	20	64,5
	Weight	1	3,2
6	Leadership style		
	Autocratic	11	35,5
	Democratic	18	58,1
	Participation	2	6,5
7	Performance		
	Less	13	41,9
	Enough	16	51,6
	Well	2	6,5
	Total	31	100

DISCUSSION

A. Workload of Inpatient Nurses in Ngantru Tulungagung Health Center

Based on the results of research that has been done it is known that of the 31 respondents, most of the respondents have a moderate workload, namely 20 respondents (64.5%).

Workload is the volume of work results or records of work results that can show the volume produced by a number of employees in a certain section (Moekijat, 2013). Workload is the work volume of a unit (Gillies, 2012). So the nurse workload is all activities carried out by a nurse while on duty in a nursing service unit (Marquis and Huston, 2013).

In the opinion of researchers, the current workload on nurses at the Ngantru puskesmas is because the Ngantru puskesmas is an inpatient puskesmas. This requires respondents / nurses to work optimally because nurses are required to be ready for 24 hours to accompany patients and provide comprehensive nursing care. Nurses must arrive on time during working hours, go home according to working hours, conduct coordination activities, development activities, and carry out direct nursing activities in the form of communication with patients, administering medicines, and so forth.

According to the Indonesian Ministry of Health (2009), ages 26-35 years are included in the early adulthood and 36-45 years are in the late adulthood. Sumidjo (2006), states that education is a process of activities basically involving the behavior of individuals and groups. The core of educational activities is the process of teaching and learning and the result is the formation of a set of behaviors, activities and activities. By learning both informally and informally, humans will have knowledge, with the knowledge acquired by a person will be able to behave to complete his work.

B. Leadership Style in Puskesmas Ngantru Tulungagung

Based on the results of research that has been done known from 31 respondents, most of the respondents stated that the leadership style of leaders is democratic, namely 18 respondents (58.1%).

Ordway Tead states that leadership is a combination of various behaviors that a person has so that the person has the ability to encourage others to be willing and able to complete certain tasks entrusted to him. George R Terry also stated that leadership is a relationship created by the influence one has on others so that other people voluntarily are willing and willing to work together to achieve the desired goals (Herlambang & Murwani, 2012) Hill and Carroll (2013) argue that, leadership can be interpreted as the ability to encourage a number of people (two or more people to work together in carrying out activities that are directed towards a common goal. Gibson cited in Ilyas (2004) states that one of the variables that affects a person's behavior and performance is the variable organization, including leadership.

Based on the results of the study above it is known that the majority of respondents stated that the leadership style of leaders is democratic. The researcher believes that the majority of respondents have a good perception of leadership shown by their superiors, it is evident that most of the respondents stated that the leadership of their leaders is democratic. This shows that the role of the leader in providing examples of performance and coordination is very good. A leader is indeed required to be able to set good examples and examples, and be able to coordinate involving all his subordinates. Whether a subordinate is good or not is very much determined by the leader, it can even be said that the performance of a leader can be judged by the performance and behavior of his subordinates.

C. Performance of Inpatient Nurses in Puskesmas Ngantru, Tulungagung Regency

Based on the results of research that has been done known 31 respondents, most of the respondents have sufficient performance, namely 16 respondents (51.6%). Based on the cross tabulation data of respondents' characteristics with performance, it is known that sufficient

performance is experienced by respondents aged 31-40 years, amounting to 11 respondents (35.2%), female gender, 10 respondents (32.3%), educated in DIII, namely 9 respondents (29%), who have worked for 6-10 years, 9 respondents (29%).

Performance is the result of quality and quantity of work achieved by an employee in carrying out their duties in accordance with the responsibilities given to him Mangkunegara A.A (2014). Whereas based on the theory of job performance psychology is a person's behavior so that he produces something that is the goal of his work. According to Maieer, quoted by M. As, ad, 2011. It states that differences in performance between individuals and other individuals are influenced by the characteristics of the individual itself. Besides that, the same person produces different performance in different situations. Behavior related to performance is influenced by two factors, namely (1) individual factors (2) environmental factors (Gibson, 2016).

Based on the results of the study note that the majority of respondents have sufficient performance. This condition has proven that in the inpatient health center, nurses must be able to serve patients as a whole for 24 hours, so nurses must have good performance as well. At the Ngantru puskesmas, nurses have a high stressor because nurses will face every day aspects of the physical environment and the high psychosocial environment of work. So it is likely that stress will occur in nurses due to excessive workload. Stress can cause a person in a state of emotion, tension so that he cannot think well and effectively, because rational abilities and reasoning do not function properly. This directly results in a decline in employee performance so that nurses have sufficient performance. Even though it is not in the level of good performance, the results of this performance need to get a good appreciation and need motivation for employees to improve their performance again.

D. Analysis of Workload and Leadership Style with Inpatient Nurse Performance in Ngantru Puskesmas, Tulungagung Regency

Based on the cross tabulation data between variables it is known that there are 14 respondents (45.2%) who have moderate workloads and also have sufficient performance and there are 13 respondents (41.9%) who declare their leadership style democratic and also have work performance that is enough. Based on the statistical test table, it is known that $p\text{-value} = 0,000 (<0.05)$ on the workload factor which means rejecting H_0 and accepting H_1 so that there is a relationship of workload to the performance of inpatient nurses in Ngantru Public Health Center in Tulungagung Regency. Also known $p\text{-value} = 0.002 (<0.05)$ on the leadership style factor which means reject H_0 and accept H_1 so that there is a relationship of leadership style with the performance of inpatient nurses in Ngantru Public Health Center in Tulungagung Regency.

The results of the above study indicate that there is a relationship between workload and leadership style on the performance of nurses in Ngantru puskesmas, where workload is the more dominant factor affecting employee performance. The results showed that most of the leadership styles applied at the Ngantru Health Center were democratic, so that with a democratic style would make nurses feel comfortable working and not feel stressed at work, whereas on the workload factor because the Ngantru Puskesmas was an inpatient puskesmas, nurses must be able to serving patients as a whole for 24 hours, and nurses still have to carry out administrative tasks or other tasks that are sometimes outside the job job so that nurses have a moderate workload and have more influence on nurse performance. This condition has proven that workload factors are more dominant in influencing employee performance.

CONCLUSION

1. The workload of inpatient nurses in the Ngantru Public Health Center in Tulungagung Regency, most of the respondents have a moderate workload, namely 20 respondents (65.4%).
2. Leadership style in Puskesmas Ngantru Tulungagung Regency, most of the respondents stated that the leadership style of leaders was democratic, namely 18 respondents (58.1%).
3. Inpatient nurses performance in Ngantru Public Health Center Tulungagung Regency, most of the respondents have sufficient performance, which is 16 respondents (51.6%).
4. There is a correlation between workload and leadership style on the performance of inpatient nurses in Ngantru Public Health Center in Tulungagung Regency, with workload factor being the more dominant factor affecting nurses 'performance because workload affects nurses' activities / activities.

REFERENCE

- Abraham, charles;eamon shanley. 2014. Psikologi Sosial Untuk Perawat, alih bahasa oleh Leoni Sally M, Jakarta: EGC
- Aikens. 2012. Improved Workplace Linked to Patient Safety. www.cna-aiic.ca, diakses 7 Januari 2019
- Alimul, A, 2013, Ketrampilan dasar praktik klinik kebidanan edisi 2, Jakarta, Penerbit: Salemba medika.
- Arikunto, Suharsini. 2012. Prosedur Penelitian Suatu Pendekatan Praktik, Rineka Cipta, Jakarta.
- Arwani dan Supriyatno. 2014. Manajemen Bangsal Keperawatan.Jakarta:EGC.
- As'ad, 2014. Psikologi Industri. Yogyakarta : Liberty.
- Depkes RI. 2014. Standar Tenaga Keperawatan di Rumah Sakit. Jakarta : Direktorat Jenderal Pelayanan Madik.
- Gibson. 2016. Organisasi: Perilaku, struktur dan proses. (8th ed terjemahan). Jakarta : Binarupa Aksara.
- Gillies. 2016. Manajemen Keperawatan Suatu Pendekatan Sistem, Terjemahan Oleh Dika Sukmana,WB Suonder. Philadelphia
- Ilyas. 2014. Perencanaan Sumber Daya Manusia Rumah Sakit. Teori, Metode, dan Formula. Jakarta. Pusat Kajian Ekonomi Kesehatan FKM UI
- Herlambang & Murwani. 2012. Cara Mudah Memahami Manajemen Kesehatan dan Rumah Sakit. Yogyakarta : Gosyen Publusing.
- Mangkunegara. A.A., 2014. Evaluasi Kerja SDM. Bandung : Refika Aditama.
- Marquis dan Huston. 2013. Leadership Roles and Management Finctions of Nursing: Theory and Aplikations. Philadelphia. Lippincot.
- Munandar, Ashar Sunyoto. 2015. Psikologi Industri dan Organisasi. Jakarta : UI Press.
- Notoatmodjo. Soekidjo 2013. Pendidikan dan Perilaku Kesehatan. Jakarta : Rineka Cipta.
- Oki Faizal Zailani. 2011. Hubungan Antara Beban Kerja Dan Stres Kerja Perawat Di Ruang Perawatan Bedah Lantai 5 RSPAD Gatot Soebroto Jakarta Pusat. Skripsi.

- Perry & Potter. 2012. Buku Ajar Fundamental Keperawatan: Konsep, Proses, Dan Praktek. Jakarta. EGC
- PPNI. 2012. Standar Profesi dan Kode Etik Perawat. Jakarta : PPNI
- Prihatini, 2013. Analisis Hubungan Beban Kerja Dengan Stress Kerja Perawat di Tiap Ruang Inap RSUD Sidi Kalang. Jurnal repository.usu.ac.id/bitstream/123456789/6899/1/08E00192.pdf diakses tanggal 5 Januari 2017
- Prismayanti, 2014. Hubungan Shift Kerja Dengan Stres Kerja Pada Perawat Diruang Rawat Inap Rumah Sakit Umum Daerah Dr. Soegiri Lamongan. Surabaya. Skripsi.
- Rachmawati. 2017. Stress Kerja Tenaga Kesehatan.<http://www.kompas.com>.diakses 07 Januari, 2019
- Roshadi, Isfada. 2014. Hubungan Kelelahan Kerja dengan Kinerja Karyawan di Fakultas Dakwah dan Komunikasi UIN Sunan Kalijaga Yogyakarta. Jurnal.
- Sedarmayanti. 2013. Sumber Daya Manusia dan Produktifitas. Bandung: CV
- Sugiyono, 2014. Statistika untuk Penelitian. Bandung : CV Alfabeta.
- Sumijatun. 2009. Manajemen Keperawatan. Konsep Dasar dan Aplikasi Pengambilan Keputusan Klinis. Jakarta Timur : Trans Info Media.