

The Influence of Paternalistic Leadership Style and Laissez-Faire on Nurse Performance at Prima Vision Hospital Medan

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ABSTRACT

Nursing service is a unique service that is carried out for 24 hours and continuously is a distinct advantage compared to other services. Therefore, the hospital must continue to monitor the performance of nurses. The purpose of this study was to analyze the effect of the leadership style of the head of the nursing room on the performance of the nurses in the inpatient room. This study was an analytical study with a cross-sectional study design. The population in this study were all nurses in the inpatient rooms of classes I and III of the hospital Prima Vision Medan as many as 191 people, the sampling technique in this study using purposive sampling, as many as 66 people. The data analysis method used was univariate analysis, bivariate analysis, and multivariate analysis. The results showed: 1) There was an effect of laissez-faire leadership style on the performance of nurses in the inpatient room with a value of $p = 0.003$. 2) There is an influence of paternalistic leadership style on the performance of nurses in the inpatient room with a value of $p = 0.000$.

Keywords: Leadership Style, Paternalistic; Laissez Faire; Nurse Performance.

I. INTRODUCTION

Nurses are the most dominant in number and have the most direct contact with patients and families so that their role greatly determines the quality and image of the hospital. Nursing services determine the value of a health service so that nurses are one of the vital elements in the hospital (Anderson et al., 2004).

The role of nurses in the inpatient room of a hospital is very important because they are the spearhead and are the personnel who provide the longest service, so the good and bad services of a hospital inpatient room will be determined by the good and bad work of the nurses (Akhmad Syarifudin, 2014).

A nurse's dissatisfaction can hurt the service provided given to the patient, the level of patient complaint and possibly prolonging the length of the patient's stay (Wang et al., 2016).

Paternalistic Leadership Style is a leader whose role is to protect, nurture, and help members of the organization he leads (Anderson et al., 2004). The popularity of paternalistic leaders is due to (a) strong primordial ties (b) extended family system (c) communalistic community life (d) very strong roles or customs in society (e) personal relationships and high respect for parents. Meanwhile, the free leadership style (Laissez Faire) (Lui & Johnston, 2019). This leadership style holds the view that members of the organization can independently make decisions or be able to take care of themselves, with a little direction or giving instructions in realizing their respective main tasks as part of the main tasks of the organization (Siahaan et al., 2017).

Based on the results of research on the relationship between the leadership of the head of the room according to the perceptions of the nurses on the work

motivation of the executing nurses in the inpatient unit F BLU Prof. Dr.R.D. Kandau, Manado found that most of them expressed good leadership (Muhammad et al., 2015) (Tarigan et al., 2018). The head of the room applies his leadership in a way that the leader can increase work passion and foster productive nurse behavior, the leader tells the nurses what to do and how to do it, leaders face task challenges by being able to maintain a sense of security and a pleasant atmosphere. The Irina F room is isolated, the implementation of leadership can be said to be good, where the head of the room in the Irina F Isolation room has played a leadership role as developed by Sunyoto (2012) (Medis & Informed, 2014) (Halim et al., 2019), namely using the leadership being able to communicate well and fluently in providing information, the leader motivates the nurses, the leadership's assertiveness in making decisions based on facts, leaders can maintain a sense of security and a pleasant atmosphere. Irina F's room was isolated, the implementation of her leadership was the best in the Irina F BLU room, Prof. Dr.R.D.Kandou Manado Hospital (Budiono, 2018).

From the description above, it can be seen that the leadership style shown by the head of the nursing room can affect the performance of nurses in a hospital so that by examining some of the opinions of the research results above encourages the author to conduct a study entitled "The Effect of Paternalistic Leadership Style and Laissez Fare Head of Nursing on Performance of Nurses in Inpatient Rooms at Royal Prima Medan General Hospital " (Lui & Johnston, 2019).

II. METHOD OF RESEARCH

This research is an analytical study with a cross-sectional study design. The research was conducted in inpatient rooms class I and III of Prima Vision Hospital Medan. When the research was conducted from June to September 2019. The populations in this study were all nurses in the inpatient rooms of classes I and III of

Prima Vision Medan Hospital, with as many as 191 people. The sampling technique in this study using purposive sampling, namely 66 people. The variables used in this study consisted of the independent variable paternalistic leadership style and Laissez Fare leadership style, while the dependent variable was the nurse's performance.

Before the research instrument was used, first the validity and reliability tests were conducted in Bandung Hospital with 30 respondents. Methods of data collection were carried out by distributing questionnaires and interviews with respondents. Furthermore, the data were analyzed using univariate, bivariate, and multivariate analysis.

III. RESULT

3.1. Univariate Analysis

Results of univariate analysis Based on the table of respondent characteristics, it can be seen that the sex of the majority of respondents is female as many as 46 respondents (69.7%) and male gender as many as 20 respondents (30.3%). The age of the respondents is known that the majority of respondents are <40 years old as many as 45 respondents (68.2%) and aged > 40 years as many as 21 respondents (31.8%). The education level of the respondents is known that the majority of respondents with S1 education are 38 respondents (86.4%), D3 education obtained by 28 respondents (42.4%). (Table 1)

Table 1. Descriptive Characteristics of Respondents

No	Characteristic	F	%
1.	Genders		
	Woman	46	69,7
	Man	20	30,3
Total		66	100
2.	Ages		
	> 40 Years	21	31,8
	< 40 Years	45	68,2
Total		66	100
3.	Education		
	D3	28	42,4
	S1	38	57,6
Total		66	100

The frequency distribution of the leadership style obtained by most of the nurses stated that the strong paternalistic

leadership style was 81.8% while the weak was obtained 18.2% (Table 2).

Tables 2. Frequency Distribution of Paternalistic Leadership Style

No.	Paternalistic Leadership Style	n	%
1.	Strong	54	81,8
2.	Weak	12	18,2
Total		66	100

Based on the Frequency Distribution of the paternalistic leadership style, it was found that most of the nurses stated that the laissez-faire leadership style was weak, namely 59.1%, while the strong was obtained 40.9% (Table 3).

Tables 3. Frequency Distribution of Laissez-Faire Leadership Style

No.	Paternalistic Leadership Style	n	%
1.	Strong	27	40,9
2.	Weak	39	59,1
Total		66	100

Tables 4. Cross tabulation between paternalistic leadership style and nurse performance

No.	Paternalistic Leadership Style	Performance				Total		Value P
		High		Low		n	%	
		n	%	n	%			
1.	Strong	48	88,9	6	11,1	54	100	0,000
2.	Weak	5	41,7	7	58,3	12	100	

Based on the cross-tabulation between the Laissez-Faire leadership style and nurse performance, 27 nurses stated that the laissez-faire leadership style was strong, the majority with high performance was 25.8% and the low was 37%. Furthermore, 39 nurses stated that the laissez-faire leadership style was weak, the majority with high performance was 92.3% and the low ones obtained 7.7%.

3.3. Multivariate Analysis Results

Multivariate analysis to determine the most dominant independent variable associated with the dependent variable using multiple logistic regression tests. From the results of table 6, the laissez faire leadership style variable with a p value = 0.015 {Exp (B) = 0.115}, the paternalistic leadership style variable with a value of p = 0.000 {Exp (B) = 23.575} so that the most dominant variable is related to nurse performance is a paternalistic variable with a value of p = 0.000 {Exp (B) = 23.575} because it has a p value <0.05 and an Exp

3.2. Bivariate Analysis Results

Based on the cross-tabulation between paternalistic leadership style and nurse performance, 54 nurses stated that the paternalistic leadership style was strong, the majority with high performance was 88.9% and low was 11.1%. Furthermore, 12 nurses stated that the paternalistic leadership style was weak, the majority with low performance was 58.3% and the low was obtained 41.7%. Based on the results of statistical tests, it was obtained that the value of p = 0.000 (p <α = 0.05), which indicates that there is a relationship between paternalistic leadership style and the performance of nurses at the Royal Prima General Hospital, Medan (Table 4).

(B) value with the highest of the laissez faire leadership style variable. (tables 5).

Tables 5. Multivariate Analysis Results

No.	Variables	p - value	Exp (B)
1.	Laissez Faire Leadership Style	0,015	0,115
2.	Paternalistic Leadership Style	0,000	23,575

Based on the results of the simple logistic regression statistical test the effect of paternalistic leadership style on the performance of nurses in the inpatient hall, the value of p = 0,000 was obtained, which indicates that there is an influence of paternalistic leadership style on the performance of nurses at the Royal Prima General Hospital Medan.

The results of this study are in line with the opinion of Gibson (2013) which states that the variables that affect behavior and performance are organizations that include resources, leadership. Suarli and Bahtiar (2013) suggest that leadership is the ability to inspire others to work together as a group to achieve a common goal. Leadership style is a pattern of behavior

designed to integrate organizational goals with individual goals to achieve a goal.

Khuong, Mai Ngoc & Hoang, Dang Thuy, 2015 suggest that a paternalistic leadership style is a leadership style that combines high discipline and authority, with the benevolence of the father figure and moral integrity in a personal atmosphere.

The data show that the nurses think that the paternalistic leadership style of the head of the nursing room is mostly strong with the high performance of the nurses, namely 72.7%.

This shows that the nurse by a paternalistic leadership style. The characteristics of the paternalistic leadership style used by the head of the nursing room are: 1) requiring nurses to comply with work procedures and standards, 2) involving nurses in decision making, 3) being able to accept criticism and suggestions, 4) caring about the personal life of nurses, and 5) giving attention and guidance to nurses who have poor performance based on indicators of paternalistic leadership style, namely: 1) considering subordinates who are immature, 2) being too protective, 3) rarely giving opportunities to subordinates to make their own decisions, 4) rarely giving opportunities to subordinates to take the initiative.

The data also shows that the paternalistic leadership style is the most related to nurse performance. This indicates that the hospital policy applies to the head of the nursing room to use a paternalistic leadership style. On the one hand, the policy of using a paternalistic leadership style can be understood because nurses most often interact with patients or their families and have the responsibility to care for patients to recover quickly and have a high risk of patient safety in their nursing.

3.4. The Influence of Laissez Faire Leadership Style on Nurse Performance in the Room Inpatient Royal Prima General Hospital

Based on the results of the simple logistic regression statistical test the effect of the laissez faire leadership style on the

performance of the nurses in the inpatient hall, the p value is obtained = 0.003 which indicates that there is an influence of the laissez faire leadership style on the performance of nurses at the Royal Prima General Hospital Medan.

A leader who is in free control tends to choose a passive role and let the organization run according to its own pace. Here a leader has free confidence by giving the widest possible freedom to his subordinates, so all his efforts will quickly succeed.

The head of the nursing room does not make regulations about the implementation of work and only makes little contact or relationship with the nursing nurses so that its members are required to have high abilities and expertise.

In some situations, this laissez-faire leadership style can leave members feeling deprived and frustrated by a lack of guidance from the leader. This can be seen from the data that shows the existence of a nurse who states that the head of the nursing room demands that each subordinate be responsible for their respective jobs. In other words, according to Siagian (2014), this type of leader does not like to take risks and is more inclined to maintain the status quo.

However, in their duties, the majority of the nurses gave an opinion that the application of the laissez-faire leadership style of the head of the nursing room was weak by 59.1% and 40.9% of the nurses gave an opinion that the head of the nursing room applied the laissez-faire leadership style. The head of the room only determines wisdom and general purpose.

Based on the data obtained, it shows that the laissez-faire leadership style affects the performance of the nurses. The results showed that there were 54.5% of nurses who believed that the head of the nursing room applied a weak laissez-faire leadership style with high performance from the executive nurse. This also shows that the nurse executing does not want a laissez-faire leadership style from the head of the nursing

room. The executive nurse wants that the head of the nursing room as a leader must be responsible for every activity in the nursing room and not delegate this responsibility to its members. If the head of the nursing room applies a high laissez-faire leadership style, it will affect the performance of the nurse in charge. This can be seen from the data which shows that there are 25.8% of nurses with low performance as a result of the application of the laissez-faire leadership style. Based on this, it can be seen that the laissez-faire leadership style can affect the performance of a nurse.

IV. CONCLUSION

From the results of research conducted in class I and III Inpatient Rooms of the Royal Prima General Hospital, it can be concluded that there is an influence of laissez faire leadership style on the performance of nurses in the inpatient room and there is an influence of paternalistic leadership style on the performance of nurses in the inpatient room. laissez faire leadership style variable with p value = 0.015 and paternalistic leadership style variable with p = 0.000, so that the most dominant variable related to nurse performance is paternalistic variable.

This is due to factual data from the nursing office that the paternalistic leadership style of the head of the nursing room mostly states that they feel fairness, get better facilities, respect differences of opinion, involve in decision making and feel comfortable and have a very big influence on the performance of the nurse indicates that the Royal Prima general hospital policy applies to the head of the nursing room to use a paternalistic leadership style. On the one hand, the policy of using a paternalistic leadership style can be understood because nurses most often interact with patients or their families and have the responsibility to care for patients to recover quickly and have a high risk of patient safety in their nursing.

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