

The Effect of Servant Leadership, Professionalism on the Clinical Performance of Nursing General Hospital B Typein West Nusa Tenggara Province

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Abstract: *This study aims to examine and analyze the effect of Servant Leadership, Professionalism on Nurse Performance in General Hospitals. This research is a type of exploratory research that measures the influence of exogenous variables on endogenous variables through Z variables. Data collection methods used are interviews and questionnaires. Data analysis was performed to test the hypothesis of the study using Structural Equation Modeling (SEM) analysis. SEM in research is a process for validating measurement models and adjusting to structural models. The first step is completed through confirmatory factor analysis, while the second step is completed through path analysis using the AMOS 21 for Windows software application program. The results showed (1) Servant Leadership had a positive but not significant effect on Nurse professionalism (2) Nurse professionalism had a significant effect on Nurse Performance (3) Servant Leadership had a significant effect on Nurse Performance.*

Keywords: *Servant Leadership, Professionalism and Clinical Performance.*

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I. Preliminary

Human resources (HR) in health care organizations, especially in hospitals have different social, cultural, economic, and motivational backgrounds so that their behavior can affect the performance of hospital organizations. Therefore to develop the ability of human resources must understand the characteristics and abilities needed by nurses to carry out different human resource management functions within the organization. Nurses as one of the professions in the hospital need to get special attention in hospital organizations. Efforts to improve the ability of nurses in leading organizations to face very severe challenges require nurse managers who have credibility and accountability in providing services and nurse leaders who are able to provide comfort between nurses and nursing leaders so there is no gap between them. Northouse (2013) suggests that Servant Leadership focuses on making leaders more sensitive and attentive to the problems that are owned by their subordinates, empathy and can develop them towards a better direction, then the involvement of leaders in efforts to improve work quality and the growth of employee behavior is applied in a model of leadership known as servant leadership (Astohar, 2012).

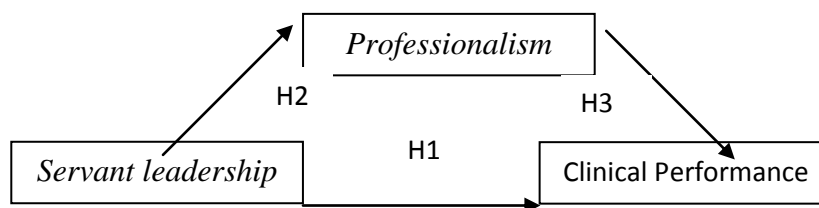
In developing and preparing careers for nurses at the hospital it is necessary as a leader to prepare career development plans through career planning and maturity processes as proposed by Crites (1991), defining employee career maturity as an individual's ability to make career choices, which includes decision making career, realistic and consistent choices. Career development itself is also able to trigger the creation of an attitude of professionalism towards performance, especially in nurses, where someone is declared mature in a career because he feels able to master his career development with components of knowledge and good attitude. As said Super (in Winkel 2006) career maturity is the success of an individual completing a specific career development task at the stage of career development lies in the affective and cognitive readiness of the individual to overcome the developmental tasks faced by him which is inseparable as well as good forms of support from a leader, because of the biological, social development and expectations of people who have reached this stage of development for professional performance in their careers.

According to Sulistyani (2009) A person's performance is a combination of ability, effort, and opportunity that can be assessed from his work. Mathis-Jackson (2006) states that employee performance indicators include quantity, quality, timeliness, attendance and ability to cooperate. The challenge to become a leader who serves is the level of ability to begin by making changes starting from the attitudes, perspectives, and behavior first. The leadership must essentially provide an opportunity for subordinates to succeed and commit to helping subordinates to achieve success. (Ghonyah&Masurip,2011).

Nurses are one of the groups of human resources (HR) in hospitals that have the most amount, reaching 60% -70%. Nursing staff is the health worker who has the most direct interaction with patients so that the performance and quality of nursing services in a hospital will greatly determine the quality of health services at the hospital. The development of the world of Nursing is a combination of science and profession that provides health services to improve health for the community. Nursing apparently has existed since humans existed and until now the nursing profession is developing rapidly. The history of the development of nursing in Indonesia not only takes place in the setting of practice, in this case nursing services, but also in the world of nursing education.

Potter and Perry, (2009). Nursing as a profession must have a clear legal foundation and protection. Nurses must know various legal concepts related to nursing practice because nurses have accountability for the decisions and professional actions taken. The legal concept is usually in the form of laws, for example the Nursing Act. Similarly, the statement of Washington, et al. (2006) states that servant leadership is related to employee performance, so performance is closely related to servant leadership. Servant leaders have a responsibility to serve the interests of followers so that they become more prosperous, conversely followers have full commitment in working to achieve organizational goals and the success of leaders. Therefore, the question to be answered by this research is : "Is there any influence of Servant Leadership, Professionalism on the Clinical Performance of Nursing in B Type Regional General Hospital in West Nusa Tenggara Province? The purpose of this study was to determine the effect of servant leadership, professionalism, on the clinical performance of nursing staff. Based on the description above, the following hypotheses and research models can be arranged:

Figure 1.1.



H1: There is an effect of Servant leadership on Clinical Performance

H2: There is an influence of Servant leadership on Professionalism

H3: There is an influence of Professionalism on Clinical Performance

II. Research Methods

The research method used in this study is a quantitative research method with an exploratory approach. According to Sugiyono (2013), exploration is a study used to obtain data from a particular place, but researchers conduct treatment in data collection, for example using questionnaires, tests, interviews and so on. The population in this study were nurses in each hospital on duty in the inpatient ward on duty at the Mataram City Hospital as many as 75 nurses and 65 nurses on duty in the inpatient room of the West Nusa Tenggara Regional General Hospital. So that a total of 140 nurses. To determine the sample size technique using the Slovin formula:

$$n = N / (1 + (N \times e^2))$$

$$\text{So that: } n = 140 / (1 + (140 \times 0.05^2))$$

$$n = 140 / (1 + (140 \times 0.0025))$$

$$n = 140 / (1 + 0.81)$$

$$n = 140 / 1.35$$

$$n = 104 \text{ nurses}$$

The number of samples taken based on Slovin in each hospital on duty in the Mataram City Hospital inpatient room as many as 75 nurses and 65 nurses in the inpatient hospital of the Prov. NTB with details of each hospital as a sample that is 60 nurses in Mataram City Hospital and 44 nurses in NTB Province Hospital so that the sample to be taken was 104 nurses as respondents. In the exploratory research design, testing of a theory or hypothesis will be carried out to strengthen and even reject the theory or hypothesis of the results of the previous research. The reason researchers chose this type of research is, to be able to explain descriptively the effect that occurs between each variable, in order to obtain a deep understanding of the effect of Servant Leadership, Professionalism on Nurse Performance while the analytical tool used by researchers is Structural Equation Modeling (SEM) , SEM is a collection of statistical techniques that allow testing a series of relationships simultaneously. The relationship is built between one or several independent variables (Santoso, 2011). Yamin and Kurniawan (2009) explain that SEM is able to explain the complexity of relationships between variables, which in practice these variables in certain fields cannot be measured directly (latent) so that they still need indicators to measure them.

III. Results And Discussion

Based on the hypothesis test the results of the study are as shown in Table 1.1 as follows:

Table 1.1 Research Hypothesis Test Results

| Effect | | Coofesien | C.R. | Prob. | Information. |
|---------------------------|------------------------|------------------|-------------|--------------|---------------------|
| <i>ServantLeadership</i> | → Professionalism | 0,472 | 4,29 | *** | Significan |
| Professionalism | → Performance_Clinical | 0.854 | 6,11 | *** | Significan |
| <i>Servant Leadership</i> | → Performance_Clinical | 0,234 | 2,69 | 0.09 | Significan |

Source:: Researcher Processed Data 2019

Based on the results of the study, hypothesis testing shows that Servant leadership is influential but not significant to Nurse Professionalism. Servant Leadership Variable Path coefficient on Nurse Professionalism in Mataram City Hospital and West Nusa Tenggara Hospital in table 1.1 obtained a regression value (standardized elimate) generated at 0.472, p = *** probability value greater than 0.05. Descriptive analysis is known that, Servant Leadership has an average value of 4.29 (in a scale of 1-5). This level shows a level that is not yet maximal, but can be improved through Nurse Professionalism.

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Based on the results of the study showed the path coefficient of Nurse Professionalism variable on Nurse Performance in Mataram City Hospital and West Nusa Tenggara Regional General Hospitalin table 1.1 obtained a standardized regression value of 0.234, p = 0.09 probability value greater than 0.05 then this shows that the professionalism of nurses has a significant effect on the performance of nurses in Mataram City Hospital and West Nusa Tenggara Regional General Hospital.

Descriptive analysis shows that, nurse competence has an average value of 2.69 (in the scal range 1-5). This level shows the level that is not so maximal in the high category. This is shown by the ability of nurses to create a comfortable environment for patients to give equal attention to all patients, maintain patient privacy and the nursing code of ethics and always uphold honesty values, so that high professionalism of nurses can make nurses always work without feeling a heavy burden in serving patients or in other words professional nurses always have high performance as well.

Professionalism of nurses can be applied to patients where patients need attention to what is given to him by paying attention to the wishes of patients and maintain patient dignity, treat patients professionally in the sense that nurses try to show aesthetics at work, attention in providing dignified services for all patients served, with the principle of justice without covering up what happens to patients in accordance with the ethics of the nurse profession by upholding the truth values so that the work carried out by the nurse gives good results. Nurses must be punctual in attendance at work and always be cooperative with patients and their families. This is a characteristic of professional nurses with good performance.

Performance development and management is basically a process in human resource management. The implication of the word management means the process begins with goal setting and ends with evaluation. The word "clinical" indicates that the activities carried out are in the order of direct clinical services to provide nursing care. Broadly speaking, there are five main activities, namely:

- a. Formulate responsibilities and tasks that must be achieved by a nurse or midwife and agreed by her supervisor. This formula covers activities that are required to contribute in the form of work output(output).
- b. Agree on work targets in the form of results that must be achieved within a certain period of time, including the setting of performance standards and benchmarks.

- c. Monitor, correct, facilitate and provide opportunities for improvement.
- d. Assess work performance (performance) of the nurse or midwife by comparing actual performance with established standards.
- e. Provide feedback to nurses who are judged to be related to the entire assessment. On this occasion superiors and staff discussed weaknesses and how to improve them to improve subsequent work performance.

Based on the results of this study it was found that the nurse manager still paid less attention to subordinates as well as nurses in the room still seemed to give less attention to patients. Nurses perform their duties with confidence even though the careers of nurses have not been facilitated, but the performance of nurses in Mataram City Hospital and West Nusa Tenggara Provincial Hospital is carried out properly and professionally according to their competencies.

IV. Conclusion

1. Nurse managers who serve (Servant leadership) will always prioritize responsibility and accountability by thinking long in making decisions by listening to what is directed by the leadership and trying to improve discipline by building good team work. .
2. Professionalism Nurses can be achieved in a pleasant work environment without discriminating the status of groups by respecting one's privacy by always upholding the values of honesty in conducting the Nursing Process.
3. Nurse career development is based on professional values and educational qualifications according to the field. It has the opportunity to develop careers in accordance with established hospitals and the government by upholding the nursing code of ethics.
4. Nurses who are competent in carrying out their main duties and functions in accordance with the scientific and competency standards that have been established, without ignoring the code of ethics of the nursing profession based on knowledge and knowledge in solving problems with standard operational procedures, skilled and full of confidence.
5. The performance of nurses can be reflected in the standard of nursing care based on knowledge of skills, cooperation in morale and hospitality in carrying out tasks according to the agreed time.

Based on these results it can be concluded that in leading nurses should be able to serve their subordinates and patients in a professional manner with competent standards to be able to develop their careers by not discriminating among nurses with one another, as well as patients with one another and try to show performance that is good and satisfies all parties.

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