Analysis Head Nurses' Leadership Styles To Staff Inpatient Nurses' Job Performance Royal Prima Hospital

Ryeo Ramadhan Chairun[1], Marlinang Isabela Silalahi[2*], Sri Lestari Nasution[3]

[1,2,3] Master of Public Health Study Program, Faculty of Medicine, Dentistry and Health Sciences, Prima University of Indonesia, Medan, Indonesia.
[*]Corresponding Author:
Email: marlinangsilalahi@yahoo.com

Abstract.

This research explores and focuses on the nursing profession, because there is still a lack of research in knowing the relationship between nurse leadership styles and nurse performance. Data collection by interviews, questionnaires and observations on inpatient nurses at Rotal Prima Hospital Medan. This study tries to examine the influence of the Job Performance Nurse dimension which is influenced by the dimensions of the Transactional Leadership Style and the Transformational Leadership Style of Head Nurses. This research is associative, with a quantitative method approach, using a descriptive correlational research design. The research was validated using SPSS-26 with data analysis techniques using multiple linear regression analysis. The results showed that the Transactional Leadership Style and Transformational Leadership Style had a positive and significant effect on Nurse Job Performance. The results of this study, we found that nurse leaders must have a good transformational leadership style so that leaders can help and encourage their subordinates in providing training and achieving their work goals properly. Nurse leaders are more likely to adopt a transformational leadership style. The results of this study also show that transactional leadership can affect nurse performance, although it is even better if the head nurse performs transformational leadership.

Keywords: Transactional, Transformational, Leadership and Job performance Nurses'.

I. INTRODUCTION

Leadership is a process of influencing others to achieve goals [1]. Leadership includes the process of influencing in determining organizational goals, motivating the behavior of followers to achieve goals, influencing to improve the group and its culture [2]. A good leader must be able to convey his ideas concisely, clearly and precisely and be able to use his communication skills and influence to convince and direct others in achieving organizational goals [3].Leadership in nursing is the application of influence and guidance aimed at all nursing staff to create trust and obedience so that there is a willingness to carry out tasks in order to achieve common goals effectively and efficiently. The head of the room is a nursing leader who uses the management process to achieve organizational/institutional goals that have been determined through other people [4]. The head nurse of the room is a professional nurse who is given responsibility and authority to lead in managing nursing service activities in one ward [5]. The head nurse of the room is responsible for leading and organizing the activities of the nurse and nursing care [6]. Nursing leaders must be able to lead, request, convince, urge and persuade their staff to do something at any time when their colleagues need their help, and can give direction to their staff so that they do work not based on their preferences but on what should be done to achieve goals. nursing care [7].There are several categories of leadership styles according to experts. Namely the leadership style according to Douglas McGregor in his book The Human Side Enterprise which states that leadership styles are divided into four consisting of dictractor, autocratic, democratic and relaxed leadership styles [4].

Meanwhile, the leadership style according to Hersey and Blanchard consists of an instructional leadership style, consulting style, participation style and delegation leadership style [4].The nurse's leadership style has a great influence on the work motivation of nurses. This is because good leadership of the head nurse in the room will increase nurse job satisfaction, so if the leadership is not good it will reduce the level of nurse job satisfaction [8]. This is in accordance with Hasibuan's theory which explains that one of the factors that influence job satisfaction is the attitude of the leader in his leadership [9].Several previous studies suggested that leadership is one of the main factors that influence performance because leadership is the driving force for all existing resources within an organization. This can be seen from the results of

previous research conducted by Pitasari, stating that there is an influence between the leadership style of the head of the room and the work motivation of nurses in the inpatient room of the dr. Rasidin Padang [10]. Likewise, research conducted by Zulfikhar, showed that there was a significant influence between leadership style and work motivation of nurses [11]. In the leadership process, motivation is something that is essential in leadership, because leading is motivating.

Nurses are those who have the ability and authority to perform nursing actions based on the knowledge possessed and obtained through nursing education [12]. Nurses are important personnel in health services in hospitals, providing nursing services 24 hours a day. Quality, effective and efficient nursing services can be achieved if supported by the right number of nurses according to needs. Therefore, nursing services are one of the benchmarks for hospital health services, because nurses carry out the task of caring for clients directly. Nursing as a profession consists of discipline and practice components [13].The number of nurses is the most staff when compared to other health workers, so that their role is decisive in health services in hospitals. In addition, nurses interact with patients 24 hours a day to carry out nursing services. Nursing services are the main thing that must be considered, maintained and improved in quality in accordance with applicable nursing service standards, so that the public as consumers can experience satisfactory nursing services [14]. The role and function of nurses, especially in hospitals, is to provide nursing services or care through various processes or stages that must be carried out either directly or indirectly to patients. The steps taken are of course based on standards recognized by the government and the nursing profession [15].Nurse performance is a series of nurse activities in providing nursing care. Good performance is a reflection of the quality of nursing services provided. The formation of good nurse performance is influenced by the shared value system that exists in the hospital culture and the leadership style of the hospital manager. A good leadership style will lead to loyalty to an organization [16].

In an effort to increase the performance motivation of nurses in the service process at the hospital, effective organizational communication is needed. This will make it easier for nurses to pay attention to the things that are prioritized in the organization. Gillies states that nurses can achieve goals that affect their work through effective collaboration and communication with their co-workers [17]. Research by Dehaghani et.al shows a significant effect between head nurse interpersonal communication and nurse job satisfaction [18]. Research by Lolita, shows that organizational communication contributes to nurse job satisfaction [19]. The results of Rudianti's research also show that there is an influence between head nurse communication and nurse performance [20].Based on the initial survey that the author conducted by interviewing 10 nurses in the inpatient room of RSU Royal Prima Medan. found several complaints of nurses against the head of the room. The complaints they convey are that they feel dissatisfied with the head's direction regarding work planning, the head of the room may come late while the other room nurses must arrive on time. Lack of attention and lack of good communication between nurses and head nurses. Based on this description, the researcher is interested in raising this problem into scientific research regarding the analysis of determinant factors affecting the leadership of the head of the room in the Inpatient Room of RSU.Royal Prima Medan.Research on job performance nurse has growth potential because of its influence on a firm's competitive advantage in Hospital. There are many studies that focus on job performance, but little research on the specific factors that affect job performance of the nurses. This study has two hypotheses:

H1: Transactional Leadership Style have a positive effect on Job Performance Nurse

H2: Transformational Leadership Style have a positive effect on Job Performance Nurse

The conceptual model of the present study was designed using the constructs of Transactional Leadership Style and Transformational Leadership Style two factors affecting Job Performance Nurse as extracted from the literature.

II.   LITERATUR REVIEW
Head Nursing Leadership Style

In achieving the vision of quality health care, leadership from nurses is needed to function, demonstrating leadership characteristics in their nursing and leading other nurses and their communities [21]. According to the International Council of Nurses, Effective nurse leaders understand the skills of resource

management, marketing, and media, communicating effectively, negotiating, motivating, and influencing others [22]. The ability to influence and inspire others in developing strategies, managing my resources to empower others is a must for a leader [23]. There are many dimensions of job position owned by a leader. Likewise in the nursing setting, change management, negotiation skills and conflict management are important skills that nurses must develop to become effective leaders [24].To influence the behavior of subordinates, transactional leadership is needed in nursing because this leadership focuses on the interaction between followers and their leaders. If the achievement of the performance of the subordinates is in line with expectations, then a transactional leader will provide rewards or discipline [25]. Bass & Riggio conveys that there are two main factors in transactional leadership: contingent reward and management-by-exception [25].

Requires rewarding a contingent of subordinates to achieve agreed performance levels, whereas management-by-exceptions is used to intervene when standards are not met. Transactional leadership does not readily accept deviations from existing operating systems and procedures, and the organization is perceived as highly mechanistic rather than organic and evolving. This means that organizations where transactional leaders are less able to adapt to change and meet the changing demands of their internal or external environment than those in which transformational leadership predominates. Transformational leadership, on the other hand, has the potential to change organizational culture [27].In nursing to influence the working conditions of nurses, it requires the conceptualization of transformational leadership. Based on the vision of the organization, the transformational leader will provide a firm and meaningful basis to generate creative changes from the changes he brings to his subordinates [27]. The concept of transformational leadership consists of ideal influence/charisma (the leader acts as a role model and promotes the desired behavior), inspirational motivation (the leader formulates a clear and attractive vision), intellectual stimulation (the leader encourages followers to make their own decisions and be themselves). creative and innovative) and individual consideration (the leader acts as coach and mentor) [27].

Such leaders tend to provoke emotional responses in subordinates [28]. Transformational leaders are those who pay personal attention to promote development through individual consideration, enable new ways of working, encourage new problem solving, and provide coaching and encouragement of certain behaviors in subordinates through intellectual stimulation [29] [30]. Therefore, we propose four mechanisms for nursing leaders with a transformational leadership style according to Bass [25], namely Inspirational Motivation (5 items), Idealized Influence (4 items), Intellectual Stimulation (5 items) and Individual Consideration (5 items) which can affect working conditions related to nurse job satisfaction and subordinate welfare and for nursing leaders with a transactional leadership style with namely Contingent Reward (3 items), Active Management by Exception (4 items) and Passive Management by Exception (3 items).

Job Performance Nurse

A professional nurse will show skills, abilities or talents in excellent health services. Performance is directly related to the behavior of completing work tasks that must be completed to achieve work goals [31]. within the hospital organization good governance is needed in all employee activities, especially nurses. Need for nurse performance management as a tool and practice in order to be able to set performance goals, devise strategies with nurses to achieve and sustain improvement, monitor nurse progress towards achieving goals, provide feedback and ongoing coaching by supervisors and possibly peers, and measure individual performance [32].In dealing with changes in hospital activities, it is necessary to develop basic strategies for improvement against discrimination in order to achieve the goal of using nurse performance information as an effort to improve nurse performance and identify the strengths and weaknesses of nurses in order to maintain accurate and up-to-date nurse performance assessment information [33]. Performance evaluation in nursing is related to measuring efficiency and effectiveness and determining the competence of nursing processes and activities used by individual nurses in caring for clients [34].

In the same context, Finkelman [35] adds that performance evaluation integrates the performance appraisal function with other human resource systems to help align nurses' work behavior with organizational goals. A leader has a significant impact on the performance of subordinates when he creates a positive climate and provides authentic support to followers, enabling them to work with maximum effectiveness and achieve the best work results [36].The researcher used an observation checklist that was

created by Cobb [37] and aimed to measure nurses' job performance. It included 60 items that were classified into four domains; expected hospital behavior (25 items), nursing process (18 items), quality of care (13 items), and education (four items).

III. METHODS

This research is associative, with a quantitative method approach, using a descriptive correlational research design. This research began in October 2022 in all inpatient units (intensive care unit, orthopedics, trauma poly and neurology department) at the Royal Prima Medan Hospital. The target population consists of nursing staff working in all inpatient and intensive care units at the Royal Prima Medan Hospital (n=130), with a minimum of two years experience in their work units. The nurses studied were between 20 and 40 years old, and held diplomas in nursing. The method of determining the sample in this study is the census sample method, in which the entire population is used as research respondents.

All measurements used a 5-point Likert scale (1 = "strongly disagree", and 5 = "strongly agree") [38]. The validity test is used to measure the validity of an instrument used, meaning that it is able to express what is being measured. The validity test was carried out, namely determining the correlation between the question items and the total score of the construct or variable. A construct is declared valid if there is a positive and significant correlation. For 130 respondents the $_r$table value is 0.171, The correlation value must be greater than 0.171 or the Corrected Indicator-Total Correlation value at the SPSS output using the Pearson Product Moment test [38]. The results of the validity test show that all items are declared valid because they have a value of > 0.171, which can be seen in full in the following table 3.1.

Table 3.1. Variable Questionnaire Validity Test Results

No.	Variable	Items	Cronbach's Alpha	r-count	r-table	Note
	Transactional Leadership Style (TRAC)		**.833**			
1.	Contingent Reward	TRAC-1		.509	0.171	Valid
2.		TRAC-2		.595	0.171	Valid
3.		TRAC-3		.543	0.171	Valid
4.	Active Management by Exception	TRAC-4		.509	0.171	Valid
5.		TRAC-5		.530	0.171	Valid
6.		TRAC-6		.692	0.171	Valid
7.		TRAC-7		.543	0.171	Valid
8.	Passive Management by Exception	TRAC-8		.626	0.171	Valid
9.		TRAC-9		.317	0.171	Valid
10		TRAC-10		.441	0.171	Valid
	Transformational Leadership Style - TRANS		**.866**			
11	Inspirational Motivation	TRANS-1		.404	0.171	Valid
12		TRANS-2		.561	0.171	Valid
13		TRANS-3		.498	0.171	Valid
14		TRANS-4		.516	0.171	Valid
15		TRANS-5		.506	0.171	Valid
16	Idealized Influence	TRANS-6		.448	0.171	Valid
17		TRANS-7		.455	0.171	Valid
18		TRANS-8		.529	0.171	Valid
19		TRANS-9		.434	0.171	Valid
20		TRANS-10		.562	0.171	Valid
21	Intellectual Stimulation	TRANS-11		.433	0.171	Valid
22		TRANS-12		.546	0.171	Valid
23		TRANS-13		.439	0.171	Valid
24		TRANS-14		.492	0.171	Valid
25		TRANS-15		.420	0.171	Valid
26		TRANS-16		.363	0.171	Valid
27	Individual Consideration	TRANS-17		.427	0.171	Valid
28		TRANS-18		.518	0.171	Valid
29		TRANS-19		.372	0.171	Valid
	Job Performance Nurse - JOB		**.938**			
30	Expected hospital behavioral	JOB-1		.495	0.171	Valid
31		JOB-2		.611	0.171	Valid

No.	Variable	Items	Cronbach's Alpha	r-count	r-table	Note
32		JOB-3		.480	0.171	Valid
33		JOB-4		.478	0.171	Valid
34		JOB-5		.517	0.171	Valid
35		JOB-6		.616	0.171	Valid
36		JOB-7		.413	0.171	Valid
37		JOB-8		.595	0.171	Valid
38		JOB-9		.555	0.171	Valid
39		JOB-10		.603	0.171	Valid
40		JOB-11		.422	0.171	Valid
41		JOB-12		.584	0.171	Valid
42		JOB-13		.505	0.171	Valid
43		JOB-14		.513	0.171	Valid
44		JOB-15		.324	0.171	Valid
45		JOB-16		.490	0.171	Valid
46		JOB-17		.442	0.171	Valid
47		JOB-18		.533	0.171	Valid
48		JOB-19		.350	0.171	Valid
49		JOB-20		.497	0.171	Valid
50		JOB-21		.537	0.171	Valid
51		JOB-22		.543	0.171	Valid
52		JOB-23		.448	0.171	Valid
53	Nursing process	JOB-24		.572	0.171	Valid
54		JOB-25		.509	0.171	Valid
55		JOB-26		.602	0.171	Valid
56		JOB-27		.578	0.171	Valid
57		JOB-28		.438	0.171	Valid
58		JOB-29		.556	0.171	Valid
59		JOB-30		.455	0.171	Valid
60		JOB-31		.515	0.171	Valid
61		JOB-32		.393	0.171	Valid
62		JOB-33		.450	0.171	Valid
63		JOB-34		.465	0.171	Valid
64		JOB-35		.609	0.171	Valid
65		JOB-36		.510	0.171	Valid
66		JOB-37		.577	0.171	Valid
67		JOB-38		.411	0.171	Valid
68		JOB-39		.505	0.171	Valid
69		JOB-40		.551	0.171	Valid
70	Quality of care	JOB-41		.356	0.171	Valid
71		JOB-42		.318	0.171	Valid
72		JOB-43		.418	0.171	Valid
73		JOB-44		.239	0.171	Valid
74		JOB-45		.271	0.171	Valid
75		JOB-46		.487	0.171	Valid
76		JOB-47		.625	0.171	Valid
77		JOB-48		.243	0.171	Valid
78		JOB-49		.226	0.171	Valid
79		JOB-50		.428	0.171	Valid
80		JOB-51		.473	0.171	Valid
81		JOB-52		.046	0.171	Not Valid
82	Education Nurse	JOB-53		.234	0.171	Valid
83		JOB-54		-.030	0.171	Not Valid
84		JOB-55		.482	0.171	Valid
85		JOB-56		.378	0.171	Valid
86		JOB-57		-0.20	0.171	Not Valid

This study uses reliability measurements carried out by means of one shot or one time measurement, that is, the measurement is only once and the results are compared with other questions or measuring the correlation between the answers to questions. The statistical test used is the Cronbach Alpha test. A construct

or variable is said to be reliable if the results of the Cronbach Alpha statistical test give a value of > 0.600 [38].The results of the research variable reliability test showed that the five variables tested for reliability had a higher value than the Cronbach's Alpha value limit = 0.600. Details can be seen in the following table.

Table 3.2. Research Questionnaire Reliability Test Results

No.	Variable	Reliability Value	Cronbach's Alpha limit	Information
1.	Transactional Leadership Style	.833	.600	Reliabel
2.	Transformational Leadership Style	.866	.600	Reliabel
3.	Job Performance Nurse	.933	.600	Reliabel

IV. RESULT AND DISCUSSION
RESULT

Table 4.1. Frequency Distribution of Respondents Based on Variables

Respondents Characreristic		F = 130	%
Age	20 - 30 years old	75	58
	31 - 40 years old	55	42
Gender	Female	98	75
	Male	32	25
Education	Diploma	130	100
Long Working in Hospital	>2 years	130	100

Table 4.2. Pearson Correlation Between Variables

	Variable	JOB	TRAC	TRANS
Pearson Correlation	JOB	1.000	0.207*	0.374**
	TRAC	0.207*	1.000	0.870**
	TRANS	0.374**	0.870**	1.000
Sig. (2-tailed)	JOB		0.018	0.000
	TRAC	0.018		0.000
	TRANS	0.000	0.000	
N	JOB	130	130	130
	TRAC	130	130	130
	TRANS	130	130	130

Note: *. Correlation is significant at the 0.05 level (2-tailed). **. Correlation is significant at the 0.01 level (2-tailed).

TRAC = Transactional Leadership Style, TRANS = Transformational Leadership Style, JOB = Job Performance Nurse.

The research results regarding the influence of the dependent variable on the independent variables were analyzed through different statistical analysis, using SPSS-26 statistics. It can be seen from the results of the correlation coefficient (see table 4.2) between Transactional Leadership Style and Job Performance Nurse of 0.207 and taking into account the p-value of 0.000 (smaller than 0.05), the first hypothesis (H1) states that Transactional Leadership Style has a significant effect on Job Performance Nurse, then the hypothesis is accepted. The table below also shows that the correlation coefficient between Transformational Leadership Style and Job Performance Nurse is 0.374 and taking into account p-value = 0.000 (which is smaller than 0.05), the second hypothesis (H2) which states that the Transformational Leadership Style variable has significant effect on Job Performance Nurse, then the hypothesis is accepted. Based on table 4.2, the correlation coefficient between Transformational Leadership Style and Job Performance Nurse is 0.374 and p-value = 0.000 (which is smaller than 0.05), then the hypothesis is accepted. The Model Summary (see table 4.3) shows that the model fits the data very well. Through the coefficient of determination, we can understand that the 79.3% variation in the value of customer loyalty can be explained by the line that is attached together with customer-based brand equity, company reputation, and product quality.

Table 4.3. Model Summary[b]

Model	R	R Square	Adjust R Square	Std. Error of the Estimate	Durbin-Watson
1	.892[a]	.0796	.793	12.26431	1.863

a. Predictor: (Constant), Transactional Leadership Style, Transformational Leadership Style

b. Dependent Variable: Job Performance Nurse

Regression is the second analysis that has been carried out in this study. Table 4.4 shows that with the significance of the research model at an acceptable level, the significance is 0.000.

Table 4.4. ANOVA[a]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	74712.698	2	37356.349	248.358	.000[a]
	Residual	19102.502	127	150.413		
	Total	93815.200	129			

a. Predictor: (Constant), Transactional Leadership Style, Transformational Leadership Style

b. Dependent Variable: Job Performance Nurse

Table 4.5. Coefficients[a]

Model		Unstandardized Coefficient		Standardized Coefficient	t	Sig.	Collinearity Statistic	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	24.078	8.588		2.804	.006		
	TRAC	.833	.168	.203	4.950	.000	.957	1.045
	TRANS	2.178	.108	.828	20.234	.000	.957	1.045

a. Dependent Variable: Job Performance Nurse

Note: TRAC = Transactional Leadership Style, TRANS = Transformational Leadership Style.

Table 4.5 shows the coefficients for linear equations and significant figures for variables. It can be seen that all significant figures are < 0.05. Then the regression equation is obtained, namely: Job Performance Nurse = 0.833 (Transactional Leadership Style) + 2.178 (Transformational Leadership Style) + 24.078. According to the equation above, if there is an increase in the Transactional Leadership Style variable by one unit, then Job Performance Nurse will increase by 0.833. However, for every increase in the Transformational Leadership Style variable by one unit, Job Performance Nurse will increase by 2.178 units.From Table 4.5, it can be seen that there are no symptoms of multicollinearity, because the Tolerance value is > 0.10 and the VIF value is < 10 [38]. However, the findings from linear regression show that of the three hypotheses, only two are supported. Transactional Leadership Style and Transformational Leadership Style have a positive and significant effect on Job Performance Nurse. So that the first hypothesis and the second hypothesis are accepted. The table below (see table 4.6) summarizes the residues in nonstandard and standard forms. From the above we can see that we don't seem to have any observations that don't fit the model (outliers).

Table 4.6. Residuals Statistics[a]

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	138.4977	255.8981	2.0040E2	24.06591	130
Residual	-4.40783E1	49.51060	.00000	12.16887	130
Std. Predicted Value	-2.572	2.306	.000	1.000	130
Std. Residual	-3.594	4.037	.000	.992	130

a. Dependent Variable: Job Performance Nurse

Based on the histogram above (fig. 2), the resulting histogram graphic image has a bell-shaped curve line. The plot above (fig. 2) is a normality check. It can be seen from the distribution picture that the data points are spread around the diagonal line. It is concluded that the analyzed data is normally distributed (normality assumption is met).
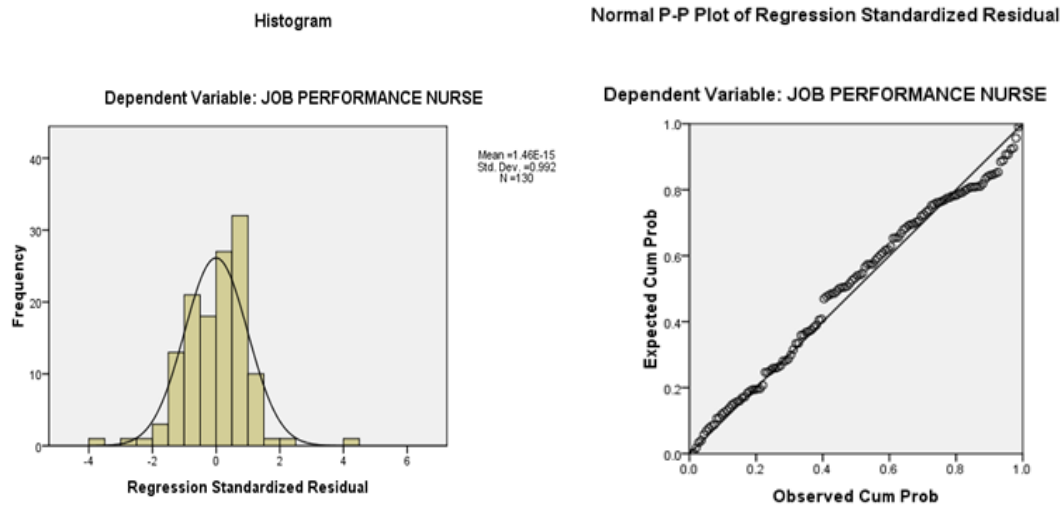
Fig 2. Histogram & Normal P-P Plot

From the scatterplot above (fig. 3), it can be seen that a random pattern is scattered around the zero standard residual value line. It can be seen that the results of the data heteroscedasticity test show that there is no certain pattern in the presented scatterplot graph, it can be seen that there is no relationship between the residuals and the predicted value.
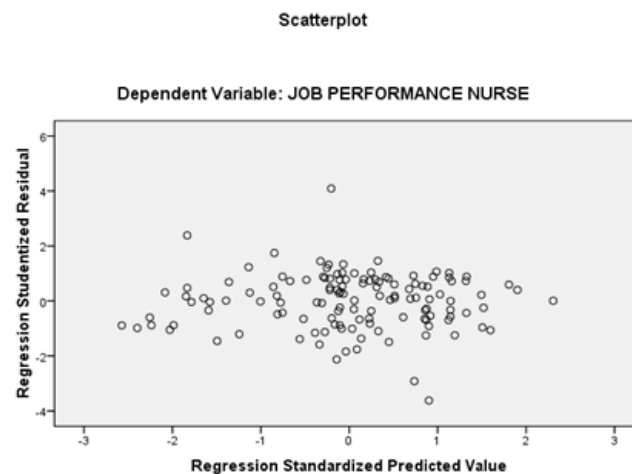

Fig 3. Scatterplot

DISCUSSION

The Effect of Transactional Leadership Style on Job Performance Nurse

For an employee at work, especially a nurse in a hospital, there must be standard rules that must be followed with certain criteria in providing health services, especially nursing services in hospital inpatient rooms. For this reason, it is also important to evaluate the leadership activities carried out by the head nurse in the room. This study aims to determine the relationship between head nurse leadership style and nurse performance. The results show that even transactional leadership can affect employee performance, although it is even better if the head nurse does transformational leadership.With a transactional leadership style, subordinates can also carry out directions from leaders with Active - Passive Management by Exception. For head nurses who are inexperienced, they will often use a transactional leadership style [26], subordinates with this leadership will be willing to be given sanctions and corrective action if they make mistakes and subordinates in this leadership are also happy if they give full authority over their work. Although it is rare for female leaders to apply transactional leadership [28], this study is also in line with the research of Ibrahim et.al [39-40], it was found that head nurse transactional leadership can also be used as an option for leadership in certain conditions. However, it is different from Imara's research [41] that transactional leadership has no positive and significant effect on employee performance. So, if seen from the validation results of respondents' answers from this study. This also occurs when subordinates are left in their tasks

without direction and run on their own and is also the result of leaders often limiting the range of motion of subordinates. At present it is a major challenge for hospitals to be able to determine and implement strong leadership on nursing performance for organizational success.

The Effect of Transformational Leadership Style on Job Performance Nurse

Studies in this research show that the performance of nurses will be very good if it is controlled and supervised by leaders who become their role models. In this study it was found that nurses need leaders who inspire and motivate them. With growing self-confidence in subordinates with clear communication from the leader will generate high enthusiasm to do the job. The results of this study indicate that the transformational leadership style has a positive effect on the performance of nurses, which is in line with the results of Imara's research [41]. Leaders can provide assistance or motivational encouragement to work so that employee performance can be even better. Employees need leaders who can go into the field or mingle with employees. So that the transactional leadership style can meet the needs of these achievements, because of its nature which recognizes and rewards satisfactory employee performance [39-41].

This finding provides an understanding that a leadership style that values the achievements of nurses and provides appreciation for these achievements can predict the work engagement of nurses in the hospital. The interaction of transformational and transactional leadership styles not only increases the growth and development of nurses, but also rewards or recognizes the achievements that have been achieved by nurses, so that the role of the transformational leadership style which is able to predict work engagement is further strengthened by the transactional leadership style.

V. CONCLUSION AND SUGESTION

The results of this study, we found that nurse leaders must have a good transformational leadership style so that leaders can help and encourage their subordinates in providing training and achieving their work goals properly. Nurse leaders are more likely to adopt a transactional leadership style. In order to be able to mingle well with nurses so that nurses will feel comfortable doing their job.Based on the results of this study, the advice that can be given to companies is that a leader should be able to apply transformational and transactional leadership styles in leading his group so as to increase the work engagement of his followers. Applying a transformational and transactional leadership style is better than just applying a transformational leadership style or only applying a transactional leadership style, in relation to increasing the engagement of followers.

In this study it was found that the interaction of transformational and transactional leadership styles can predict work engagement. The researcher suggests that for future research, the role of transformational and transactional leadership styles can be examined for other variables (salary, large and small companies, education, worker ethnicity and physical work environment). As Suwarno's research [42] found a positive and significant effect that pay and the physical work environment simultaneously have on nurse job satisfaction, research is also needed, especially those that have a correlation with work engagement such as job satisfaction and organizational member behavior. Then it is also possible to compare the effect of the two leadership styles which interact with each other compared to the perception of one leadership style alone or added to another leadership style.

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