THE ROLE AND FUNCTION OF WARD HEAD MANAGEMENT ON NURSE JOB SATISFACTION

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Abstrak. *This study aims to determine the relationship between the role and function of ward head management on nurse job satisfaction. This research is a correlation analysis research with a cross-sectional approach. This research was conducted at the Aceh Regional General Hospital. The population in this study were all nurses in the Inpatient Room with a sample of 473 nurses. Data collection used a questionnaire as a research instrument and consisted of closed questions. Data were analyzed by SPSS using chi-square and logistic regression models, with a 95% confidence level and odds ratio. The results showed a relationship between the role and function of ward head management on nurse job satisfaction (p-value = 0.000 < 0.05). At the same time, the ward head at the Aceh Government Hospital has role implementation and management function well but is not yet in the maximum category. Decisional roles and directive functions are the two most dominant variables related to nursing job satisfaction. Therefore, it is recommended to the ward head to further increase the role and function of its management to have an impact on increasing the quality of hospital services.*

INTRODUCTION

The provision of high-quality services is strategy hospital managers use to remain trusted by the community. One of the roles to maintain and maximize hospital service quality is the discipline of nurses (Alfarizi & Nuryana, 2019). Nurses are one of the center's health services because they work 24 hours and have the most extended contact with patients. They play an essential role in improving the quality of health services available to the community in hospitals (Wardani & Efendi, 2014). Thus, the quality of service in a hospital is influenced by the quality of nursing care. The quality of nursing care is influenced by nurses' competency and support from the management nursing organizational system, which gives birth to a competent organization. Through good management, nurses will become more productive and motivated to show dedication to their work and responsibilities and achieve job satisfaction. A study states that high job satisfaction greatly determines the formation

of client satisfaction. It affects the improvement of the quality of care in hospitals (Hendroyogi & Harsono, 2016).

A nurse's organization is declared effective if a nurse who works has good job satisfaction until it can positively impact patient care (Ritter, 2011; Robbins & Judge, 2017; Barahama, *et al.*, 2019). Job satisfaction in an organizational context refers to activities that a person expresses on his duty. Good job satisfaction towards work will show good behavior on work. Likewise, a person with low job satisfaction has an effect on unfavorable behavior at work. Several studies confirm that a good organizational culture can be a support to improve the organization's ability to keep its members comfortable and happy to work in it (Podsakoff, *et al.*, 1990; Ahmad, 2013; Fanani, *et al.*, 2016).

However, several studies report that the nurse's level of job satisfaction is still relatively low and is still a problem today. A study of 1,783 nurses in the United States and Canada reported that 23% of nurses have low job satisfaction in their profession, and 9% said they were very dissatisfied with their work (Fitria, 2017). Not much different from that, American Mobile Nurses (AMN) Healthcare in 2013 reported that the job satisfaction of nurses in America was only 63%, while the rest were dissatisfied. Another report from the National Institutes of Health also shows that 60% of practicing nurses are dissatisfied with their work (Aiken, *et al.*, 2012). Likewise, another study on 161 Registered Nurses found that 67% of nurses had medium job satisfaction (Alvarez & Fitzpatrick, 2007).

Related to the above, Aiken, *et al.* (2012) in their study, stated that several factors influenced job satisfaction felt by nurses, and one of these factors was salary. Salary is one of the sources that cause dissatisfaction for most nurses in Europe, namely 83% in Greece (the highest) and Switzerland as much as 34% (the lowest). In another study, it was stated that dissatisfaction was caused by stress due to lack of recognition of the work of nurses, excessive workload demands, and lack of respect for nurses (Tao, *et al.*, 2015).

In general, the low job satisfaction felt by nurses is still an important issue in developing countries. The World Health Organization (WHO) states that the results of studies conducted by several Asian countries (including Indonesia) show that the working environment of nurses is not yet effective and efficient, such as the ratio is not appropriate, the nominal service award is still low, health facilities are not good, the need for strengthening on the correlation of teamwork, lack of advocacy, and some required health facilities are considered less guarantee of satisfaction by nurses (Tumarni, *et al.*, 2022). A study at a hospital in Central Java showed that nurse job satisfaction was still low due to lack of appreciation. Dissatisfaction is felt due to the lack of appreciation, and the managerial function of the head of ward is not optimal, causing low work motivation of nurses. In the context of job satisfaction, appreciation is needed because appreciation from a manager in nursing also plays an essential role in increasing nurse job satisfaction (Fitria, 2017).

Another context that also plays a role in creating job satisfaction is implementing good nursing management in the form of an organized organization. In this case, a manager must function as a driving force for the organization in carrying out all tasks to achieve goals. This organizing function is carried out by a nursing manager, including the head of ward is to provide good arrangements for nurses according to their respective criteria and expertise to achieve goals optimally (Anggraini, *et al.*, 2014). It is essential because several studies have identified a significant relationship between management functions and nurse satisfaction. The head of ward is the operational manager and is the first-line manager who directs the nurses in the treatment room. The head of ward is a line manager in a nursing management position who is integral to the success of direct patient care (Rahmayanty, 2013; Ariani, *et al.*, 2020).

Based on the description above, this article aims to identify the relationship between the implementation of the roles and functions of the head of ward management on the job satisfaction of nurses at the Aceh Government Hospital. It is done because the Aceh Government Regional General Hospital is a Class A hospital that is a referral center for all hospitals in Aceh province. Then, the first hospital in Aceh province is preparing to obtain a Joint Commission International (JCI) certificate. The observations carried out by researchers in the Inpatient Room still found unclear job descriptions and unequal division of tasks for implementing nurses. Then there is the low motivation of implementing nurses in working. It was evidenced from 10 inpatient rooms; six inpatient rooms (60%) with managerial functions were still not optimal. Then the job satisfaction of nurses at the Aceh Government Hospital has not yet reached the set target, so it risks the quality of services provided. Therefore, it is necessary to conduct a study on implementing the role and function of ward head management. Then, the job satisfaction of implementing nurses and the relationship between nurse job satisfaction and the managerial functions implemented by the head of ward at the Aceh Government Hospital.

METHOD

This research is a type of correlation analysis research, which is a study that discusses the degree of relationship between two or more variables. Therefore, this study was a cross-sectional study design. The population in this study were all nurses in the Inpatient Room of the Aceh Government Hospital, which had 696 people. The sample was selected by proportional random sampling technique building on Isaac & Michael (1995) formulas with 473 nurses as a sample. The data were collected using a questionnaire as a research instrument and consisting of closed questions. The research instrument has been tested on 20 nurses at RSUD Meuraxa Banda Aceh, which has almost the same characteristics as RSUD dr. Zainoel Abidin Banda Aceh and stated valid and reliable. The data were analyzed with SPSS using chi-square and logistic regression model, with a 95% confidence level. This research has been passed ethical clearance from the Commission on Health Research Ethics Committee of the

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RESULTS

This research was conducted in August 2021, and data was collected from 473 implementing nurses as respondents in the Inpatient Room of the Aceh Government Hospital. The characteristics of the respondents consist of gender, last education, age, and tenures.

Table 1. Respondent Characteristic (n = 473)

Characteristics		n	%
Gender			
Male		88	18.6
Female		385	81.4
Education			
Diploma III		261	55,2
D4		1	0,2
S1 Ners		205	43,3
S2 Ners		6	1,3
Variable	**Mean**	**SD**	**Min-Max**	**95% CI**
Age	32,1	4,7	22-55	31,67-32,52
Tenures	6,27	4,6	0-32	5,88-6,71

Table 1 illustrates that most respondents are female, as many as 385 (81.4 %). The education level is Diploma III as many as 261 (55.2%). The respondent's age average is 32.09 years, the youngest is 22 years old, and the oldest is 55 years old. The tenure's average of respondents is 6.27 years, and the most extended working period is 32 years.

Implementation of the role and function of ward head management in this study includes the interpersonal, informational, and decisional roles. The research result on the implementation of the role and function of ward head management perceived by the implementing nurse can be seen below.

Table 2. The Implementation of the Role and Function of Ward Head Management in Aceh Government Hospital (n = 473)

Variable	Frequency (n)	Percentage (%)
Interpersonal		
Good	258	54,50
Not Good	215	45,50

Variable	Frequency (n)	Percentage (%)
Informational		
Good	245	51,80
Not Good	228	48,20
Decisional		
Good	239	50,50
Not Good	234	49,50

Table 2 shows that the ward head at the Aceh Government Hospital has good interpersonal roles. The perception of the implementing nurse is 258 (54.5%) state that the ward head has an excellent interpersonal role, and 215 (45.5%) implementing nurse perceives that the head of ward is not good at performing interpersonal roles. Then, 245 (51.8%) nurses perceived that the head of ward had carried out his informational role well, and 228 (48.2%) of the head of ward was not good at carrying out his informational function. Meanwhile, for the implementation of decisional roles, as many as 239 (50.5%) nurses perceived that the head of ward had carried it out well, and 234 (49.5%) the head of ward was not good at carrying it out.

The description of the management function of the head of ward in this study includes the planning function, organizing, staffing, directing, and controlling function. The description of the management function of the head of ward as perceived by the implementing nurse can be seen in the table below.

Table 3. The Implementation of Management Functions of the Head of Ward at the Aceh Government Hospital (n = 473)

Variable	Frequency (n)	Percentage (%)
Planning		
Good	258	54,50
Not Good	215	45,50
Organizing		
Good	247	52,20
Not Good	226	47,80
Staffing		
Good	261	55,20
Not Good	212	44,80
Directing		
Good	243	51,40
Not Good	230	48,60

Variable	Frequency (n)	Percentage (%)
Controlling		
Good	256	54,10
Not Good	217	45,90

Table 3 shows that the planning function of the head of ward at the Aceh Government Hospital is perceived as good by the implementing nurses by 258 (54.5%) and less well by 215 (45.5%). The implementation of the organizing function was perceived as good at 247 (52.2 %) and not good at 226 (47.8%). Then the implementation of the staffing function was perceived as good at 261 (55.2%) and not good at 212 (44.8%). The directive function was perceived as good at 243 (51.4%) and bad at 230 (48.6%). The controlling function is perceived as good at 256 (54.1%) and not good at 217 (45.9%).

Furthermore, the job satisfaction of implementing nurses, which is the dependent variable in this study, can be seen from the following table:

Table 4.   Nurse's Job Satisfaction in Aceh Government Hospital (n = 473)

Variable	Frequency (n)	Percentage (%)
Satisfied	248	52,40
Not satisfied	225	47,60

Table 4 shows that the job satisfaction of implementing nurses at the Aceh Government Hospital is in the satisfied category of 248, namely 52.4%, and dissatisfied at 225 (47.6%). These results indicate that the job satisfaction of implementing nurses at the Aceh Government Hospital is still not high; it has not reached the minimum standard of 90%.

The results of measurements of the relationship between the implementation of roles (interpersonal, informational, and decisional) with the satisfaction of implementing nurses at the Aceh Government Hospital can be seen in the following table.

Table 5.   The Relationship between Role Implementation and Management Functions of the Head of Ward with the Nurse's Job Satisfaction the Aceh Government Hospital (n = 473)

Variable	p-value
Role Implementation of the Head of Ward	
Interpersonal	0
Informational	0
Decisional	0

Variable	p-value
Management Function of the Head of Ward	
Planning	0
Organizing	0
Staffing	0
Directing	0
Controlling	0

*Chi Square Result, significant at α = 0,05

Table 5 shows that the role implementation (Interpersonal, Informational, and decisional) and management functions have a significant relationship with nurses' job satisfaction at the Aceh Government General Hospital with p-value = 0.000 < 0.05.

Table 6. Multivariate Analysis of the Relationship between Role Implementation and Management Functions of the Head of Ward with Nurses Job Satisfaction at the Aceh Government Hospital (n = 473)

Sub Variable	B	Wald	p-value	Exp (B)	OR CI 95%
Interpersonal	0,773	12,087	0,001	2,166	1,401;3,349
Decisional	0,817	14,516	0,000	2,263	1,487;3,444
Planning	0,633	7,052	0,008	1,883	1,180;3,003
Directing	0,837	11,161	0,001	2,308	1,413;3,771

Table 6 shows the final multivariate modeling placing the role implementation variables included in the logistic regression model are interpersonal and decisional roles. Meanwhile, the management function variables, which are included in the logistic regression model, are the planning function and the directive function. The test results show that in the role implementation variable, the decisional of the head of ward management has the most significant influence on nurse job satisfaction with a Wald value of 14.516. It means that the decisional role carried out by the head of ward has a greater chance of 2.263 times (1,487;3,444) in increasing nurse job satisfaction. Then on the management function variable, it is known that the directive function has the most significant influence on the job satisfaction of nurses with a Wald value of 11,161. It also means that the directive function has 2,308 times (1.413;3.771) opportunity to increase nurse job satisfaction.

DISCUSSION

The analysis result showed that the implementation role by the head of the ward at the Aceh Government Hospital was 54.5% in good category for the interpersonal role, 51.8% in good category for the informational role, and 50.5% in good category for the decisional role. These results indicate that the implementing nurse perceives

the management role of the head of ward in a good category although the percentage is not high enough. The nurse's perception in the interpersonal aspect is 54.5%. The interpersonal role is the central role that a manager must carry out because this role as a leader is an activity that guides, directs, motivates, and supervises the progress of his staff so that every nurse can carry out their duties properly (Nursalam, 2020). The application of good interpersonal roles can optimally encourage the achievement of organizational goals because the head of ward's support and motivation can promote nurses' discipline (Ghavidel, *et al.*, 2019). The lowest perception related to implementing the role of the head of ward is the decisional aspect, which is 51.8%. This result is in line with a study that stated that the smallest role carried out by the head of ward was the decisional role (Hadinata, *et al.*, 2019). In management, the decisional role needs to be increased because this role is when managers make decisions to carry out actions to achieve an organizational goal that will improve the quality of an organization (Pratiwi & Utami, 2010).

The study results on the management function variable showed that the head of ward at the Aceh Government Hospital implemented the management function in the good category. The implementation of the planning function 54.5% is in the good category, the organizing function is in the good category at 52.2%, Staffing function is in the good category at 55.2%, the directive function is in the good category at 51.4%, and control is in the good category of 54.1%. This result is certainly positive because a nursing manager is directly responsible for the head of ward, both for staff and patients. The importance of implementing managerial functions by the head of ward is to improve staff performance in the context of professional services to provide good nursing care to patients (Patarru, *et al.*, 2019). Furthermore, the analysis results show that the staffing function is the function that is best carried out by the head of ward with a percentage of 55.2%. The staffing function is the third function in the managerial function. This workforce function is a function where the implementation of managerial functions related to staff is staff recruitment, interviews, staff introduction, staff scheduling, socializing new staff, and staff promotion in terms of continuing education and training provided (Nursalam, 2020).

In the nurse job satisfaction variable, it was found that the nurse's job satisfaction with implementing management roles and functions by the head of ward at the Aceh Government Hospital was not maximal. It is indicated that the implementation of the managerial roles and functions of the head of ward has not been optimally implemented. The ward head has not effectively practiced his role and function in the room. On The other hand, the analysis of several questionnaire items showed that 3% of nurses answered that they were delighted with how the leader handled his staff. It is indicated that very few nurses are satisfied with the managerial skills applied by the leader, especially the head of ward in dealing with his staff. The head of ward at the Aceh Government Hospital needs to be more optimal in implementing his managerial

leadership so that the performance of nurses is also better and the care provided by nurses is also better. It is important because nurses' dissatisfaction with their work will impact the hospital, namely losses due to nurses not having good performance and not providing good service to patients (Hardjanti*, et al.*, 2016).

The measurement of the relationship between role implementation of the head of ward with the job satisfaction of the implementing nurse found that the two variables had a positive correlation with p-value = 0.000 < 0.05. It means that the better the interpersonal, informational, and decisional roles carried out by the ward head, the better the level of job satisfaction of the implementing nurse. These results align with several studies that confirm that the implementation of a good ward head role can help nurses better understand the priority of care that must be given to patients and can anticipate future care plans (Rose & Newman, 2016).

Apart from that, the research results on these research variables generally show that the head of ward at the Aceh Government Hospital can carry out interpersonal roles well. It is obtained from the analysis of each statement item and suitable with the nurse's perception that the head of ward is a good leader for staff. Likewise, the role of the leader is shown by the head of ward, such as the appearance of the head of ward at work, raising morale for the staff, and providing motivation and guidance to provide care to patients. It is vital considering that the head of ward is a role model for his staff, and the leadership role applied by the head of ward will affect the motivation of the staff to work. A study explains that a manager's leadership at work affects the motivation of nurses at work by 60.2%. Therefore, efforts to increase the knowledge of nurses in providing nursing care to patients who need the role of the head of ward as a motivator so that nurses continue to work as much as possible (Pasthikarini*, et al.*, 2018).

In the management function variable, it is known that there is a significant relationship between the management function of the head of ward and the nurse's job satisfaction at the Aceh Government Hospital. The correlation test results showed that all head management functions had a significant relationship with the nurses' job satisfaction with p-value = 0.000 < 0.05. It is in line with the results of several studies, which also state the same results (Marquis & Huston, 2015).

Furthermore, the results of data analysis showed that the most dominant role of ward head management was related to nurses' job satisfaction is the decisional role. The decisional role is the role of a ward head with decision-making abilities about actions or activities that occur in the ward, both related to staff problems and patient issues. Then the most dominant management function of the head of ward related to the job satisfaction of the implementing nurse, namely the directive function. The directive function is the management function of the head of ward that has the most influence on the nurses' job satisfaction, and it is marked by a Wald value of 11,161. The directive function has 2,308 times (1,413;3,771) more significant opportunities in increasing nurse job satisfaction.

CONCLUSIONS AND SUGGESTIONS

Based on the results of research that has been done, it can be concluded that there is a relationship between the role and function of ward head management on nurse job satisfaction (p-value = 0.000 < 0.05). At the same time, the ward head at the Aceh Government Hospital has role implementation and management function well but is not yet in the maximum category. Decisional roles and directive functions are the two most dominant variables related to nursing job satisfaction. Based on the description of these conclusions, it is recommended to the ward head to further increase the role and function of its management to have an impact on increasing the quality of hospital services.

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