

The Influence of Leadership Style on Inner Paramedic Commitments
Implementation of Delia Hospital Accreditation

Harry Wahyudi^{1*}, Daniel Ginting²

¹Delia General Hospital

²Sari Mutiara Indonesia University

email: daniginting_simpangsuka@yahoo.co.id

Abstract

Delia Langkat Hospital is a private hospital whose owner is PT Delia Oka Arjuna and is a class C hospital. Article 40 paragraph (1) Law number 29 concerning Hospitals is stated that in an effort to improve the quality of hospital services periodic accreditation must be at least three once a year. The Delia Hospital accreditation team was formed but many paramedics refused to become members of the accreditation team. Therefore, a leadership design is needed to support the formation of paramedic commitments in accreditation activities. This study aims to analyze the influence of leadership style on paramedic commitment in the implementation of Delia Hospital accreditation in 2018. The study was designed with a cross sectional approach with a total sample of 79 paramedics. The collected data were analyzed using correlation, simple linear regression and multiple linear regression. The results showed that there were significant relationships between steering leadership style, supportive leadership style, role leadership style, achievement-oriented leadership style, caregiver leadership style with paramedic paramedic commitment in the implementation of accreditation at Delia Langkat Hospital in 2018. The conclusion of the study was leadership style achievement-oriented which has the most influence on paramedic commitment in the implementation of accreditation at Delia Langkat Hospital in 2018. It is recommended that leaders and management of hospitals need to pay attention to other factors that can influence the work spirit of paramedics such as: organization, paramedic activities, friends of the work environment itself (peer), the concept of self, personal needs, nature and work. So as to create a high commitment to paramedics.

Keywords: Leadership Style, Commitment, Hospital

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Introduction

Law (1) of concerning Hospitals No. 29 is stated that in an effort to improve the quality of hospital services, accreditation must be carried out periodically at least once every three years. From the law above the hospital accreditation is important to be done on the grounds that the quality and quality are integrated and cultured into the hospital service system. Minister of Health Regulation No. 12 of 2012 concerning Hospital Accreditation states that accreditation is an acknowledgment of a hospital that is provided by an independent accreditation organizer organization established by the Minister, after being assessed that the hospital meets the applicable hospital service standards to continuously improve the quality of hospital services (Ministry of Health, 2012).

Currently the hospital is obliged to carry out regular accreditation every 3 years (Law No. 44 of 2009) plus the BPJS requires collaboration with accredited hospitals. Accredited hospitals guarantee services in accordance with community expectations because the standards are carried out in accordance with the standards set in the Ministry of Health. Based on this, it is expected that the accreditation process will be able to increase public trust, especially in relation to patient safety and improving service quality. Another advantage of hospital accreditation is that it provides a safe and efficient work environment that can increase staff satisfaction, respect the rights of patients and families and involve them as service partners, creating a learning culture to improve themselves by reporting incidents of patient safety. The most important thing is that leadership is able to work together, able to set priorities so that patient safety in accreditation is achieved (Kars, 2012).

Human resources (HR) play a very dominant role in hospital activities or activities, especially paramedics. The success or failure of a hospital in achieving the goals of accreditation depends very much on the ability of its human resources (paramedics and other personnel) in carrying out the tasks assigned. Therefore, every hospital management needs to think about ways that can be done to develop the ability of paramedics and other employees in order to encourage progress towards achieving hospital accreditation goals (Aditama, 2013).

Delia Langkat Hospital is a private hospital whose owner is PT Delia Oka Arjuna and is a C class hospital with 103 beds, BOR 68% ALOS 7 days, TOI 3 days and BTO 40 times. Data from the HR department of Delia Hospital reported that the number of paramedics in 2016 was

92 (69 midwives and 23 nurses) and in 2017 there were 105 paramedics consisting of 78 midwives and 27 nurses.

The high number of paramedics is not followed by the high commitment of paramedics at work. The HR department also reported that in 2016 there were 6 paramedics resigned and 11 paramedics resigned in 2017. The low paramedic commitment at work was also shown by the large number of paramedics who refused to work outside the main task, this was evidenced by the low number of paramedics participating in the accreditation meeting (only 20-30% of paramedics are present). The Delia Hospital accreditation team was formed but many paramedics refused to become members of the accreditation team until there was a threat of resignation from the hospital, but did not make paramedics afraid and diligently attended accreditation meetings.

The Delia Hospital Director held another approach by persuasive methods (persuading) and issuing personal costs to increase paramedic motivation and other employees so that the objectives of accreditation were achieved. In connection with this, a leadership design is needed to support the formation of paramedic commitments in accreditation activities, because accreditation activities are activities outside the paramedic's main tasks. Based on this, the authors formulate a research entitled "The Influence of Leadership Style on Paramedic Commitments in Delia Hospital Accreditation Implications in 2018".

Research Method

This study was designed using descriptive method with cross sectional approach with a sample of 79 people. The sampling technique used was probability sampling or random sampling with regard to the proportion of paramedics (midwives and nurses). The data analysis phases carried out are:

1. Univariate Analysis

To describe the leadership style and paramedic commitment at Delia Langkat Hospital in 2017.

2. Bivariate analysis

Bivariate analysis uses regression to determine how much influence the relationship of variable X (Leadership Style) to variable Y (Commitment of paramedics).

3. Multivariate analysis

Multiple linear regression analysis is used to see the dominant factors influencing paramedic commitment in the implementation of Delia Langkat hospital accreditation.

Results

Characteristics of respondents in Delia Langkat Hospital based on sex were dominated by women (86.1%) with D3 education level (86.1%). Based on age, respondents were almost evenly aged between 20-30 years (82.3%) and had a working period of generally less than 5 years (87.3%).

Table 1. Distribution of Respondents Based on Gender, Education, Age, and Working Period at Delia Langkat Hospital

| Gender | f | % |
|------------------------|----|------|
| Man | 11 | 13,9 |
| Women | 68 | 86,1 |
| Education | f | % |
| D3 | 68 | 86,1 |
| Bachelor | 11 | 13,9 |
| Age (Years) | f | % |
| < 20 | 5 | 6,3 |
| 20-30 | 65 | 82,3 |
| ≥ 30 | 9 | 11,4 |
| Working Period (Years) | f | % |
| < 5 | 69 | 87,3 |
| ≥ 5 | 10 | 12,7 |

From the table of analysis of the influence of leadership style on paramedic commitment at Delia Langkat Hospital, it is known that the correlation test results of steering, supporting, participation, achievement oriented, and caregiver leadership styles obtained p-value ≤ 0.05 which means the supporting leadership style, participation, achievement-oriented, and caregivers with paramedic commitments show significant relationships.

Table 2. Analysis of the Effect of Leadership Style on Paramedic Commitments at Delia Langkat Hospital

| No | Variable | r | R2 | p-Value |
|----|---------------------------------------|-------|-------|---------|
| 1 | Steering leadership style | 0,677 | 0,459 | 0,0005 |
| 2 | Supporting leadership style | 0,493 | 0,243 | 0,0005 |
| 3 | Participatory leadership style | 0,529 | 0,280 | 0,0005 |
| 4 | Achievement-oriented leadership style | 0,659 | 0,435 | 0,0005 |

After the analysis, it turned out that the independent variables that entered the regression model were steering leadership style, supporting leadership style, achievement-oriented leadership style and caregiver leadership style. The leadership style variables were excluded from the regression model because in the initial step the selection of the candidate model (bivariate selection) variable leadership style role and has a $p\text{-value} > 0.25$ (ie $p\text{-value} = 0.851$) so that it cannot enter the multivariate model. This multivariate modeling has fulfilled the requirements of the Aumsi test, namely the existence assumption (related to the sampling technique), the assumption of independence (that the values measured by each individual stand alone), linearity assumptions (the model forms regression equations), homoscedascity assumptions (variant data), and assumption of normality (normally distributed data). The beta column is used to determine which variable has the most influence on the dependent variable (paramedic commitment in the implementation of accreditation at Delia Langkat Hospital in 2018). In the results above the variables that have the most influence on paramedic commitment in the implementation of accreditation at Delia Langkat Hospital in 2018 are achievement-oriented leadership styles.

Table 3. Analysis of Double Linear Regression Effect of Leadership Style on Paramedic Commitments at Delia Langkat Hospital

| No | Variable | B | Std.Error | Beta | Sig |
|----|---------------------------------------|-------|-----------|-------|-------|
| 1 | Steering leadership style | 0,279 | 0,122 | 0,255 | 0,025 |
| 2 | Supporting leadership style | 0,496 | 0,154 | 0,475 | 0,002 |
| 3 | Achievement-oriented leadership style | 0,619 | 0,153 | 0,557 | 0,001 |
| 4 | Caregiver leadership style | 0,650 | 0,202 | 0,457 | 0,002 |
| 5 | Constant | 5,707 | 1,731 | | 0,002 |

Discussion

Leadership Style is a way that is owned by someone in influencing a group of people or subordinates to work together and empower the effort with enthusiasm and confidence to achieve the goals that have been set. The success of an organization both as a whole and in various groups within a particular organization is very dependent on the effectiveness of leadership in the organization concerned. It can be said that the quality of leadership contained in an organization plays a very dominant role in the success of the organization in carrying out various activities (Nurdin 2011).

Leaders in the organization must have advantages compared to their subordinates, namely employees in the organization concerned, so they can show their subordinates to move, work, have high efforts to achieve the goals set. However, just deploying all employees is not enough, so there needs to be an urge for employees to have a great interest in their work. On this basis, as long as the leader's attention is directed to his subordinates. Encourage employees to excel at their highest level by setting challenging goals, emphasizing perfection, and showing confidence in the ability of employees (Nurdin 2011).

The Yulistian study in 2011 reported that partially achievement-oriented leadership styles have a significant influence on employee morale, achievement-oriented leadership style that is at a strong level, also has strong employee morale. This is because employees feel leaders can stimulate employee performance and pose challenges to employees. So that employees believe that leaders can carry out their duties properly, this will lead to high morale for employees, if the morale is high then the employee's work productivity will also be high and ultimately the planned company goals can be achieved well. As the House said in Robbins (2006). Achievement-oriented leadership is leadership that proposes challenges that are attractive to subordinates and stimulates to achieve goals, and perform well. The higher the leader's orientation toward achievement, the more subordinates who believe will result in effective work.

The leadership style applied at Delia Langkat Hospital was able to increase paramedic commitment in the implementation of this hospital accreditation. This is because paramedics feel that what they are doing is valuable, paramedics feel comfortable working at Delia Langkat hospital, paramedics feel that they are fully supported by the leaders and management of Delia Langkat Hospital in the form of clear mission and values that apply in Delia Langkat Hospital. A passion for paramedics at Delia Langkat Hospital arises because the leaders pay attention to the work of paramedics, the leadership gives delegates authority to paramedics in the implementation of accreditation, and gives paramedics the opportunity and space to use their skills and expertise to the fullest. Delia Langkat hospital leaders also involve paramedics in making decisions related to the implementation of hospital accreditation.

If the paramedics feel safe, both physically and psychologically, then the commitment will appear by itself. For example, paramedics feel safe because the hospital makes a policy of giving paramedics the opportunity to work during their productive age. Building paramedic commitment at Delia Langkat hospital is a long process and cannot be formed instantly.

Therefore the hospital must really give the right treatment at the beginning of the paramedics entering the hospital, thus the paramedics will have a positive perception of the hospital. There is no one leader of any organization who does not want all members of the organization not to have a strong commitment to their organization / company. Even so far many organizational leaders are trying to intensify their members' commitment to the organization, so by creating a sense of ownership of the hospital, convincing paramedics in the management and creating enthusiasm in work, the hospital can form paramedic commitments. If paramedic commitments have been formed then the implementation of hospital accreditation can be carried out properly.

Conclusion

There is a significant relationship between the leadership style of the steering director, support, participation, achievement-oriented, and caregivers with paramedic paramedic commitment in the implementation of accreditation at Delia Langkat Hospital. Achievement-oriented leadership style that has the most influence on paramedic commitment in the implementation of accreditation at Delia Langkat Hospital.

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