

The Relation of Leadership Style and Organization Culture with Quality of Care Service in  
Tiara Hospital Pematangsiantar

Benny M. Y. Pardede<sup>1</sup>, Lukman Hakim<sup>1</sup>, Evarina Sembiring<sup>2</sup>

<sup>1</sup>Graduate School of Public Health, Sari Mutiara Indonesia University

<sup>2</sup>Pharmacy and Health Sciences, Sari Mutiara Indonesia University

email: [benny.pardede@yahoo.com](mailto:benny.pardede@yahoo.com)

Abstract

The quality of hospital care service is influenced by various factors, such as leadership style and organization culture those are developed and implemented by all nurses in a hospital. This study aims to analyze the relationship between leadership style and organization culture with the quality of care services at Tiara Hospital in Pematangsiantar. The subjects of the study were 45 nurses at Tiara Hospital as samples. Data collection was conducted using a questionnaire and analyzed statistically using data analysis that used bivariate statistical tests, named Chi Square and continued with multivariate statistical tests. Organization culture carried out at Tiara Hospital in medical services is developed based on the values and norms adopted by the hospital. The results of statistical analysis showed the variables of organization culture of innovation and risk taking, detailed attention, results orientation, human orientation, team organization, aggressiveness, stability related to the quality of hospital care services. Variable participatory leadership style is the most dominant factor related to the quality of service at Tiara Hospital (OR = 13,333) meaning that the possibility (opportunity) of nurses is able to provide good quality care services 13 times if the participatory leadership style is well done compared to the nurse which stated that participatory leadership style is not good at Tiara Hospital. It is suggested to the head of Tiara Hospital in Pematangsiantar, especially the head of the room needs to apply a leadership style that leads to participatif style. The leadership applied by the head of the room is always adjusted to the needs of the organization and pay attention to the situation and conditions that exist. Nurses at the Tiara Hospital in Pematangsiantar are expected to improve the understanding of the leadership style that has been done by the head of the room and try to implement the organization culture into a good work culture

Keywords: Leadership Style, Organization Culture, Quality of Care Services

e-ISSN: 2656-1123 (media online)

url: <http://proceeding.sari-mutiara.ac.id/index.php/samicoh>

article submit: Augustus 2018

article revise: September 2018

article publish: November 2018

## Introduction

Changes in environment and technology that rapidly increase the complexity of the challenges faced by organizations, this raises organizational needs for leaders who can direct and develop subordinate efforts with the power they have to achieve organizational goals in building the organization towards optimal performance ( Cahyono, 2005). It is very important that the influence of the leadership in influencing the spirit of the nurse in carrying out the task, the failure of the leader in influencing the morale of the nurse due to lack of communication as well as motivation carried out from the leadership.

According to Soetopo (2010), leadership style (leadership style) influentially influences the culture of a group or organization. If the leader keeps a distance (aloof) with subordinates, then this kind of attitude has a negative impact on the organization. The attitude and behavior of individuals in working together to achieve organizational goals is also based on the prevailing value system known as organizational culture. Rizal's (2013) research concludes that there is a positive and significant relationship between leadership style and service quality where the correlation coefficient is 0.9064 which means that the stronger the leadership style that serves the better the quality of service.

According to Robbins (2010), organizational culture is the values, principles, traditions and ways of working that are shared by members of the organization and affect the way they act. If the core values of an organization can be clearly understood and widely accepted, employees will know what to do and what is expected of them, so that they can act quickly to overcome various problems. Organizational culture is formed by seven dimensions, namely: innovation, attention to detail, results orientation, human orientation, team orientation, aggressiveness and stability. Wahyuni (2015) research results show that there is a positive influence on organizational quality on service quality, so there is also a positive influence on leadership quality on service quality.

Assessment of the quality of hospital services can be done through a number of indicators, according to MOH (2005) one parameter that can measure the quality or quality of hospital services is the level of utilization of hospital beds is the Bed Occupancy Rate (BOR). In terms of measurement of service quality, it can be done through measurements on aspects of input, process and outcome measurement, where the indicators that can be used in measuring the results of one is BOR. BOR is the percentage of bed usage at a certain time

unit. This indicator provides a high level of utilization of hospital beds. The ideal BOR parameter value is between 60-85% (MOH, 2005).

Indicator of service quality of Tiara Hospital can be seen from the level of bed use (BOR) which tends to decrease, this is ensured by the data obtained from the medical record section of Tiara Pematangsiantar Hospital which has a number of beds of 100 pieces obtaining BOR results in July 2017 21.09%, then in August 24.04%, September 35.93%, October 42.06%, November 29.64%, December 17.57%, from these data it can be seen that the BOR value tends to decrease.

**Method**

This research is a correlational survey research "explanatory research" which aims to determine the relationship between leadership style and organizational culture with the quality of service at Tiara Pematangsiantar Hospital. This research was conducted at Tiara Pematangsiantar Hospital, and research until a comprehensive exam was conducted from April 2018 to August 2018. The population and sample in this study were all nurses of Tiara Pematangsiantar Hospital who served patients both outpatient and inpatient. Thus the number of population and sample is according to the number of nurses, namely 45 people who are all sampled (total population).

Primary data is obtained directly from respondents using questionnaires that have been compiled, namely about leadership style, organizational culture and quality of care services. Secondary data in this study obtained from the administration and staffing of Tiara Pematangsiantar Hospital are data on the number and types of nursing fields.

Validity test is used to test whether the questionnaire is considered valid (reliable and precise measuring), it needs to be tested by correlation test. The correlation technique used is the "product moment" correlation technique. Reliability test is an index that shows the extent to which a measuring device can be trusted or reliable. The measurement results are consistent or remain the principle when repeated measurements are taken. The technique used in instrument reliability testing is using Cronbach alpha.

Table 1. Characteristics of Respondents

No.	Identity	Total	%
A	Age		
1.	≤ 30 years	33	73,3
2.	> 30 years	12	26,7
	Total	70	100,0
B	Gender		

1.	Man	8	17,8
2.	Woman	37	82,2
Total		70	100,0
C Education			
1.	SPK	2	4,4
2.	D III Nursing	35	77,8
3.	S1 Nursing	4	8,9
4.	Ners	4	8,9
Total		70	100,0
D Years of service			
1.	≤ 6 years	29	64,4
2.	> 6 years	16	35,6
Total		70	100,0

The age grouping of nurse respondents is based on the average age, which is 30 years. Respondents aged  $\leq 30$  years were 33 people (73.3%), while those aged  $> 30$  years were 12 people (26.7%). The majority of respondents were women, namely 37 (82.2%) and 8 male nurses (17.8%). Respondents of nurses who were educated in Nursing DIII were 35 people (77.8%), but there were still those with 2-level SPK education (4.4%). The grouping of nurses respondent's working period based on the average working period, which is 6 years. Respondents aged  $\leq 6$  years were 29 people (64.4%), while those aged  $> 6$  years were 16 people (35.6%).

Tabel 2. Cross Table of Relationship between Leadership Style and Organizational Culture with Quality of Care Services at Tiara Pematangsiantar Hospital in 2018

Directive	Quality of Care Services						p-value
	Good		Not Good		Total		
	F	%	f	%	F	%	
Good	39	86,7	0	0	39	86,7	0,000
Not good	4	8,9	2	4,4	6	13,3	
Total	43	95,6	2	4,4	45	100,0	
Supportif	Quality of Care Services						p-value
	Good		Not Good		Total		
	F	%	F	%	F	%	
Good	30	66,7	0	0	30	66,7	0,041
Not good	13	28,9	2	4,4	15	33,3	
Total	43	95,6	2	4,4	45	100,0	
Partisipatory	Quality of Care Services						p-value
	Good		Not Good		Total		
	F	%	F	%	F	%	
Good	40	88,9	1	2,2	41	91,1	0,037
Not good	3	6,7	1	2,2	4	8,9	
Total	43	95,6	2	4,4	45	100,0	
Risk Innovation and Retrieval	Quality of Care Services						p-value
	Good		Not Good		Total		
	F	%	F	%	F	%	

Good	38	84,4	0	0	38	84,4	0,001
Not good	5	11,1	2	4,4	7	15,6	
Total	43	95,6	2	4,4	45	100,0	
Quality of Care Services							
Detailed attention	Good		Not Good		Total		p-value
	F	%	f	%	F	%	
Good	34	75,6	0	0	34	75,6	0,011
Not good	9	20,0	2	4,4	11	24,4	
Total	43	95,6	2	4,4	45	100,0	
Quality of Care Services							
Result Orientation	Good		Not Good		Total		p-value
	F	%	f	%	F	%	
Good	37	82,2	0	0	37	82,2	0,002
Not good	6	13,3	2	4,4	8	17,8	
Total	43	95,6	2	4,4	45	100,0	
Quality of Care Services							
Human Orientation	Good		Not Good		Total		p-value
	F	%	f	%	F	%	
Good	36	80,0	0	0	36	80,0	0,004
Not good	7	15,6	2	4,4	9	20,0	
Total	43	95,6	2	4,4	45	100,0	
Quality of Care Services							
Team Organization	Good		Not Good		Total		p-value
	F	%	F	%	F	%	
Good	36	80,0	0	0	36	80,0	0,004
Not good	7	15,6	2	4,4	9	20,0	
Total	43	95,6	2	4,4	45	100,0	
Quality of Care Services							
Aggressiveness	Good		Not Good		Total		p-value
	F	%	F	%	F	%	
Good	40	88,9	0	0	40	88,9	0,000
Not good	3	6,7	2	4,4	5	11,1	
Total	43	95,6	2	4,4	45	100,0	
Quality of Care Services							
Stability	Good		Not Good		Total		p-value
	F	%	F	%	F	%	
Good	36	80,0	0	0	36	80,0	0,004
Not good	7	15,6	2	4,4	9	20,0	
Total	43	95,6	2	4,4	45	100,0	

Table 3. Multiple Logistic Regression Test Results of Variable Leadership Style and Organizational Culture with Quality of Care Services at Tiara Pematangsiantar Hospital in 2018

Variabel	Score	Sig. (p)	Exp (B)
----------	-------	----------	---------

Directive	13.605	0.000	8.077E8
Supportif	4.186	0.004	2.485E8
Participatory	4.368	0.037	13.3333
Risk Innovation and Retrieval	11.362	0.001	6.462E8
Detailed attention	6.468	0.011	3.590E8
Result Orientation	9.680	0.002	5.385E8
Human Orientation	8.372	0.004	4.616E8
Team Organization	8.372	0.004	4.616E8
Aggressiveness	16.744	0.000	1.077E9
Stability	8.372	0.004	4.616E8

Based on the test results above, it can be seen that participative leadership style has a relationship in the quality of care services, meaning that participatory leadership style has a 13 times greater chance of improving the quality of care services compared to the non-implementation of participatory leadership styles.

## DISCUSSION

Based on the results of multiple logistic regression analysis, it can be seen that all variables namely leadership style (directive, supportive, participatory) and organizational culture (innovation and risk taking, detailed attention, results orientation, human orientation, team organization, aggressiveness, stability) have a relationship on the quality of care services at Tiara Pematangsiantar Hospital, this is indicated by the sig value. (p) overall variables below  $p < 0.05$ . Based on the relationship of all variables namely leadership style (directive, supportive, participatory) and organizational culture (innovation and risk taking, detailed attention, results orientation, orientation in humans, team organization, aggressiveness, stability) to the quality of care services can also be obtained dominant variables related to the quality of service namely participatory leadership style, where the OR value of participatory leadership style is 13,333, meaning that participatory leadership style has a 13 times greater chance of improving the quality of care services compared to the non-implementation of participatory leadership styles.

## Conclusion

1. There is a relationship between the Directive Leadership Style and the Quality of Care Services at the Tiara Pematangsiantar Hospital in 2018
2. There is a relationship between Supportive Leadership Style and Quality of Care Services at Tiara Pematangsiantar Hospital in 2018

3. There is a relationship between Participatory Leadership Style and Quality of Care Services at Tiara Pematangsiantar Hospital in 2018
4. There is a relationship between Organizational Innovation and Risk Taking Culture with Quality of Care Services at Tiara Pematangsiantar Hospital in 2018
5. There is a relationship between Organizational Culture Detailed Attention related to the Quality of Care Services at Tiara Pematangsiantar Hospital in 2018
6. There is a relationship between Organizational Orientation Culture and Quality of Care Services at Tiara Pematangsiantar Hospital in 2018
7. There is a relationship between Organizational Orientation Culture in Humans and Quality of Care Services at Tiara Pematangsiantar Hospital in 2018
8. There is a relationship between the Organizational Culture of the Team Organization and the Quality of Care Services at the Tiara Pematangsiantar Hospital in 2018
9. There is a relationship between Aggressiveness Organizational Culture and Quality of Care Services at Tiara Pematangsiantar Hospital in 2018
10. There is a relationship between Stability Organizational Culture and Quality of Care Services at Tiara Pematangsiantar Hospital in 2018
11. Variable participatory leadership style is the most dominant factor related to the quality of service at the Tiara Pematangsiantar Hospital with an Odds Ratio (OR) value of 13,333, meaning that the possibility (chance) of nurses is able to provide good quality care services 13 times if the style Participatory leadership is well done compared to if nurses who state participatory leadership style is not good at Tiara Pematangsiantar Hospital.

### **Suggestion**

#### 1. For Tiara Pematangsiantar Hospital

The head of Tiara Hospital, starting from the director, deputy director to the head of the room needs to apply a leadership style that leads to a participatory style so that nurses feel more responsible in carrying out services to patients

#### 2. For the Head of the Room

The leadership applied by the head of the room is always adjusted to the needs of the organization and pay attention to the situation and conditions that exist. The head of the room also needs to consider the needs of nurses as service providers to patients, by developing a work culture that is in accordance with the abilities and skills of nurses

#### 3. For Nurses

Nurses at the Tiara Pematangsiantar Hospital are expected to improve understanding of the leadership style carried out by the head of the room and strive to implement organizational culture into a good work culture.

## References

- Adhiyatmo MH, 2013. Analysis of the Effect of Organizational Culture and Regional Culture on Employee Performance at PKU Muhammadiyah Yogyakarta Hospital. Faculty of Economics, University of Muhammadiyah Yogyakarta
- Cahyono BT, 2005. Human Resource Management, Gramedia Main Library, Jakarta
- RI Ministry of Health. 2010. Hospital Classification. Jakarta: Ministry of Health of the Republic of Indonesia
- Handoko H. 2002, Personnel Human Resources management. BPFU UGM. Yogyakarta
- Hilda, 2015. Relationship between Leadership Style, Organizational Culture and Rewards with Job Satisfaction and Nurse Performance. Health Polytechnic of the Ministry of Health, East Kalimantan Vol. VII No. September 3, 2015 Business Management Journal Journal
- Hikmawati, 2017. The Influence of Organizational Culture on the Quality of Public Services at the Regional Secretariat of Gowa Regency
- Koesmono, H. Teman 2007. The influence of leadership and task demands on organizational commitment with the variable modernization of motivation for nurses of Surabaya private hospitals. Management and entrepreneurship journal
- Kompyurini N. 2007. Private Hospital Performance Analysis Based on Organizational Culture, Organizational Commitment and Public Accountability, "Public Sector Accounting Journal", Pontianak: XI National Accounting Symposium
- Muninjaya, A.A. Gde. 2012. Quality Management of Health Services. Jakarta: EGC Medical Book Publishers
- Nursalam, 2007. Nursing Management: Applications in Professional Nursing Practices. Jakarta: Salemba Medika
- Olivianti, D. 2005. Relationship between lurah leadership style and village service quality.
- Parasuraman and Malhotra. 2005. A Multiple-Item Scale for Assessing Electronic Service Research. Vol.7, No.5
- Pabundu, T. 2005. Organizational Culture and Company Performance Improvement. Jakarta: PT Bumi Aksara
- Rivai V and Mulyadi D. 2013. Leadership and Organizational Behavior. Jakarta: Raja Grafindo Persada
- Rizal MH. 2012. Effect of Organizational Culture and Job Satisfaction on Employee Performance (Study at Wilasa Citarum nursing home in Semarang City). Essay. Faculty of Economics and Business, Diponegoro University, Semarang
- Robbins S and Coulter M. 2010. Management. Translation tenth edition, vol. I. Publisher Erlangga, Jakarta
- Robbins SP and TA Judge. 2013. Organizational Behavior. 15th ed.by Pearson Education, Inc., publishing publisher Hall
- Sabri A, Sunarto and Purwoatmojo, 2011. Influence of Organizational Culture, Principal Managerial Skills, Journal of Management Analysis 5; (1)
- Saragih R. 2010. The Effect of Health Service Quality on Patient Loyalty of Herna Medan General Hospital. Public Health Study Program FKM USU Medan



- Schimoeller LJ 2010, Leadership Styles in Competing Organizational Cultures, Kravis Leadership Institute, Leadership Review, Vol. 10
- Sengawang H, 2011. Health Service Quality, Jakarta: Kencana Prenada Media Group
- Soetopo, Hendyat, 2010. Organizational Behavior, Jakarta: PT. Teen Rosdakarya
- Sondang, SP, 2004. Human Resource Management, Jakarta: Bumi Aksara
- Sudarsono, Blasius, 2006. Indonesian literature anthology. Jakarta, Sagung Seto
- Sopiah. 2008. Organizational Behavior, Yogyakarta: CV Andi Offset
- Sunyoto, 2012. Fundamentals of Marketing Management, First Edition, Caps, Yogyakarta
- Syarifuddin, 2011. Quality Management of Health Services for Midwives, Trans Info Media, Jakarta
- Thoha, M, 2012. Leadership in Management. 16th edition. Jakarta: PT. Raja Grafindo Persada
- Tjiptono. F. 2011. Service Service Management. Yogyakarta: Publisher Andi
- Tsai YF 2011. Relationship between Organizational Culture, Leadership Behavior and Job Satisfaction, Tsai BMC Research Health Services 2011
- Health Law No.36 of 2009, Ministry of Health's Legal Bureau, Jakarta.
- The Law on Hospitals No.44 of 2009, the Legal Bureau of the Ministry of Health, Jakarta
- Wahyuni E, 2015. The Influence of Organizational Culture and Leadership Style on the Performance of Financial Sector Employees in Public Sector Organizations with Work Motivation as Intervening Variables (Case Study on Government Employees of Tasikmalaya City). Nominal / VolumeIV Journal No.1 / 2015
- Wibowo. 2012. Third Edition Performance Management. Jakarta: PT Raja Grafindo Persada
- Wirawan ID, 2013. Leadership Essence and Reality, Bayumedia publishing, 2013, Malang
- Wirnipin KS, 2015 Effect of Organizational Commitment, Organizational Culture, and Public Accountability on Public Organizational Performance at the Bulelen District Public Hospital. Accounting Department of the University of Ganesha Education majoring in Accounting (Volume 3 No.1 2015)
- Yulk, G. 2010, Leadership in Organizations, Fifth Edition. Jakarta: PT. Index