



Transformational Leadership and Nurse Performance of PT. Perkebunan Nusantara (PTPN) Hospital Indonesia

Raden Roro Lia Chairina¹, Raden Andi Sularso², Bambang Irawan², and Diana Sulianti K Tobing²

¹ Doctoral student, Faculty of Economics and Business, Jember University, Indonesia

² Faculty of Economics and Business, Jember University, Indonesia

E-mail: radenrorolia@students.unej.ac.id

Abstract. Transformational leadership is more effective and better if applied in the hospital sector. Transformational leadership is leadership that can influence the behavior of others in carrying out their work to achieve organizational goals. Nurses' clinical performance is expected to show their professional contribution in improving the quality of nursing services that have an impact on health services in hospitals. This study was conducted at PTPN hospital. Explanatory research design with a sample size of 150 respondents, random sampling method. This study uses PLS analysis. The novelty of this study is that transformational leadership with mediation of social competence and self-efficacy has a positive effect on performance, but it has a direct insignificant effect on nurse performance.

Introduction

Nurses are professions that currently needed and their competence is always improved to carry out nursing tasks as an effort to accelerate patient healing. A nurse needs the skills acquired in education, so the nurse is a large percentage of staff in providing nursing services, both directly and indirectly to patients (Tun Huseno, 2007). Through the clinical performance of nurses, it is hoped that it can demonstrate its professional contribution significantly in improving the quality of nursing services that affect health services in general at the organization where it works. The nurse performance depends on the individual ability, in addition to know the nurse's performance objectively, the supervisor's assessment is directly treated. Nurse supervisors are direct leaders who provide performance appraisals to nurses. Factors that determine the performance of employees (nurses) according to Locander et al. (2002) are leadership. Salanova, et al. (2011) explained that transformational leadership is able to predict nurse performance through self-efficacy. Saxe (2011) proved that transformational leadership had a positive effect on social and emotional competence.

Research on the performance of nurses in PTPN Indonesia hospitals is based on the reports on the arrival and return of nurses. It is known that nurses often spend time in hospitals more than they should, so it can affect the service performance to the patients. The low performance of nurses is shown by the low level of service delivered and the low performance of hospitals, in addition to being caused by low competency and individual behavior in order to do work according to the standards set. Nurses who have high performance will exert all the potential they have to complete the work carried out in

accordance with the standards set by the hospital. The suitability of the work performed by nurses with the performance standards set by this hospital will ultimately have an impact on the output and outcome that will be consumed by the community associated with the hospital.

1. Literature Review

Transformational Leadership Approach according to Avolio and Bass (2009) transformational leadership increases self-confidence, motivation and satisfaction of group members by increasing unity among members. Moreover Yukl (2005) says that transformational leadership is basically leadership that motivates followers to transcend their self-interest for common goals, vision and / or mission. Tracey (2002) states that typical transformational leaders will maintain personal and group improvements, share vision, inspire the organization, and encourage commitment and motivate towards important goals.

According to Crystal et al, (2012) social competency refers to the ability of individuals to develop and utilize resources through interpersonal skills. Social competence influences the results of interpersonal exchanges involved in entrepreneurship (Walter et al., 2006).

Saxe (2011) states the relationship between transformational leadership on social competence in his research. Empirical support that explains the influence of social competence on performance is done by Hairudinor (2014). Through interpersonal ability in subordinate social competence, it is expected to be able to better understand the situation of others who are an integral part of the work carried out. Walumbwa's et al. (2008) has proven that transformational leadership and nurse performance are positively related. Salanova et al. (2011) in their research found that the transformational leadership affect the performance. Based on some of the research findings above, a leader through transformational leadership can stimulate and inspire the ability of his subordinates to improve their performance better in completing work, besides transformational leaders can empower followers to develop into leaders. Walumba et al. (2008) and Salanova et al. (2011) found the influence of transformational leadership on self-efficacy in their study. Based on some findings above, it does not make a leader with transformational leadership doubtful to be able to encourage and improve the self-efficacy of his subordinates. Bandura (1997) stated self-efficacy as an individual's belief in "their ability to produce a designated level of performance has an effect on events that affect their lives. Self-efficacy beliefs determine how people feel, think, motivate themselves and behave".

Ivancevich et al. (2006) explained that self-efficacy is related to personal beliefs about competence and self-ability. Specifically, it refers to one's belief in the ability to successfully complete a task. The confidence regarding to the self-efficacy is something that is learned. Appelbaum and Hare (1996) said that three dimensions of self-efficacy (1) Magnitude; believe that someone can finish a difficult task; (2) Strength; believe that someone can finish the work assigned; and (3) Generality; believe that someone can make a decision based on the situation.

2. Research Methods

This study has a type of quantitative research that explains the influence between variables, also the design of explanatory research. Research analysis unit of PTPN Indonesia hospital nurses, consisting of PTPN X hospital (Jember Klinik hospital Jember) and PTPN XII (Kaliwates Jember hospital) to examine the relationship between transformational leadership and social competence, transformational leadership and self-efficacy, social competence and performance, and self efficacy and performance. The sample size is 150 respondents with random sampling method. Because both hospitals are the largest hospitals owned by PT Perkebunan Nusantara (PTPN) Indonesia. The analysis model in this study uses PLS analysis.

3. Research Results and Discussion

Testing the hypothesis in the PLS Analysis uses the t test by applying the bootstrap resampling method. The results of testing the influence hypothesis directly in the following tabel.

Table 1. Direct influence hypothesis test results

No	Relations between Variables		Path Coefficient	p-value	Description
1	Transformational Leadership (X)	Performance (Y ₃)	0.115726	0.0963	Not significant
2	Transformational Leadership (X)	Social Competence (Y ₁)	0.623232	0.0000	Significant
3	Transformational Leadership (X)	Self-efficacy (Y ₂)	0.116660	0.0020	Significant
4	Social Competence (Y ₁)	Performance (Y ₃)	0.670039	0.0000	Significant
5	Self-efficacy (Y ₂)	Performance (Y ₃)	0.422713	0.0084	Significant

Description: significant at 5%

Source: Results of Analysis, 2017

The test results are also presented in the form of a graph which is a path diagram as follows.

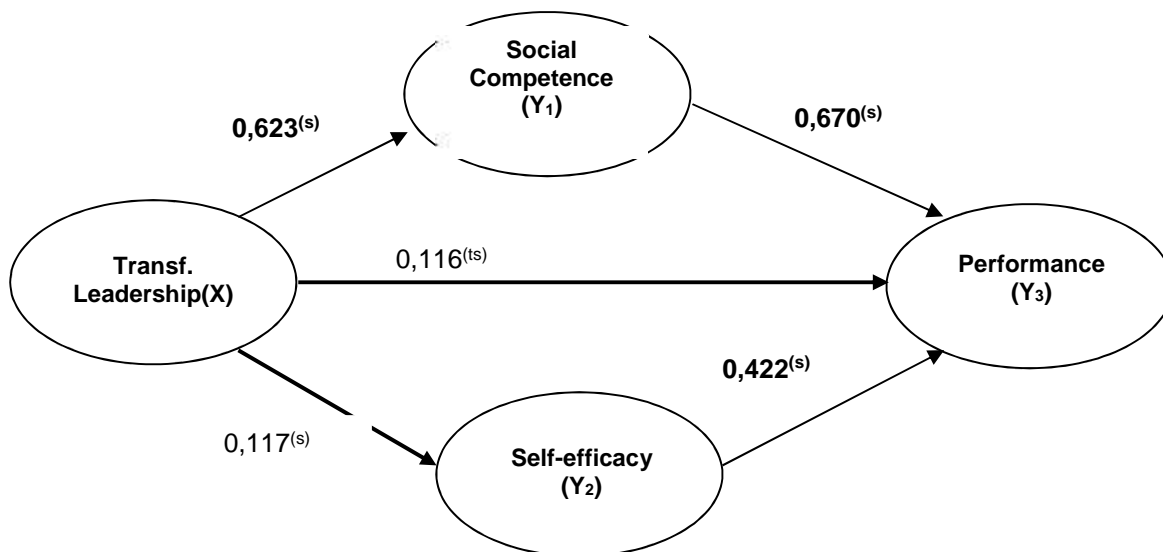


Figure 1. Path Diagram

Based on Table and Figure 1, described as a follows. Transformational leadership on performance obtained by the beta coefficient () of 0.115726, with a -value of $0.0963 > 0.050$, the hypothesis is rejected. Transformational leadership has no significant effect on performance, means that the nurse performance in hospitals has no direct significance (not significant) to the transformational leadership. The results of this study support the research of Insan (2013) which found that transformational leadership had no significant effect on the performance of PLN employees in South Sulawesi; Hairudinor (2014) states that transformational leadership has no significant effect on the performance of nurses in private hospitals in the province of South Kalimantan. However, Thamrin (2012) and Shahhosseini et al, (2013) stated that transformational leadership has a significant effect on employee

performance. The novelty of this study is that the low performance of nurses is due to: (1) for poly nurses working on service for patients and the administrative work of the Social Security Administrator (BPJ). The nurse's work on the service to the patient causes boredom when the patient waiting the doctor arrival until he is served by the relevant poly doctor. Poly doctors, especially speculators who arrive at the hospital tend to be late. BPJS administration work requires its own thinking, because the filled BPJS files need a lot of time; (2) for nurses in hospitalization, the number of nurses is inadequate compared to the number of patients hospitalized; (3) the difference in medical services, the patient chooses the doctor who will treat him, so that if there are many patients, there are also many care services, which is results in different income earned from medical services between nurses.

Transformational leadership on social competence obtained by the beta () coefficient of 0.623232, with a 0.0000 -value. because of the value was $0.0000 < 0.050$, then the hypothesis is accepted. This discovery proved that transformational leadership and social competence had significant effect. Leaders are figures who determine nurses' personalities very much, since the leaders are the motivator for nurses. Through the leaders's motivation, the nurse will be motivated for their work, on the contrary also the behavior shown by the leader who is less pleased with the nurse can reduce the enthusiasm and motivation of the nurse to work. This study supports Saxe's findings (2011) in his research proving the significant influence of transformational leadership on social competence. Hairudinor (2014) stated that transformational leadership and social competence had significant effects.

Transformational leadership on self-efficacy obtained by the beta coefficient () of 0.116660, with a 0.0020 -value. because of the -value was $0.0020 < 0.050$, then the hypothesis is accepted. This study proves the significant effect of transformational leadership and self-efficacy, means that the better transformational leadership, the better the self-efficacy of nurses will be. Having great confidence in the ability to complete work is a form of initial capital that must be possessed by nurses, because by having that belief the nurse can start the work without thinking too much about the work or not. These findings confirm and expand the results of research conducted by Walumbwa (2008) and Parker, 1994: Jex et al, 2001 (in Bandura, 1997).

Social competence on the performance of nurses obtained by the beta coefficient () of 0.670039, with a 0.000 -value. because of -value $0.670039 < 0.050$, then the hypothesis is accepted. Thus the hypothesis that social competence has a significant effect on performance is accepted; This study proves that social competence and nurse performance had significant effects, means that the higher the social competence, the higher the performance of nurses and vice versa. The influence of social competence nurses on performance, shows that nurses who are able to meet their social needs will have an impact on performance. The social needs of nurses can be fulfilled by the nurse ability to socialize with the colleagues, managers, and patients during the working hours, that the nurse performance will be better. Empirical support that explains the influence of social competence on performance is done by Hairudinor (2014).

Self-efficacy on nurse performance obtained beta coefficient () of 0.422713, with 0.0084 -value. because of -value was < 0.005 . The results of this study confirm the results of research conducted by Bandura (1987); Khurshid, *et al.* (2012). The increase in the performance of nurses is caused by the nurse's personal ability, such as fulfilling the specified services including nurses collecting data about the client's health status systematically, comprehensively, accurately, concisely and continuously, nurses analyze assessment data to formulate nursing diagnoses, nurses make nursing action plans to overcome problems and improve client health, nurses implement the identified actions in the nursing care plan, nurses evaluate the client's progress toward nursing actions in achieving goals and revising basic data and planning.

4. Conclusion

The conclusion of the novelty in this research is that the transformational leadership with the mediation of social competence and self-efficacy had significant positive effect on performance, while on nurse performance, it had direct insignificant positive effect. The low performance of nurse was caused by

double works exhaustion, spending more time at the hospital more than the usual standard. The transformational leadership should be top-down, but can be directly observed with the bottom-up and horizontal method.

5. References

- [1] Appelbaum S H and Hare A 1996 Self-efficacy as a mediator of goal setting and performance *Journal of Managerial Psychology*, **11**(3), 33-47.
- [2] Avolio B J, Bass B M and Jung D I 2009 The Natural: Some Antecedent to Transformational Leadership *International Journal of Public Administration*, **17** 1559 – 1581.
- [3] Bandura A 1997 Self-Efficacy: The Exercise of Control, W.H. Freeman, New York, NY.
- [4] Bass B M, Avolio B J 2000 *Multifactor leadership questionnaire: Manual Leader form, rater, and scoring key* for MLQ (form 5x – short). Redwood City, CA: Mind Garden
- [5] Bass B M and Riggio R E 2005 The role of within-group agreement in understanding transformational leadership. *Journal of Occupational and Organizational Psychology*
- [6] Conger J A, Kanungom R N & Menon S T 2000 Charismatic Leadership and Follow Effect *Journal of Organisations Behavior* **21** 747-757.
- [7] Crystal X J, Monica A Z and Grace Chun Guo 2012 Growth of woman-owned Bussiness: The Effect of Intangibels Resources.
- [8] Hairudinor 2014 Pengaruh Kepemimpinan Trasformasional dan Kompensasi Finansial terhadap Social Competence, Self Eficacy, Work Engagement dan Kinerja Individu Studi pada Rumah Sakit Swasta di Kalimantan Selatan *Disertasi* Fakultas Ilmu Administrasi Universitas Brawijaya Malang.
- [9] Howell J M and Hall M E 1999 The Impact of Leader-lvlembe Exchange Transformational and Transactional Leadership, and Distance on Predicting Follower Performance *Journal of Applied Pscology* **84** 680-694
- [10] Insan Nur Andi 2013 The Effect of Transformasional Leadership Model On Employees Job Satisfaction and Performance at Perusahaan Listrik Negara (PLN) in South Sulawesi, Indonesia. *Disertasi*, Universitas Brawijaya: Malang.
- [11] Ivancevich, John M., Robert K, Michael T M 2006 *Perilaku dan Manajemen Organisasi Edisi7 Jilid1* Jakarta: Erlangga.
- [12] Khurshid F, Qasmi Farah Naz, and Ashraf Nadia 2012 The Relationship Between Teachers' Self-Efficacy and Their Perceived Job Performance *Interdisciplinary Journal of Contemporary Research in Business* **3** (10) 204-223.
- [13] Lev S and Koslowsky M 2009 Moderating the collective and self-efficacy relationship *Journal of Educational Administration* **7** (4) 452-462.
- [14] Locander W B F, Hamilton D Ladik and Stuart 2012 Developing a Leadership-rich Culture : The missing link to creating a market focused organization, *Journal of Market-Focused Management* **5** 149-163.
- [15] Moeljono Djokosantoso 2006 *Budaya Korporat dan Keunggulan Korporasi* Jakarta: PT Elex Media Komputindo.
- [16] Podsakoff P M, MacKenzie S B, Moorman R and Fetter R 1990 The impact of transfomational leader behaviors on employee trust, satisfaction and organizational citizenship behaviors, *Leadership Quarterly* **1** 107-42.
- [17] Salanova, Marisa, Laura L, Maria J C, and Isabel M M 2011 Lingking Transformational Leadership to Nurses' Extra-role Performance: the Mediating Role of Self-efficacy and Work Engagement *Journal of Advanced Nursing* **67** (10) 2256-2266.
- [18] Saxe David 2011 The Realitionship Between Transformational Leadership and The Emotional and Social Competence of the school leader. *Dissertation* **63** Loyola University Chicago, http://ecommons.luc.edu/luc_diss/63.

- [19] Shahhosseini, Mohammad, Silong, Abu Daud, Ismail, Ismi Arif, and Uli, Jegak 2012 The Role of Emotional Intelligence on Job Performance *International Journal of Business and Social Science* **3** (21) 241-246.
- [20] Tracey T 2002 Gender, Managerial Level, Transformational Leadership and Work Satisfaction. *Women in Management Review*.
- [21] Thamrin 2012 The Influence of Transformational Leadership and Organizational Commitment on Job Satisfaction and Employee Performance *International Journal of Innovation, Management and Technology* **3** (5)
- [22] Tun Huseno 2007 Pengaruh Kepemimpinan, Misi Organisasi dan Budaya Organisasi terhadap Kepuasan Kerja dan Kinerja Perawat Rumah Sakit Tipe B di Provinsi Sumatera Barat. *Disertai Program Doktor Ilmu Administrasi*. Malang.
- [23] Walter A, Auer M, and Ritter T 2006 The Impact of Network Capabilities and Entrepreneurial Orientation on University Spin-off Performance. *Journal of Business Venturing* **21** (4) 541-567.
- [24] Walumbwa, Fred O, Bruce Aolio, dan Weichun Zhu 2008 How Transformational Leadership Weaves Its Influence on Individual Job Performance: The Role of Identification and Efficacy Beliefs. Management Department Faculty Publication. **6** University of Nebraska – Lincoln, <http://digitalcommons.unl.edu/managementfacpb/6>.
- [25] Yukl G 2005 Kepemimpinan dalam Organisasi Edisi Indonesia. Jakarta: PT Indeks.

Acknowledgments

Authors wishing to acknowledge assistance or encouragement from colleagues, special work by technical staff or financial support from organizations should do so in an unnumbered Acknowledgments section immediately following the last numbered section of the paper.

Thank you for Direktorat Riset dan Pengabdian Masyarakat Direktorat Jenderal Penguatan Riset dan Pengembangan Kementerian Riset, Teknologi, dan Pendidikan Tinggi.