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The Effect Leadership Style Transformational and Transactional First Level Manager to Increase Performance of Associate Nurses Inpatient Room in PKU Muhammadiyah Hospital Bantul Yogyakarta

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The effect of first level manager leadership style to performance of associate nurse investigated using the leadership paradigm of Transformational and Transactional. Transformational and transactional leadership first level manager can be influenced by performance of associate nurse.

The purpose of this research is to know the influence leadership style transformational and transactional first level manager to increase performance of associate nurses inpatient room in PKU Muhammadiyah hospital Bantul Yogyakarta.

This research was a non-experimental research using cross sectional design. The populations of this research were associate nurses at PKU Muhammadiyah hospital Bantul Yogyakarta. The samples were 43 respondents by using totality sampling technique. Pearson product moment was used to analyze if there were any correlation between transformational, transactional and associate nurse performance. Multiple regressions were used to analyze the dimensions which the most influence.

Correlation showed a significant positive relationship between those first level manager exhibiting a transformational and transactional leadership style with the performance of associate nurse ($p=0.004$). Correlation between transformational leadership and performance of associate nurse was significant positive ($p=0.001$), while Correlation between transactional leadership and performance of associate nurse was not significant ($p=0.270$).

In conclusions, transformational leadership can be increase performance of associate nurse. So, suggestion for any first level manager to practiced transformational leadership in their room.

KEYWORDS: LEADERSHIP STYLE, TRANSFORMATIONAL, TRANSACTIONAL, PERFORMANCE

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Introduction

Current power era of leadership style of a person will be highlighted by the public. Growing media information eases information to be updated. Burns (1978) in Marquis & Huston" (2003) said that the leadership styles consist of transformational and transactional. Leadership style is influenced by three factors: first, derived from his own self as a leader. Second, depend on the group he led and the third, depend on the situation. Whereas, the factors that influence the level of performance of nurses in implementing nursing care in hospitals are a conflict, decision making, supervision, motivation, and leadership style (Swansburg, 2000).

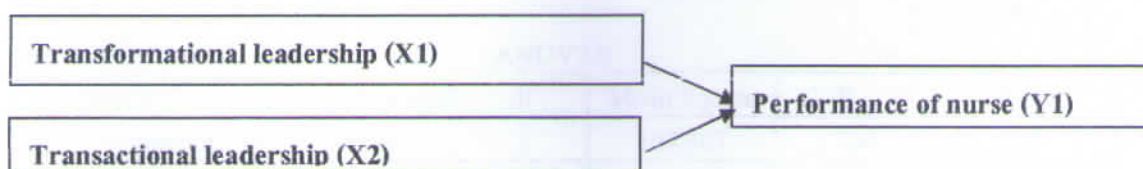
According to Bass 1985 (in Yulk 2009), transformational leadership style is based on the principle of the development of subordinate. Transformational leaders evaluated the ability and potential of each subordinate to undertake a task, and see the possibility to expand the responsibilities and authority of the subordinates in the future (Dvir et al, 2002 cit Mariam).

Bass described about the transformational leader's ability to change the value system of subordinates to achieve goals can be achieved by developing one or all of the factors which are the dimensions of transformational leadership, namely: idealized influence, inspirational motivation, intellectual development (intellectual stimulation), and personal care (individualized consideration).

Bass stated that transactional leadership bases a self on the principle of transactions or exchanges between the leaders with subordinates. Leader will give reward to subordinate if subordinate is able to meet expectations (for example, high-performance employees). On the other hand, subordinate tries to meet expectations of a leader to obtain some benefits or awards, also avoid punishments. Factors of transactional leadership dimensions are following, namely: related awards, active management by exception, passive management by exception.

The importance of transformational and transactional leadership styles to enhance the performance of nurses, then this study aimed to determine empirically the influence of transformational and transactional leadership styles in improving the performance associate nurse.

Conceptual Framework



Method

This research includes using descriptive analytic design using cross *sectional*. The population was all nurses associate on inpatient room in PKU Muhammadiyah Hospital of Bantul in April 2012. The inpatient room is Al-Kahf, An-Nisa, Al-A'raf, Ar-Rahman, Al- Kausar, and Al-Insan.



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The method using *totality sampling*, with sample is 50 peoples. The data obtained were analyzed using multiple regression. Study design uses quantitative research with descriptive analytic cross sectional study method. Sampling technique of this study uses totality sampling. The samples in this study were all nurses in inpatient room PKU Muhammadiyah Hospital in Bantul Yogyakarta number 50 nurse executive. The research was conducted in PKU Muhammadiyah Hospital in Bantul, Yogyakarta. The time research was on 5 April - 17 April 2012. A variable is a variable phenomenon that became the object of research (Arikunto, 2006).

The Variables in this Study are:

Independent variables are a style of transformational leadership and transactional leadership styles. Dependent variable is the performance of nurses.

Instrument in this study is a questionnaire or a questionnaire in the form of closed questions where the respondent is given an alternative answers and choose the one right answer. Alternative responses are strongly disagree (STS), disagree (TS), disagree (KS), agree (s), strongly agree (SS).

Research Hypotheses

H1: There is a significant effect between transformational and transactional leadership style of first level manager toward performance associate nurse.

H2: There is a significant effect between transformational style of first level manager toward performance associate nurse.

H3: There is a significant effect between transactional leadership style of first level manager toward performance associate nurse

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.373 ^a	.139	.102	5.320

a. Predictors: (Constant), Trasnformasional leadership , Transactional leadership

ANOVA^b

Model	Sum of Squares	df	Mean Square	F	Sig.	
1	Regression	214.735	2	107.367	3.794	.030 ^a
	Residual	1329.985	47	28.298		
	Total	1544.720	49			

a. Predictors: (Constant), Trasnformasional leadership, Transactional leadership

b. Dependent Variable: Kinerja perawat



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Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	52.727	12.246		4.306	.000
	Transformational leadership	.372	.136	.376	2.731	.009
	Transactional leadership	-.205	.234	-.121	-.875	.386

a. Dependent Variable: performance of nurse

Based on multiple regression test results obtained for R Square = 0.139 or 13.9% variable magnitude of the effect of leadership style on the performance of associate nurse.

Based on test results obtained significance value of *P value* < 0.05, this suggests that there is influence of transformational and transactional leadership style of first level manager to increase the performance of the associate nurse in inpatient wards PKU Muhammadiyah Bantul.

Based on the above table, *t* test results shows, for the transformational leadership style gained a significance value of *P value* < 0.05. This suggests that there are significant effects of transformational leadership style of the first level manager to improvement performance associate nurse in inpatient wards PKU Bantul Muhammadiyah.

Style of transactional leadership *P value* > 0.05. It Means a negative effect and no significancy between transactional leadership styles on the performance of associate nurse on inpatient wards PKU Bantul Muhammadiyah.

Discussion

Respondents were selected in this study based on inclusion criteria with a total sampling technique (Hidayat, 2003). Researchers used a 6 room hospitalizations for other research are: Ar-Rahman, Al-Kahf (Surgery) ward, Al Insan, An-Nuur, Al-A'raf and Al-Kausar. Respondents should be one nurse who worked as a nurse executive at PKU Muhammadiyah Bantul RS totaling 50 people.

Based on the results of research conducted by researchers for the performance of nurses managing PKU Muhammadiyah Hospital in Bantul is 100% good. One contributing factor is the leadership style.

Results of analysis of multiple regression, R Square of = 0.139 or 13.9% variable magnitude of the effect of leadership style on the performance of the nurse executive. Almost the same as the results of research Munawaroh (2011) that 13.9% of leadership style affects a person's performance.



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Based on test results f obtained significance value of $0.030 < 0.05$, indicating that together transformational and transactional leadership styles affect the performance of head room nurse executive at the inpatient wards PKU Muhammadiyah Bantul. H1 is confirmed, there is a significant effect between transformational and transactional leadership style of head room on the performance of the associate nurse.

Bass (1985) suggests that effective leaders use a combination of both types leaderships (transformational and transactional) is. Although there is one of dominant style between both styles of leadership but they can complete each other. Where appropriate leadership style is a style that can maximize productivity, performance, job satisfaction, growth, and easily adapts to all situations (Rival, 2009).

T test results show, for the transformational leadership style gained a significance value of $0.009 < 0.05$. This suggests that there is a significant effect between transformational leadership styles of head room to increase the performance of the nurse executive in inpatient wards PKU Bantul Muhammadiyah. The higher support transformational leadership style, the higher the performance of the nurse executive. Burns 1997 in Yulk (2009) describes transformational leadership giving each other positive value "leaders and followers raise one another to the level of morality and self-motivation is higher".

Transactional leadership style gained a significance value of $0.386 > 0.05$. Means that was not significant between transactional leadership style of first level manager the performance of associate nurse in inpatient wards PKU Bantul Muhammadiyah. The study is in line with research conducted Munawaroh (2011), where the effect was not significant between transactional leadership style of superiors to subordinates.

Research Paracha, Qamar *et al* (2012) is contrast to the results of this study, which found that the results are more significant transformational leadership style than the style of transactional leadership in enhancing the performance of subordinates. Possibility it was caused by factors different cultures, different jobs, and others.

Conclusions and Suggestion

In conclusions, transformational leadership can be increase performance of associate nurse. So, suggestion for any first level manager to practiced transformational leadership in their room.

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