

THE INFLUENCE OF LEADERSHIP STYLE ON EMPLOYEE DISCIPLINE IN WIYUNG SEJAHTERA HOSPITAL

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ABSTRAK

Introduction: The quality of health services is an important aspect that determines the success of a hospital. Through performance, the role of human resources determines the success of a hospital. Efforts to determine employee performance need to be performed, one of which is by measuring employee discipline. The application of employee discipline is related to the role of the leader in directing his subordinates. The way leaders lead their subordinates is reflected in the leadership style applied. This study aimed to determine leadership style applied in Wiyung Sejahtera Hospital and its effect on the level of employee work discipline. **Methods:** This was a quantitative study with analytic observational research design. This study involved 80 employees working in Wiyung Sejahtera Hospital as a sample. All of the samples met the inclusion criteria as respondents. The independent variable in this research is leadership style and the dependent variable is the level of employee work discipline. Data were obtained through survey with questionnaire aids. **Result:** The results showed 31.25% of the leadership styles applied by the head of the unit was directive leadership styles. The results of the linear regression effect test indicate that the significance value was $\alpha < 0.000 < 0.1$. The results of the linear regression analysis showed that leadership style had a regression coefficient of 0.311. **Conclusion:** In conclusion, leadership style applied has an effect of 90.9% on the level of employee work discipline.

Keywords: leadership style, work discipline, hospital

INTRODUCTION

As the driving force of an organization, employees determine an organization's achievements. Optimal employee performance can increase organizational opportunities in achieving goals. The role of a leader in an organization is important for employees to carry out all matters related to the survival of an organization (Fajrin and Susilo, 2018). A leader - as an employee mobilizer - will implement several methods appropriate to the situation and conditions to influence the behavior of other employees (Jamaludin, 2017). This is called leadership style. In essence, leaders can apply more than one leadership style. Different task demands, leader characteristics and subordinate characteristics can determine the choice of leadership style to be used.

As a capital-intensive and labor-intensive health service facility, hospitals need employees with optimal performance. Wiyung Sejahtera Hospital is a type C hospital located in West Surabaya. The location of Wiyung Sejahtera Hospital is close to some housing which has the potential to be a place of treatment for the surrounding community and is a reference for several health centers around it. As a health facility, Wiyung Sejahtera Hospital has implemented a performance appraisal as a form of supervision of employee performance. Performance shows the role of employees in doing work that is reflected in the attitudes and work behavior of employees (Setiawan, 2015). Performance appraisal is carried out routinely for once every semester. Indicators used in the performance appraisal include work time discipline, friendliness and responsibility. In each assessment indicator, discipline in

working hours has the highest weighting among the 2 other indicators. The weighting of disciplinary indicators in working time contributes 35% of the effect on employee performance appraisal results. The weighting is conducted based on internal considerations of hospital management. Procedures for appraisal performance appraisal are carried out through 3 methods including assessment by a random colleague, assessment by the head of the unit, assessment of subordinates and an assessment of the punctuality of coming and coming home from work based on a finger print attendance recap. The assessment method used is often referred to as the 360 assessment (Satlita, Yanuardi and Ahdiyana, 2015). This is performed to reduce the subjectivity of the assessment. The Performance Appraisal Results Method shows the following results:

Table 1. Result of Employee Performance Appraisal at Wiyung Sejahtera Hospital in 2018

Indicator	Score		Total
	Achieved	Not achieved	
	%	%	%
Punctuation	49.42	50.58	100
Friendliness	98.07	1.93	100
Job responsibilities	97.3	2.7	100

Based on Table 1, punctuation indicator has the highest percentage of 50.58%. This percentage shows the number of employees who did not reach the standard assessment score. Friendliness is an indicator that has the highest percentage of 98.07%. It shows the number of employees who can achieve the minimum score set. In conclusion, 50.58% of employees did not reach the score on the indicator of work time discipline. Therefore, an evaluation related to this issue needs to be carried out.

Punctuality is assessed based on employee attendance recap through finger print. Based on work units, employee lateness occurs in all work units of Wiyung Sejahtera Hospital. This is experienced by almost all unit heads and staff. Lateness of unit head should be minimized as a leader; the unit head should be able to set an example for his staff. Achievement of employee scores on indicator of punctuality needs attention from every level of management. Unit head as the firstline manager has a closer relationship with subordinates as executors. Therefore, the role and position of the head of the unit needs to be optimized to improve the performance of subordinates.

The success of a leader influences the performance of its members (Khairizah, Noor and Suprpto, 2017). This refers to employee work performance as measured by standards or assessment criteria set by the organization. This is explained in Path Goal Theory that employee behavior and attitudes impact on the rewards to be received. Rewards can be received if an employee shows a good performance, one of which can be measured by the attitude of motivation in employees who will improve performance, one of them through work discipline. Path-goal theory focuses on the way a leader directs the expectations of subordinates and influences the motivation of subordinates on effective performance to get rewards in accordance with the expectations of subordinates (House, 1975). There are two main points in Path-Goal Theory, they are leader's focus in directing the expectations and motivations of subordinates to the performance and the assumption that leader's behavior is motivation for subordinates.

There are four types of leadership styles based on Path-Goal Theory including directive, participatory, supportive and achievement leadership styles. Suitability in the application of leadership style shown by leaders can affect the perception of subordinates to obey or even not obey the leader. Therefore, considerations in the

selection of leadership styles need to be adjusted to the work environment and organizational culture in the workplace. This is because the harmonized leadership style and organizational culture can improve employee performance (Muhajir, 2014).

Based on the description, a leader has an important role in employee performance. In addition, it is necessary to improve employee performance, especially in punctuality. Therefore, the author examined the influence of leadership style on the level of work discipline at Wiyung Sejahtera Hospital. This study aimed to determine the leadership style that has been applied in Wiyung Sejahtera Hospital and an analysis of the influence of leadership style on the level of employee work discipline.

METHODS

This was a quantitative research with an analytic observational research design. Based on the time of data collection, this was a cross sectional study because the data collection was performed once. The population in this study was all 251 employees in each work unit at Wiyung Sejahtera Hospital in Surabaya. Sampling technique was proportional random sampling – a technique that calculates sample calculation based on the number of members in each work unit divided by the total number of samples needed. The results of the calculation resulted in 72 samples. To facilitate the research, the sample in this study was completed into 80 respondents divided proportionally to the 14 work units studied. The work unit under study was a unit led directly by the head of the unit instead of the section head. The selection of work units was based on HRD recommendations because there were some work units that were not allowed to be examined. The study was conducted in work units which were mostly under the

auspices of the service department. These were pharmaceutical unit, laboratory unit, radiology unit, nutrition unit, medical record unit, ICU nursing unit, emergency unit nursing, midwifery unit, NICU nursing unit, specialist poly unit, blue 2 inpatient unit, blue inpatient unit 3 and pink inpatient units. Analysis was done at the individual level.

There were several inclusion criteria for respondents as sample. First, employees who are in work units at the Wiyung Sejahtera Hospital in Surabaya who do not have structural positions as unit heads, section heads or other managerial sections. Second, respondents are employees with minimum work period of 3 months when the research is conducted. Third, the employees studied are part of the unit directly led by the head of the unit who does not hold concurrent positions as head of the division or other unit heads.

The study was conducted at Wiyung Sejahtera Hospital. The research location is near two competing hospitals. The inaccessibility of performance appraisal indicators by half of the study population led to the study. Retrieval of data for research conducted in May-June 2019 at the end of the employee work shift.

Independent variable in this study was leadership style, while the dependent variable was the level of work discipline. Data collection was conducted through surveys with questionnaire tools. The number of question items on the questionnaire used was 44 items consisting of 28 items of leadership style questions and 16 items of work discipline level questions. Data analysis technique used to determine the effect of leadership style on the level of work discipline was the analysis of linear regression test. Regression test results produce simple linear regression equation models. To facilitate and provide an overview of this research, a conceptual framework was created. Below is the research concept framework:

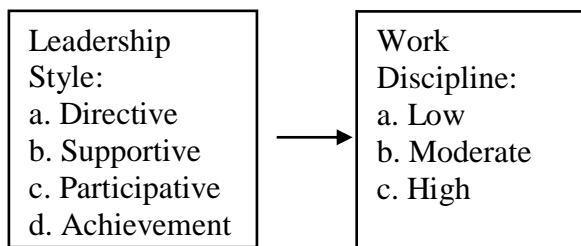


Figure 1. Research Conceptual Framework

Leadership style was a method used by the unit head to give orders, advice, motivation, and make decisions related to work in achieving organizational goals. The leadership style referred to in this study is the directive, supportive, participative and achievement leadership style. Indicators of measurement of leadership style used were the behavior of the head of the unit, the relationship between the head of the unit and subordinates, the way the head of the unit makes decisions, and how the boss reaches his goals (Hilda, 2016). Measurements were made by assigning a score according to a Likert scale of 1 to 5 with the provisions that the answers are never, rarely, sometimes, often, always. The scores obtained were then summed and averaged for each leadership style. The average value of the highest leadership style was determined to be the leadership style. It is the leadership style trend that is applied by the head of the unit.

Work discipline is a form of subordinate action resulting from the arising of a desire within oneself to comply or not comply with regulations that apply in the workplace (Astutik, 2016). It was measured based on indicators of timeliness, compliance with regulations, work responsibilities, and the implementation of duties and obligations. Measurements were taken by respondents by rating 1 to 5 with the provisions that the answers were never, rarely, sometimes, often, always. The results of the assessment were then categorized as low, medium, high. The category for work discipline level variable is divided into low if the respondent's value $X < 37.33$, moderate if the respondent's value is $37.33 \leq X \leq 58.67$, and high if the

respondent's value $X > 58.67$. This research was ethical and obtained an ethical certificate issued by the Faculty of Dentistry, Airlangga University. The ethics certificate number for this study is 287 / HRECC.FODM / V / 2019.

RESULT

General description of RS Wiyung Sejahtera

Wiyung Sejahtera Hospital is a type C public hospital located in West Surabaya. This hospital has been established since July 1, 1995. This was previously a clinic under the name of Wiyung Sejahtera Public Clinic under the auspices of the Wiyung Sejahtera Foundation. In 1997 the Wiyung Sejahtera General Clinic made additional service facilities such as dental treatment facilities, maternity home services and BKIA services (maternal and child welfare centers). In 1998, the Wiyung Sejahtera Clinic completed its service facilities by opening a drug room (pharmacy) service and specialist services, namely by organizing practical doctor services together with specialist doctors.

In 2004 the Wiyung Sejahtera Foundation had the intent and purpose of legalizing clinical business entities with legal strength and legal aspects. After experiencing rapid development and growth, on August 9, 2005 the Wiyung Sejahtera Clinic changed its status to a General Hospital. This then required Wiyung Sejahtera Hospital to experience changes, especially in the needs of human resources. The formation of a new organizational structure was carried out to support the running of health services provided.

The development of Wiyung Sejahtera Hospital has progressed from year to year. It is undeniable that the policy regarding tiered referral for BPJS patients is driving the increase in patients at Wiyung Sejahtera Hospital. In order to stay afloat as a referral health facility, attention to the quality of service needs attention. The management of Wiyung Sejahtera Hospital

is aware of this so that it conducts performance appraisals for employees, supervises quality indicators, conducts training employees and managing patient complaints.

As a health care facility, Wiyung Sejahter Hospital is aware of the risks that may occur to employees and patients. Therefore, SOP is created for every work to be performed. Regulations and policies have been implemented to regulate employees and improve hospital quality. Employee participation in complying with existing regulations is needed as a form of work discipline behavior. Employee work discipline affects hospital quality and employee performance.

Characteristics of Respondents

Respondents in this study were spread across 14 work units in Wiyung Sejahtera Hospital with a sample of 80 respondents. Data on the characteristics of respondents obtained from filling out the questionnaire. Characteristics of respondents were all things that were attached to respondents. In this study, the characteristics of respondents described the distribution of respondents including gender, age, education and years of service. Research respondents were employees who meet the research inclusion criteria.

Characteristics of Respondents by Gender

Gender is the physical form of the respondent that was seen during the study. The following table shows the characteristics of respondents by gender:

Table 2. Respondent Characteristics by Gender

Sex	N	%
Male	15	18.75
Female	65	81.25
Total	80	100.0

Based on Table 2, the majority (81.25%) of respondents were female.

Characteristics of Respondents by Age

Age refers to the age of respondent's age from birth to the day he filled out the research questionnaire. It is shown in the following table. Based on Table 3, the majority (80%) of respondents were in the age range of 21-30 years.

Table 3. Characteristics of Respondents by Age

Age	n	%
21-30 yr	64	80
31-40 yr	12	15
41-50 yr	4	5
>50 yr	0	0
Total	80	100

Characteristics of Respondents by Education

Education refers to the last formal education taken by respondents to the time this research was conducted. It is listed as follows.

Table 4. Characteristics of Respondents by Education

Education	n	%
Junior High	0	0.0
Senior High	13	16.25
D3	54	67.50
Undergraduate	13	16.26
Total	80	100.0

Based on Table 4, the majority (67.50%) of respondents were D3 graduates.

Characteristics of Respondents based on Years of Service

The characteristics of the respondents based on years of service are shown in the following table:

Table 5. Characteristics of Respondents Based on Years of Service

Years of service	N	%
>3 months	17	21.25
>1 year	23	28.75
3 years	13	16.25
>3 years	27	33.75
Total	80	100.0

Work period refers to the first day the respondent worked at Wiyung Sejahtera Hospital until the research was conducted. Based on Table 5, the respondent's years of service were varies but was dominated by respondents with a service life of more than 3 years (33.75%) of total respondents. Respondents with 3 years of service had a smaller number (16.25%) of the total respondents.

Leadership Style

Measurement of leadership style is measured in each work unit of Wiyung Sejahtera Hospital. Respondents assess the tendency of leadership style applied by the head of the unit. The leadership style applied by each work unit in Wiyung Sejahtera Hospital can be different in each unit. That is because the differences in the duties and functions of each unit so that there is an adjustment in the leadership of the unit head in directing his staff. The subordinate's perspective in interpreting orders, advice, and policy making can cause differences in the assessment of leadership styles (Triyono, 2016). The following are the leadership styles that are applied to each work unit according to staff perception:

Table 6. Identification of Leadership Styles

Leadership Style	n	%
Directive	25	31.25
Supportive	18	22.50
Participative	21	26.25
Achievement	16	20.00
Total	80	100

Based on Table 6, directive leadership style had the highest percentage (31.25%) compared to other leadership styles. Supportive, participative and achievement leadership styles had almost the same percentage. Thus, shows that the head of the unit at Wiyung Sejahtera Hospital tended to apply directive leadership style. The supportive, participative and achievement leadership style had the almost the same percentage.

Employee Discipline Level

Work discipline is one of the things that must be realized by employees as a form of compliance with the rules that apply in the workplace. Employee work discipline shows the ability and willingness of employees to comply with applicable work regulations. The success of the leader in directing subordinates will increase work discipline. The direction given by the leader will cause motivation for the employee and affect his behavior. Wiyung Sejahtera Hospital makes discipline as an indicator of performance appraisal. The operational definition of discipline used in Wiyung Sejahtera Hospital in performance appraisal is discipline at work time, namely the punctuality of employees coming and going home from works. In this study, the operational definition of work discipline was a form of subordinates' action resulting from a desire within one self to comply or not comply with the regulations that apply to the work place. The results of measurements of employee work discipline were carried out to determine the employee work discipline level. Measurements were made by self-assessment. Categorization measurement of the level of employee work discipline compared to normative conditions that should occur.

Based on Table 7 employees work discipline level at Wiyung Sejahtera Hospital was low. This shows that employees have known the work rules that apply and tried to obey these rules. As many as 78.75% of employees had a high level of work discipline. This shows that the

employee has realized and is willing to obey the applicable rules. On the other hand, 21.25% of employees had a moderate level of work discipline. This needs to be a concern so that employees can increase the level of work discipline. The following are the results of measurements of employee work discipline:

Table 7. Work Discipline Level

Work Level	Discipline	n	%
Low		0	0.0
Moderate		17	21.25
High		63	78.75

Work Level	Discipline	n	%
Total		80	100

The Effect of Leadership Style on Work Discipline Level

The description of leadership style and level of discipline is shown in Tables 6 and 7. To find out the relationship of leadership style with the level of work discipline, making cross tabulation between the two variables is done. Here are the results of the cross tabulation of leadership style variables with work discipline level variables.

Table 8. Cross Tabulation of Leadership Styles and Employee Discipline Level

Leadership Style	Work Discipline Level						Total		Sig.
	High		Moderate		Low		N	%	
	n	%	n	%	n	%			
Direktive	24	88.9	3	11.1	0	0	27	100	0,000
Supportive	14	87.5	2	14.2	0	0	16	100	
Partisipative	10	50	10	50	0	0	20	100	
Achievement	15	88.2	2	11.7	0	0	17	100	

Table 8 shows the relationship between leadership style and employee's work discipline. Respondents with unit heads who had directive leadership style (88.9%), achievement (88.2%) and supportive (87.5%) had a high level of work discipline. Employees with leadership who apply the participative leadership style (50%) had the lowest percentage of employees with high levels of work discipline. Employees with the highest level of work discipline were owned by employees with unit heads who tend to apply the participative leadership style (50%), while the level of work discipline was moderate for employees with unit heads who apply supportive leadership styles (14.2%), directives (11.1%), achievement (11.7%) had a nearly equal percentage. In participative leadership style, the level of work discipline was high (50%) and the level of work discipline was moderate (50%) which was balanced.

Statistical tests were conducted to determine the effect of leadership style on the level of work discipline. The results of statistical tests using data processing software show that the t-statistic value was more than the t-count of 17.224, more than 1.664. The significance value of 0.00 was less than 0.1. This shows that the leadership style influences the level of employee work discipline. Linear regression analysis was done to find out how much influence the leadership style has on the level of work discipline. The results of linear regression analysis yielded the equation $Y = 4.294 + 0.496X$. The coefficient of determination R showed a value of 0.890 while R^2 indicated a value of 0.792. Based on these results it can be seen that there is a strong relationship between leadership style and work discipline because the value of R was close to 1.

Based on the value of R^2 leadership style affected the level of discipline by 79.2%

while 20.8% was influenced by other variables outside the model. The dependent variable of the level of work discipline is symbolized by Y, while the independent variable is symbolized by X. In the equation the leadership style provides a positive influence on the level of work discipline. When the leadership style increased, the level of work discipline also increased by 0.496 assuming other variables were considered constant or had a value equal to 0.

DISCUSSION

Leadership style

Leadership Style is defined as a way and effort made by leaders in influencing subordinates to achieve organizational goals through performance (Kurniawan, 2018). Another opinion stated that leadership style is a tool on managerial aspects that can be used by leaders to manage the organization's human resources (Muttaqin, Mukzam and Mayowan, 2016). There are several figures that describe the type of leadership style. House (1975) explained that there are four types of leadership styles based on path-goal theory including directive, supportive, participative and achievement leadership.

Directive leadership style is a way for leaders to direct their subordinates by giving orders or specific tasks to their subordinates, making important decisions and being involved in their implementation (Yulistian, Astuti and Utami, 2013). This leadership style is also called the authoritarian leadership style. This is because the leader becomes the center of information and decision making. Communication in this leadership style tends to go in one direction and does not provide subordinates the opportunity to express opinions. Based on the results of the study, directive leadership style is the most leadership style applied by the head of the unit (31.25%) according to the evaluation of his subordinates. The application of directive leadership style is adjusted by the tasks carried out by the unit. high-risk tasks

that require a high level of accuracy. Unit heads tend to stick to the existing regulations and often provide direction to minimize errors. In addition, this leadership style will be effectively applied if the leader has subordinates who are less independent in carrying out the task.

Supportive leadership style is the attitude of leaders with kinship and considers subordinates to be equal to him (Ridho, 2014). Leaders with supportive leadership styles tend to be easy to find and easier to discuss. Communication between leaders and subordinates tends to go both ways if the relationship between leader and unit head is harmonious. The results showed that 22.50% of respondents rated the head of the unit implementing a supportive leadership style. Head of work units that tend to apply supportive leadership style are specialist poly and IPS units. Specialist poly unit consists of several specialist poly staffs consisting of doctors and nurses. Here, there is no visible difference in treatment between staff, yet there is still mutual respect for the profession of each staff. IPS Unit (Facility Maintenance Installation) consists of hospital technicians and cleaning service personnel. Differences in educational and professional backgrounds in the two units make the head of the unit implement intense communication to unite his staffs.

Participatory leadership style is a way for leaders to involve subordinates' participation in decision making related to shared interests and organizational goals (Cote, 2017). The results showed that based on respondents' assessment, 26.25% of unit heads adopted this leadership style. Work units with a tendency for participatory leadership style are medical record units, radiology units, and nutrition units. Tasks carried out in these units require accuracy and are related to other units. Based on the hospital structure, the three units are supporting service units, so that in carrying out their duties requires integration with other work units. In carrying out their duties, if there are obstacles, the head of the

unit in the work unit will requests advice from his staff. In addition, the head of the unit creates a family atmosphere with his staff. This shows that the head of the unit believes in the abilities of subordinates, especially during problem solving, even though the final decision is made by the unit head.

Achievement leadership style is the way leaders lead subordinates with a focus on achieving work goals and efforts to improve employee performance (Cote, 2017). The application of the achievement leadership style encourages competition among employees because the head of the unit will conduct his own assessment of the performance of his staff. Unit heads tend to be more careful in supervising the work of their staff. Achievement leadership style is appropriate for employees who have high motivation and high expectations in the workplace organization. Inpatient leadership style is suitable to be applied in the inpatient unit if the employees in the unit already have independence in carrying out their work. That is because the inpatient unit as one of the determinants of BOR, ALOS, TOI, GDR and NDR as indicators of the quality of hospital services.

Work Discipline Level

The level of employee discipline shows the willingness and ability of employees to comply with the rules and values that apply to the organization of work (Tyas and Sunuharyo, 2018). The attitude of employees who obey the rules at work shows that they are aware of something that is forbidden and allowed to be done. Hospitals as health service providers have many risks for employees and patients. As an effort to prevent the risks that occur as well as an effort to meet the needs of employees, it needs to be emphasized to apply high standards of work discipline.

The results of the study at Wiyung Sejahtera Hospital showed that there were 17 respondents with a moderate level of discipline and 63 respondents with a high

level of discipline. This shows that employees are aware of the rules and have tried to obey and implement these regulations. Work discipline can arise from self-will and the commands of others (Jatilaksono and Indartono, 2016). The work environment will have an influence on employee discipline. Leaders and coworkers can act as motivators to create work discipline by giving good examples, giving advice and reprimands if subordinates and coworkers with deviant behavior.

The Effect of Leadership Style on Employee Discipline Level

Based on the results of the study, leadership style had an influence on the level of employee work discipline with a significance α of 0,000 < 0.1 and a regression coefficient of 0.311. Leadership style affected the level of work discipline by 31.1%. This is consistent with research conducted by (Gurning, 2013) that leadership style influences the level of employee work discipline. Research conducted by Ariyani (2016) and (Liyas, 2017) showed that leadership style has a positive and significant effect on employee performance. The results of this study are also in line with the statement of (Gibson et al., 2006) that leadership style is part of organizational factors that affect employee performance based on one indicator of work discipline.

Leadership style can be used as a tool to direct employees towards organizational goals. Because it is a tool, every leader has a difference in the application of leadership style based on the situation and conditions. The statement is in accordance with the assumption in the Path Goal Theory that leaders are flexible in choosing leadership styles that are applied according to the situation and conditions (Ridho, 2014). The results of this study indicate that based on staff assessment, the type of leadership style most widely used by unit heads was the directive leadership style. The choice of leadership style shows

the effectiveness of the unit head in leading his staff. Leadership effectiveness depends on how well the leader can provide guidance, motivation, support to achieve the goals and work satisfaction of subordinates (Ma'ruf, 2014). Other research on the influence of each leadership style on discipline showed that there is a positive influence on participative leadership style and delegative leadership style, while authoritarian leadership style shows negative influence (Pratama and Fakhri, 2017).

A leader has an important role as a mobilizer of human resources in an organization. A leader's duty is not only to direct the behavior of subordinates but also as a counselor, instructor, meeting leader, decision maker, as well as delegating authority (Yesi, 2017). Hospitals as industries that are capital, labor intensive and problem intensive require leaders who are able to direct employees to provide quality services in accordance with the hospital's targets ((Putranti and Suparmi, 2016).

The reliability of a leader in choosing a leadership style supports the leader in carrying out his role as a mobilizer. Leadership style towards subordinates is an extrinsic factor. When the attitudes and behaviors of leaders are considered in accordance with the character of subordinates, it is easier for leaders to influence subordinates (Ramadhany, 2017).

CONCLUSION

Most respondents in this study were female with an age range of 21-30 years. Most respondents had a D3 educational background with a work period of more than 3 years. The results showed that the leadership style that tends to be applied by the head of the unit at Wiyung Sejahtera Hospital is directive leadership style. Employees who have a high level of work discipline are employees led by the head of the unit by applying directive, supportive, and achievement leadership styles. The

leadership style variable is proven to have an influence and is significant on the level of employee work discipline. The influence of leadership style is 79.2% on the level of employee work discipline while the rest is influenced by variables beyond the model.

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