

# Comparative Study Leadership Style and Organizational Culture with the Performance of Nurse RSAD, RSAL, and RSAU at Jakarta

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**Keywords:** Leadership Style, Organizational Culture, Work of Nurse Performance.

**Abstract:** The key point in improving the quality of health care is the officer who has a high performance. The strong organizational culture it will create with staff nursing performance in patient ward. The best performance is reflected through the quality nursing care in hospital. The else organizational culture, which is one factors that can increase the nurse's work performance is predicted to be contributed by leadership style of head nurse. The purpose of this study is to compare the influence of leadership styles consisting of authoritarianism, democracy and laissez faire and organizational culture on the performance of implementing nurses inpatient room at RSAD M Ridwan Meureuksa, RSAL Mintohardjo and RSAU Dr. Esnawan Antariksa Hospital. The study design was a cross sectional descriptive approach to 186 inpatient nurses with the method of simple random proportions for each hospital and cluster sampling in each room. The inclusion criteria for this study were nurses who were inpatients, at least 1 year of work. The instrument used is a questionnaire compiled based on elements of leadership style, organizational culture, and performance. The results of validity and reliability test found all statements in the valid questionnaire (0.411-0.603) and reliable (0.837). In analyzes the research with univariate, bivariate and multivariate, analysis bivariate using chi square and multivariate using multiple logistic regression. The Results of univariate analyzes described Authoritarian, Democratic, and Laissez Faire Leadership styles in RSAD, RSAL, and RSAU are low. The organizational culture in RSAD is balanced between a weak and strong organizational culture, in RSAL and RSAU it is weak. The performance of the implementing nurses at the RSAD is balanced between good performance and poor performance, while the performance of the implementing nurses at RSAL and RSAU is lacking, Age, Gender, Duration of Work, Education Level, Staffing Status, Authoritarian leadership style, Laissez Faire is a variable that does not have a meaningful relationship to performance, Whereas the democratic leadership style, and organizational culture are variables that have a meaningful relationship to performance, Conclusion: The variables that most influence the work of nurse performance are organizational culture.

## 1 INTRODUCTION

Nursing has an important role in maintaining the quality of health services and has a composition of 50% of the workforce structure in the hospital. This composition makes nurses a profession that has an important duty to maintain the quality of health services in hospitals. This is supported by Aditama's opinion, in a study (Setyawati 2010) which states that one of the standards for evaluating hospital services is the involvement of nurses to improve the quality of health services in hospitals by ensuring the availability of quality nursing care. Increasing

the performance of the organization / hospital is very dependent on the performance of individuals (nurses). If the individual's performance is good then it is likely that the organization's performance is also good, external factors that affect performance such: facilities, leaders, wages, work schedules, workloads, areas of practice and supervision, and social security. Leadership is an important element in an organization, both business, education, political, religious and social organizations. Because in the interaction process to achieve goals, members of an organization need someone who can coordinate, direct, and facilitate these people to

achieve goals, both individual goals and organizational goals. Without the leadership of an organization there are only a number of people who have a machine that is confused (Ricardo, 2017).

Leadership is ability, process, and art. This refers to an activity or activity that must be done to influence other people to behave in a certain way. Art means ways, methods, or strategies to influence to get participation (Badeni, 2014). Research related to leadership and organizational culture with the performance of nurses and midwives at Siti Mariam Islamic Hospital in Manado City, that there is no leadership relationship with the performance of nurses and midwives at Siti Mariam Islamic Hospital in Manado City and there is a relationship between organizational culture and nurse and midwife performance in RS Islam Siti Mariam Kota Manado (Darampalo, 2015).

Organizational culture and leadership in military organizations have their own characteristics. Where these characteristics as well as the identity of the **INDONESIAN NATIONAL ARMY**, namely the *sapta* clan and the oath of warriors include military professionalism, defending the truth, honesty and justice, holding fast to discipline, obedient and obedient to leadership (loyalty), did not deny orders and decisions (Mulyatiningsih, 2013).

RSAU dr. Esnawan Antariksa, RS type II, belongs to the Air Force, with a capacity of 138 beds with an average BOR of 64%. The number of implementing nurses is 115 people. RSAU dr. Esnawan Antariksa has been fully accredited in 2015 (Mulyatiningsih, 2018). The vision of RSAU dr. Esnawan Antariksa Jakarta is to become a leading hospital in the field of aviation health, health services, and the development of aerial health. With the Motto of Smiles - Greetings – Say hello - Polite - Touch (Profile of RSAU Dr. Esnawan Antariksa, 2018).

RSAL dr. Mintohardjo is a Level II Education, the composition of nurses working for RSAL dr. Mintohardjo's as many as 171 people, Dr. RSAL Dr. Mintohardjo has a Vision to be a superior Navy hospital in the western region in Health, subject, education and research, especially the health of the sea. With the motto "More Caring and Reliable" (Profile of RSAL 2018).

RSAD M. Ridwan Meuraksa is a Level II Hospital within the Kodam Jaya Indonesian National Army. RSAD M. Ridwan Meuraksa has an inpatient care room capacity of 9 rooms with 64 nursing staff with various educational backgrounds, RSAD M. Ridwan Meuraksa's vision is to become a mainstay hospital for Indonesian National Army personnel -

the Army and their families in the Kodam Jaya neighborhood and the community with the motto "e - spirit" namely Empathy, Solid, Professional, FAITH, Friendly, Beautiful, Orderly (Profile M. Ridwan Meureksa Hospital, 2018).

## 2 METHODS

This study used a descriptive analytical design with cross sectional cross sectional approach, which was carried out on a group of nurses working in military hospitals from 3 (three) Indonesian national army dimensions / characteristics in Jakarta. The aim was to obtain the most influential description and factors regarding the leadership style and organizational culture on the performance of implementing nurses in RSAU, RSAL and RSAD hospitals in Jakarta.

Data analysis uses univariate, bivariate and multivariate analysis. The population in this study were all inpatient nurses in RSAU, RSAL, and RSAD. The sample in this study amounted to 186 nurses from 350 nurses from 3 (three) hospitals. The sampling method uses simple random proportions for each hospital, while the distribution of samples for each room uses cluster sampling.

The sample inclusion criteria in this study were:

- 1) Implementing nurses working in the inpatient room of RSAU Dr. Esnawan Antariksa, RSAL Dr. Mintohardjo and RSAD M. Ridwan Meureksa,
- 2) Minimum level of Nursing Diploma III education,
- 3) Status as a permanent employee of the Hospital,
- 4) Minimum work period of 1 year,
- 5) Current nurse nurse serving in inpatient units not nurses on duty in outpatient care,
- 6) Implementing nurses who are not sick, maternity leave or childbirth, continuing education or attending training,
- 7) Willing to be a respondent

## 3 RESULTS

Based on Table 1, the age of nurses in three hospitals on average is productive age, in RSAD M. Ridwan Meureksa is 23 - 53 years, RSAL Dr. Mintohardjo 21-56 years old, RSAU Dr. Esnawan Antariksa 20 - 48 years. The average age of nurses at RSAD M. Ridwan Meureksa is 30.98 to 37.08 years, at RSAL Dr. Mintohardjo 33.98 to 37.23 years, and at RSAU Dr. Esnawan Antariksa 31.62 to 35.04 years.

### A. Univariate Analysis

#### 1. Characteristics of Respondents

Table 1: Average Distribution by Age and Length of Work at RSAD (n = 34), RSAL (n = 91), RSAU (n = 61) in 2018.

Variable	Name Hospital	Median	Min-Max	CI
Age (Years)	RSAD	32.50	23-53	30.98 – 37.08
	RSAL	36.00	21-56	33.98 – 37.23
	RSAU	34.00	20-48	31.62 – 35.04
Length of Work	RSAD	9.000	1-32	6.711 – 12.78
	RSAL	12.00	1-30	10.45 – 13.71
	RSAU	9.000	1-27	8.168 - 11.78

The results of the analysis of the length of work of the nurse nurses in three hospitals were obtained at RSAD M. Ridwan Meureksa for 9 years, RSAL dr. Mintohardjo 12 years, and RSAU dr. Esnawan Antariksa 9 years. The lowest and longest working time analysis in each hospital was at RSAD M. Ridwan Meureksa the lowest length of work was 1 year and the longest was 32 years, at RSAL Dr. Mintohardjo worked for the lowest 1 year and the longest was 30 years, and at RSAU, dr. Esnawan Antariksa has the lowest working period of 1 year and the longest is 27 years.

Table 2: Distribution of respondents according to Gender, Education Level, and Staffing Status at RSAD, RSAL, and RSAU in 2018.

Variable	Name of Hospital					
	RSAD		RSAL		RSAU	
	F	%	F	%	F	%
<b>Gender</b>						
Man	8	23.5	11	12.1	10	16.4
Women	26	76.5	80	87.9	51	83.6
<b>Total</b>	34	100	91	100	61	100
<b>Education Level</b>						
Diploma	27	79.4	85	93.4	55	90.2
Ners	7	20.6	6	6.6	6	9.8
<b>Total</b>	34	100	91	100	61	100
<b>Staffing Status</b>						
Honor	12	35.3	29	31.9	19	31.1
Civil Servant	19	55.9	58	63.7	34	55.7
Military	3	8.8	4	4.4	8	13.1
<b>Total</b>	34	100	91	100	61	100

Table 2 above shows that from the 3 (three) Hospitals most of the respondents were female, at the RSUD M. Ridwan Meureksa (76.5%), RSAL Dr. Mintohardjo (87.9%), and at RSAU Dr. Esnawan Antariksa (83.6%), based on the level of education of most of the respondents from the 3 (three) Hospitals, they were educated Diploma nursing, at RSUD M. Ridwan Meureksa (79.4%), RSAL Dr. Mintohardjo (93.4%), and at RSAU Dr. Esnawan Antariksa (90.2%), based on employment status, most of them are civil servants with a

percentage in RSAD M. Ridwan Meureksa (55.9%), RSAL Dr. Mintohardjo (63.7%), and at RSAU Dr. Esnawan Antariksa (55.7%).

## 2. Leadership Style

Table 3: Frequency Distribution Based on the leadership style of the inpatient head at RSAD, RSAL, and RSAU 2018.

Variable	Name of Hospital					
	RSAD		RSAL		RSAU	
	F	%	F	%	F	%
<b>Authoritaria</b>						
n						
Low	21	61.8	46	50.5	31	50.8
High	13	38.2	45	49.5	30	49.2
<b>Total</b>	34	100	91	100	61	100
<b>Democracy</b>						
Low	18	52.9	48	52.7	33	54.1
High	16	47.1	43	47.3	28	45.9
<b>Total</b>	34	100	91	100	61	100
<b>Laissez Faire</b>						
Low	19	55.9	49	53.8	31	50.8
High	15	44.1	42	46.2	30	49.2
<b>Total</b>	34	100	91	100	61	100

The results of the analysis in Table 5.3 above show that the perceptions of implementing nurses about Authoritarian leadership style in 3 (three) hospitals were low in RSAD M. Ridwan Meureksa (61.8%), RSAL Dr. Mintohardjo (50.5%), RSAU Dr. Esnawan Antariksa (50.8), as well as the style of democratic leadership in all hospitals is low, in RSAD M. Ridwan Meureksa (52.9%), RSAL Dr. Mintohardjo (52.7%), RSAU Dr. Esnawan Antariksa (54.1), and Laissez Faire leadership style in all hospitals are low with a percentage in RSAD M. Ridwan Meureksa (55.9%), RSAL Dr. Mintohardjo (53.8%), RSAU Dr. Esnawan Antariksa (50.8%).

## 3. Organizational Culture

Table 4: Frequency Distribution Based on Organizational Culture in RSAD, RSAL, and RSAU 2018.

Variable	Name of Hospital					
	RSAD		RSAL		RSAU	
	F	%	F	%	F	%
<b>Organizational Culture</b>						
Weak	17	50.0	46	50.5	33	54.1
Strong	17	50.0	45	49.5	28	45.9
<b>Total</b>	34	100	91	100	61	100

The results of the analysis in table 4 above show that nurses who perceive organizational culture at RSAD M. Ridwan Meureksa between weak and strong organizational cultures have the same

percentage, namely (50.0%), while the organizational culture at Mintohardjo Hospital is weak (50.5%) and RSAU Dr. Esnawan Antariksa (54.1%) were weak.

#### 4. Nurse's Performance

Table 5: Distribution of Average Performance of Executing Nurses in the Inpatient Room of RSAD, RSAL, RSAU 2018.

Variable	Name of Hospital					
	RSAD		RSAL		RSAU	
<b>Performance</b>	F	%	F	%	F	%
Less	17	50.0	47	51.6	32	52.5
Good	17	50.0	44	48.4	29	47.5
Total	34	100	91	100	61	100

Based on table 5 shows that the performance of each hospital shows in RSAD M. Ridwan Meureuksa good performance and less the same percentage (50.0%), the performance of implementing nurses at RSAL Dr. Mintohardjo (51.6%) and RSAU Dr. Esnawan Antariksa (52.5%) is lacking.

#### B. Bivariate Analysis

##### 1. Relationship between Nurse Characteristics and Nurse Performance

Table 6: Mann Whitney Results Between Age, length of working with Nurse Performance in RSAD, RSAL, RSAU in 2018.

	Age	length of working
Mann-Whitney U	4294.500	4016.500
Wilcoxon W	8389.500	8672.500
Z	-.070	-.829
<b>Asymp. Sig. (2-tailed)</b>	<b>.945</b>	<b>.407</b>

  

	Performance	N	Mean Rank	Sum of Ranks
Age	Less	96	93.77	9001.50
	Well	90	93.22	8389.50
	Total	186		
length of working	Less	96	90.34	8672.50
	Well	90	96.87	8718.50
	Total	186		

Based on the results of the analysis of table 6 above, statistically between age and performance is p value = 0.945 (at  $\alpha = 0.05$ ), meaning that there is no significant relationship between the age of implementing nurses and the performance of nurses in all hospitals RSAD M. Ridwan Meureuksa, RSAL Mintohardjo, and RSAU Dr. Esnawan Antariksa. Furthermore, in the old variable work statistically obtained p value = 0.407 (at  $\alpha = 0.05$ ) or there was no significant relationship between the

average length of work with the performance of nurses implementing at M Ridwan Meureuksa Hospital, RSAL Mintoharjo and RSAU Dr. Esnawan Antariksa.

Table 7: Relationship between Gender, Education Level, and Staffing Status with Nurse Performance in RSAD, RSAL, RSAU.

Independent Variable	Nursing Performance				Total		P
	Less		Good		F	%	
	F	%	F	%			
<b>Education Level</b>							
Diploma	87	52.1	80	7.9	167	100	<b>0.882</b>
Ners	9	47.4	10	2.6	19	100	
<b>Total</b>	<b>96</b>	<b>51.6</b>	<b>90</b>	<b>8.4</b>	<b>186</b>	<b>100</b>	
<b>Gender</b>							
Man	14	48.3	15	1.7	29	100	<b>0.850</b>
Women	82	52.2	75	7.8	157	100	
<b>Total</b>	<b>96</b>	<b>51.6</b>	<b>90</b>	<b>8.4</b>	<b>186</b>	<b>100</b>	
<b>Staffing Status</b>							
Honor	31	51.7	29	8.3	60	100	<b>0.321</b>
Civil Servant	60	54.1	51	5.9	111	100	
Military	5	33.3	10	6.7	15	100	
<b>Total</b>	<b>96</b>	<b>51.6</b>	<b>90</b>	<b>8.4</b>	<b>186</b>	<b>100</b>	

The results of the analysis in table 7 above show that the education of Nursing Diploma shows poorly statistically insignificant performance with p value = 0.882 (at  $\alpha = 0.05$ ), meaning that there is no significant relationship between education and the performance of implementing nurses at RSAD, RSAL, and RSAU.

Based on the analysis of sex relations with the performance of nurse nurses shows that female nurses show poor performance. This difference is statistically insignificant with p value = 0.850 (at  $\alpha = 0.05$ ), meaning that there is no significant relationship between sex and the performance of implementing nurses in RSAD, RSAL, and RSAU.

Military status nurses perform well. This difference is not statistically significant with p value = 0.321 (at  $\alpha = 0.05$ ), meaning that there is no significant relationship between the type of employment status and the performance of nurses in all hospitals in the RSAD, RSAL, and RSAU.

##### 2. Relationship between Leadership Style and Nurse's Performance



Table 8: Relationship between Leadership Style and Nurse Performance in RSAD, RSAL, and RSAU.

Leadership style	Nurse Performance						P value
	Less		Good		Total		
	F	%	F	%	F	%	
<b>Authoritarian</b>							
Low	62	48.4	66	51.6	128	100	<b>0.259</b>
High	34	58.6	24	41.4	58	100	
<b>Total</b>	<b>96</b>	<b>51.6</b>	<b>90</b>	<b>48.4</b>	<b>186</b>	<b>100</b>	
<b>Democracy</b>							
Low	60	60.0	40	40.0	100	100	<b>0.020</b>
High	36	41.9	50	58.1	86	100	
<b>Total</b>	<b>96</b>	<b>51,6</b>	<b>90</b>	<b>48,4</b>	<b>186</b>	<b>100</b>	
<b>Laissez -Faire</b>							
Low	65	54.6	54	45.4	119	100	<b>0.346</b>
High	31	46.3	36	53.7	67	100	
<b>Total</b>	<b>96</b>	<b>51.6</b>	<b>90</b>	<b>48.4</b>	<b>186</b>	<b>100</b>	

The results of the analysis 8 above can be seen The results of the statistical test of the relationship of authoritarian leadership style to nurse performance obtained p value = 0.259 at ( $\alpha = 0.05$ ), meaning there is no significant relationship between authoritarian leadership style and performance of nurses at RSAD, RSAL and RSAU.

The results of the statistical test of democratic leadership style on the performance of nurses implementing p value = 0.020 at ( $\alpha = 0.05$ ), meaning that there is a significant relationship between Democratic leadership style and the performance of implementing nurses in RSAD, RSAL, and RSAU.

While the results of analysis of the Fair Fairness leadership style were obtained by the results of the statistical test obtained p value = 0.346 at ( $\alpha = 0.05$ ), meaning there was no significant relationship between Laissez Faire leadership style and performance of nurses at RSAD, RSAL, and RSAU.

### 3. Relationship of Organizational Culture to the Performance of Implementing Nurses

Table 9: Relationship between Organizational Culture and Performance of Implementing Nurses at RSAD, RSAL Mintohardjo, and RSAU July 2018 (n = 186).

Organizational Culture	Nurse Performance				Total		p value
	Not Good		Good		n	%	
	n	%	n	%			
Low	65	69,1	29	30,9	94	100	<b>0,000</b>
High	31	33,7	61	66,3	92	100	
<b>Total</b>	<b>96</b>	<b>51,6</b>	<b>90</b>	<b>48,4</b>	<b>186</b>	<b>100</b>	

The results of the analysis of table 9 above, statistically the relationship of organizational culture with the performance of implementing nurses is meaningful with p value 0,000 (at  $\alpha = 0.05$ ), meaning there is a significant relationship between

organizational culture and the performance of nurses at RSAD, RSAL, and RSAU.

## C. Multivariate Analysis

### 1. Factors that Most influenced the Performance of Nurses at RSAD, RSAL, and RSAU

Table 10: Results of Logistic Regression Analysis.

	B	S.E.	Sig.	Exp(B)
Organizational Culture	1.484	.314	.000	4.410

The results of multivariate analysis show that the most related variable between leadership style and organizational culture with performance is organizational culture with p value (0,000).

## 4 DISCUSSION

### Characteristics of Respondents

#### 1. Age

The average age of implementing nurses in RSAD, RSAL, and RSAU was 34.57 years, in the productive age. According to Mulyatiningsih (2013) productive age reaches its peak at the age of 30-40 years. The results of the study related to the age of implementing nurses in this study did not show a significant relationship with the performance of implementing nurses in RSAD, RSAL and RSAU.

The results of this study support the results of research conducted by Sari (2009), which states that age is not significantly related to the performance of implementing nurses. This happens because there is no difference between seniors and juniors in carrying out their duties so that it does not significantly affect the performance of nurses in the room, whereas according to Hasibuan in Sari (2009) age will affect one's physical, mental, work ability and responsibility. Employees who are older are of less physical condition, but work hard, have technical and psychological maturity and great responsibility.

#### 2. Gender

The results of this study indicate that the proportion of nurses in RSAD, RSAL and RSAU is female, in this study female nurses tended to have poor performance. Statistically there was no significant relationship between gender and nurse performance in RSAD, RSAL, and RSAU.

According to Robbins (2006) there is no significant difference between gender and

productivity in performance between male and female sexes. Nursing care provided by implementing nurses, is a professional service that uses the capabilities of technical intellectual aspects and the ability to foster interpersonal relationships between nurses and patients that are useful in solving patient problems appropriately so that there are no sex differences between men and women in providing care nursing in patients (Wilkinson, in Sari 2009). Although the results of this study show no significant relationship with the performance of nurses, but to improve performance, nursing managers need to organize a scheduling system mainly related to the presence of women who are on maternity and childbirth leave. The distribution of the proportion of female nurses must be more evenly distributed.

### 3. Education Level

The results showed that the education level of the nursing nurses in RSAD, RSAL, and RSAU was educated in Diploma III Nursing, in fact the performance of nurses educated by DIII had poor performance compared to nurses Ners. Based on further analysis there was no significant relationship between education and performance in RSAD, RSAL, and RSAU.

According to Marquis and Huston (2016) identification of skills and level of education is important for completing work. The higher the level of education is expected the nurse's ability can increase in providing nursing care that has an impact on the performance of nurses. Siagian (2009) reinforces that the higher a person's education, the greater the desire to utilize his knowledge and skills.

The commitment of the Hospital Management in RSAD, RSAL and RSAU is needed for the development of nursing human resources through continuing education and training, the participation of nurses in training programs tailored to the needs of the hospital and the needs of nurses can accelerate the skills improvement process so that benefits can be felt.

### 4. Duration of Work

The results of the study showed that the average length of work of the nurses was 9 years. based on the results of follow-up analysis showed that there was no significant relationship between the length of work and the performance of nurses in RSAD, RSAL, and RSAU.

Robbins (2006) in Mulyatiningsih (2013) explains that old work experience does not necessarily guarantee good performance, because even though a nurse has long work experience and

sufficient skills in carrying out their duties, if not supported by sufficient environment and facilities, the potential of nurses will not have a positive impact on his work.

Researchers argue that the length of service of nurses in the old RSAD, RSAL, and RSAU can cause them to feel bored with their daily work routines, because even though the assignment method that is determined is the method of the team in its implementation, it is still functional. For this reason, the team assignment method needs to be implemented optimally which refers to the ability and expertise associated with the implementation of nursing care, so that the nurse is truly responsible for the patient's care and can optimally provide nursing care. Thus each implementing nurse is actively involved based on their respective capacities, so that work time becomes more effective.

### 5. Staffing Status

The results of the study showed that the staffing status of the nursing nurses at the RSAD, RSAL, and RSAD was civil servants. The results of staffing status analysis with overall performance of military nurses have better performance than PNS and Honor nurses. Based on further analysis there was no significant relationship between employment status and the performance of nurses in RSAD, RSAL, and RSAU

The results of this study are in line with Saefulloh (2012) research that there is no significant relationship between employment status and the performance of implementing nurses. According to Kalempouw (2016) Factors that influence nurse performance found by some researchers relate to external factors such as: work facilities, leadership, rewards, work schedules, workloads, areas of practice and supervision, and social security.

In this study, it was suggested to hospitals to continue to provide the same treatment and not hesitate if they would recruit nurses with non-PNS status. For implementing nurses to maintain good performance.

### Relationship between Leadership Style and Performance of Implementing Nurses

#### 1. Authoritarian

An authoritarian leadership style is where authority and decisions are held more by the head of the room and in giving assignments instructively. Based on the results of the analysis, it was found that most of the nurses' perceptions of authoritarian leadership styles in RSAD, RSAL, and RSAU were low, in accordance with research conducted by Hadi (2003)

that authoritarian leadership styles were commonly applied in the military environment but the fact was that they showed military hospitals lower average, it is possible that there has been a paradigm shift in the military environment where the field methods of nursing managers have changed towards democracy.

## 2. Democracy

Democratic leaders are leaders who delegate their authority extensively, the actions of decisions are always negotiated with subordinates, so that leaders and subordinates work as a team of Rocahyo, (2013). Based on the results of the analysis, it was found that most of the nurses' perceptions of the democratic leadership style in RSAD, RSAL, and RSAU were low, and the results of further analysis that nurses who perceived low head democratic leadership style had poor performance. the relationship between democratic leadership style and the performance RSAD, RSAL and RSAU. The results of this study are in accordance with research from Cahyo, (2013) that the style of democratic leadership has the most dominant influence on employee performance. From this research the researcher concludes that the leadership of the head of the room in a good hospital is a leader who can combine democratic and authoritarian leadership style where the nurse implementer requires close supervision by giving instructions in an emergency situation and really needs to be involved in decision makers in such situations. discipline and work motivation of executive nurses.

## 3. Laissez Faire

Laissez faire leadership style is where the leader only participates at a minimum, the subordinates determine their own goals to be achieved and solve the problem themselves. Rocahyo (2013) Based on the results of the analysis found that most of the nurses' perceptions of Laissez faire leadership style in three hospitals were low. Statistically there was no correlation between Laissez faire leadership style and the performance of implementing nurses at RSAD, RSAL and RSAU.

These results are in accordance with the results of research conducted by Rohayani (2006) where there is no significant relationship between Laissez faire leadership style and the performance of nurse executors at a significance level of 95% while at the new 90% confidence level there is a significant relationship

According to the researchers, it is expected that the entire head of the room in RSAD, RSAL and RSAU to implement an effective leadership style in accordance with the situation and conditions or

situational leadership style does not tend to be authoritarian, democratic or laissez faire. And can improve the ability, quality, and competence of the head of the room in leading an organization is needed the existence of space in leading an organization needed training about leadership. The existence of role models in one room in applying situational leadership style.

## Relationship between Organizational Culture and Performance of Implementing Nurses

Based on the results of the analysis of the relationship between organizational culture and the performance of the nurse nurses, an analysis of the relationship between organizational culture and organizational culture found that there was a significant relationship between organizational culture and the performance of nurses in RSAD, RSAL, and RSAU.

This research is in accordance with the research conducted by Kalempouw (2016) that there is a meaningful relationship between organizational culture and the performance of nurses in TK.III Hospital Roberth Wolter Monginsidi in Manado. According to (Atmosuprpto, 2001 in Sari 2009) A strong culture will have an impact on the image, pride, productivity and performance of the organization. For the above conditions need attention from the management to continue to maintain, maintain, and improve the organizational culture that has developed and change the organizational culture for acceleration that is adjusted to current consumer demands by paying attention to the values and principles of Quality, Efficiency, and Customer oriented in provide nursing services so that the goals can be achieved in accordance with the vision and mission of the RSAD M. Ridwan Meureuksa, RSAL Mintohardjo, and RSAU dr. Esnawan Antariksa.

## The Factors That are Most Related to the Performance of Implementing Nurses are Perceived by the Executing Agency

The results of multivariate analysis conducted on four variables that met the requirements of being multivariate candidates where p value <0.25 (Authoritarian, Democracy, Laissez faire, and Organizational Culture) with Dependent variables (Nurse performance) showed that organizational culture is the variable most related nurses' performance perceived by the nurses with OR = 4.410 (95% CI: 2.384-8,159). This shows that a strong organizational culture has a great chance of 4.4 times to have a good nurse performance.

This is in accordance with the opinion of Sudaryono (2014) implementing organizational culture has a very deep meaning, because it will change attitudes and behavior of human resources to achieve higher work productivity.

According to (Robbins 2003 in Sari 2009) Culture is strong if where the core values of the organization are held intensively and widely shared by members of the organization to do their jobs better (Dela Kennedy in Mulyatiningsih 2013) strong culture is an informal regulatory system that explains how members organizations must behave at all times, a strong culture makes members of the organization feel better about what they do so they tend to work harder.

Based on the description above, the current implementation of the work culture of the head of nurses needs to be improved, given the considerable impact on improving performance. that the performance of implementing nurses is influenced by organizational culture. relating to the results of this study, it needs the attention of the leadership to socialize clearly with regard to the vision, mission, goals of the hospital, guidelines, rules, and matters relating to the running of the hospital wheel to all elements of the organization, especially all nurses, and leaders to become role models for their staff to achieve the hospital's vision.

## 5 CONCLUSION

Description of Characteristics of Executing Nurses at RSAD M. Ridwan Meureuksa, RSAL Mintohardjo, and RSAU Dr. Esnawan Antariksa the average age of the nurse is adult, the length of work for nurses is 10 years, most of them are female, the level of education is mostly Diploma, and the Status of Employment is mostly Civil Servant.

Authoritarian Leadership Style, Democracy, and Laissez Faire at RSAD M. Ridwan Meureuksa, RSAL Mintohardjo, and RSAU Dr. Esnawan Space is low.

The organizational culture at M. Ridwan Meureuksa Hospital is balanced between nurses who perceive a weak and strong organizational culture, while at RSAL Mintohardjo, and RSAU Dr. Esnawan Space is weak.

The performance picture of M Ridwan Meureuksa RSAD executive nurses is balanced between good performance and poor performance, while the performance of implementing nurses at RSAL Mintohardjo, and RSAU Dr. Esnawan Space is lacking

Characteristics of implementing nurses, Authoritarian leadership style, Laissez Faire leadership style is a variable that does not have a significant relationship to performance in 3 (three) Indonesian National Army Hospitals.

The style of leadership in Democracy, and Organizational Culture is a variable that has a meaningful relationship to the performance of nurses implementing at 3 (three) Indonesian National Army Hospital.

Organizational culture is the variable that most relates to the performance of nurses in 3 (three) Indonesian National Army hospitals.

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