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The Effect of Head of Nurses' Leadership Style on Nursing Service Quality

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ABSTRACT

This study was designed to test the influence of the suitability leadership style on nursing service quality. Questionnaires used the LEAD-Self (Leader Effectiveness and Adaptability Description-Self), the LEAD-Other and the Readiness Scale of Hersey and Blanchard's the Center for Leadership Studies. The object of the research was conducted at Hermina Hospitals, Indonesia and method of data retrieval 21 head of nurses and 166 her subordinates, while the method of analysis of this study used multiple regression linier. The result in this studies were the influence an increasing of the suitability between the Follower's Readiness Level (FRL) and the Leader's Perceived Leadership Style (LPLS) have a significant effect on the increasing nursing service quality, and the influence an increasing of the suitability between the Leader's Perceived Leadership Style (LPLS) and Leader's Desired Leadership Style (LDLS) did not have an effect on increasing the nursing service quality. Furthermore, increasing suitability between the Follower's Readiness Level (FRL) and the Leader's Perceived Leadership Style (LPLS) and between the Leader's Perceived Leadership Style (LPLS) and Leader's Desired Leadership Style (LDLS) have a significant influence simultaneously on increasing the nursing service quality. To enhance the adaptability of the leadership style, leaders need to learn and practice to improve the diagnosis ability of the subordinate maturity level appropriately and can adjust their leadership style on the maturity level of their subordinates.

Keywords: Follower's readiness level, leader's perceived leadership style, leader's desired leadership style, nursing service quality.

1. INTRODUCTION

This research is a follow-up study from Okta and Jeffrey (2015, 2) said that in the pre-study identified problem of the lack of effective leadership of head of nurses at Hermina Hospital, as many as 55.8% of head nurses said that head nursing in decision making less involving subordinate, as many as 67.4% of

head nurses said that less guidance and directives from the head nurses, and 31.4% of the head nurses said that the head nursing in providing competency assessment does not see the results of the work objectively. Based on the pre-study data, the researchers reviewed the service quality achievement data as shown in table 1 as follows:

Table 1
Average Data of Quality Achievement of Nursing Services,
The Member of Hermina Hospitals Quarter II 2013 - Quarter II 2015

<i>Number</i>	<i>Member of Hermina Hospitals</i>	<i>% Achivement of Service Quality Standard Realization</i>	
1	RSIA Hermina Jatinegara	80%	72%
2	RSIA Hermina Podomoro	80%	57%
3	RS Hermina Bekasi	80%	80%
4	RS Hermina Depok	80%	61%
5	RS Hermina DM	80%	54%
6	RSIA Hermina Bogor	80%	73%
7	RSIA Hermina Pasteur	80%	67%
8	RS Hermina Pandanaran	80%	70%
9	RS Hermina TP (Malang)	80%	68%
10	RS Hermina Sukabumi	80%	55%
11	RS Hermina Tangerang	80%	81%
12	RS Hermina Grand Wisata	80%	68%
13	RS Hermina Arcamanik	80%	67%
14	RS Hermina Galaxy	80%	50%
15	RS Hermina Palembang	80%	54%
16	RSIA Hermina Ciputat	80%	75%
17	RS Hermina Mekarsari	80%	73%
18	RS Hermina Serpong	80%	63%
19	RS Hermina Banyumanik	80%	59%
20	RS Hermina Solo	80%	48%
21	RS Hermina Ciruas	80%	36%
	Average of Quality Achievement	80%	63%

Source: Data Reports of Quality Division of Dept. of Nursing (2015).

Based on the average data of the service quality achievement of 63% or 17% is not achieved in comparison to 80% standards in 21 hospitals in various locations in Indonesia, so the researchers want to connect the achievement of leadership factor performance based on Hersey and Blanchard's theory is situational leadership. Therefore, the problem is formulated as follows.

1. Does increasing suitability between the Follower's Readiness Level (FRL) and the Leader's Perceived Leadership Style (LPLS) will have an effect on the increasing nursing service quality at Hermina Hospital.
2. Does increasing suitability between the Leader's Perceived Leadership Style (LPLS) and Leader's Desired Leadership Style (LDLS) will have an influence on increasing the nursing service quality at Hermina Hospital.

3. Does increasing suitability between the Follower's Readiness Level (FRL) and the Leader's Perceived Leadership Style (LPLS) and between the Leader's Perceived Leadership Style (LPLS) and Leader's Desired Leadership Style (LDLS) will have an influence simultaneously on increasing the nursing service quality at Hermina Hospital.

Purpose of this research are:

1. Examining and analyzing whether the increasing suitability between the Follower's Readiness Level (FRL) and the Leader's Perceived Leadership Style (LPLS) will have an effect on the increasing nursing service quality at Hermina Hospital.
2. Examining and analyzing whether the increasing suitability between the Leader's Perceived Leadership Style (LPLS) and Leader's Desired Leadership Style (LDLS) will have an influence on increasing the nursing service quality at Hermina Hospital.
3. Examining and analyzing whether the increasing suitability between the Follower's Readiness Level (FRL) and the Leader's Perceived Leadership Style (LPLS) and between the Leader's Perceived Leadership Style (LPLS) and Leader's Desired Leadership Style (LDLS) will have an influence simultaneously on increasing the nursing service quality at Hermina Hospital.

2. THEORITICAL REVIEW

The Meaning of Leadership

Horner (1977) in general describes leadership are the attributes, competencies and behaviors of leaders or interactions between the nature and behaviors of leaders and situations that exist within the leader's environment. Yulk (2006) defines leadership as the process of influencing others to understand and agree on what needs to be done and how to do it, the process of individual facilitation and collective efforts to achieve common goals. Hollander in (Hughes et. al., 2006) explains leadership interactions involving leaders, subordinates and situations that can be illustrated in Figure 1.

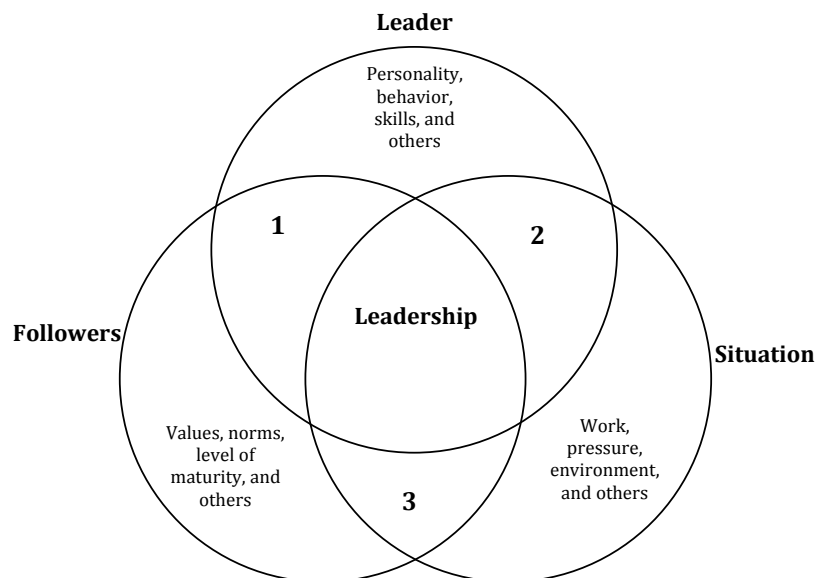


Figure 1: Leadership interaction among leaders, followers and subordinates

Source: Hollander; Hughes et. al., (2006)

In Figure 1, Hughes et. al., (2006) explains the possibility of the first researcher who formally finds the importance of leader, follower and situation is Fiedler (1967). Further described as follows: (1) the two circles of interaction between leaders with subordinates mean that both influence each other in leadership, for example the leader will adjust his leadership style in accordance with the level of maturity of subordinates. (2) The two circles of interaction between leaders and situations mean that leadership styles and leader decisions are influenced by situations, for example in urgent and important situations, leadership styles tend to behave in high-performance duties. (3) The two circles of interaction between subordinates and situations mean the situation created by the leader affects subordinates, such as the existence of conflicts over inter-subordinate jobs, whether the leader allows or resolves the conflict. The interaction of these three circles is complicated, leading to the definition of leadership being difficult to formulate for general use because of the many factors that influence the leadership process.

Effective Leadership Style

According to Hersey et. al., (1969, 1974, 1996 dan 2004), there are four (4) situational leadership styles (directing, coaching, supporting and delegating). Figure 2 describes the leader's behavior in the combination of task behavior and relationship behavior. The task behavior refers to the direction of the leader: what, when, where, and how to do the job task. Leaders set goals and define their roles. Behavioral relations (supportive behavior) refer to two-way communication, including listening and support by leaders. The level of maturity of subordinates divided into four levels ie low (D1) called enthusiastic, low to moderate (D2) enthusiasts called disappointed learners, medium to high (D3) are called capable but hesitant, and high (D4) executives called independent achievers. For the description of the level of maturity and the appropriate style can be seen in Figure 2.

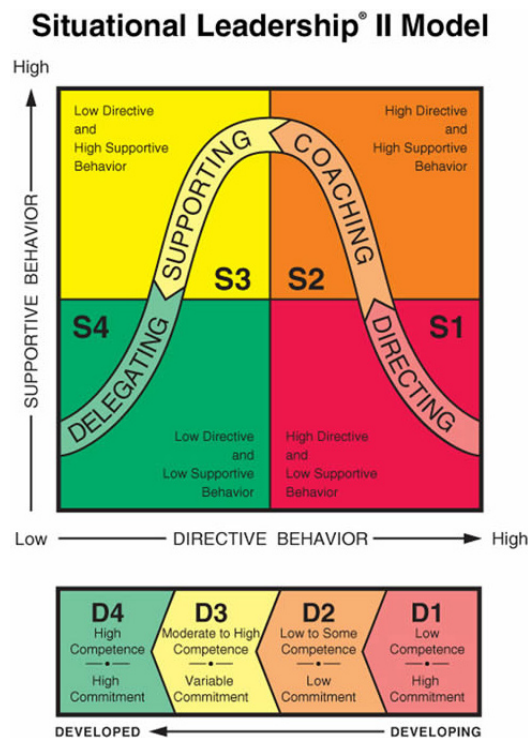


Figure 2: Situational leadership - Leadership style relates to the level of maturity of followers

Source: Hersey and Blanchard (1996)

The success of situational leadership is that the leader must precisely perform the diagnosis and then flexibly adapt his or her leadership style. The aim is to increase the maturity level of subordinates at a higher level. Leader behavior must be adjusted through four (4) styles with the maturity of followers as presented in Table 2.

Table 2
Appropriate leadership style in relation with maturity levels

<i>Maturity Level</i>	<i>Description</i>	<i>Style Appropriate</i>	<i>Description</i>
D1 Low Unable and unwilling or uncertain	The level of maturity of subordinates who describe subordinates are not able, commitment and low motivation to do the task. Subordinates at this level, submit a decision to the Leader to direct how, who, what, where and when the work is done.	S1 Directing High directive behavior and low relationship behavior	This style is to direct about what, when, how to do the job. Just a little attention to relationships. This style can also be seen in a crisis situation such as a fire situation or a follower not knowing how to do a specific job.
D2 Low to medium Not able but willing or convinced	Subordinate maturity levels that depict subordinates can not perform a particular job, but show motivation/willingness if the Leader provides continuous direction and support.	S2 Coaching High directive behavior and high relationship behavior	This style provides two-way communication between the leader and the subordinate. Leaders provide direction and goals, but followers can ask or clarify in order to fully understand what to expect.
D3 Medium to high Capable but unwilling or uncertain	Subordinate maturity levels that depict subordinates can perform a particular job but show evidence does not want to use its ability without support and direction from the Leader.	S3 Participating Low directive behavior and high relationship behavior	This leadership style involves subordinates to joint leaders to make decisions and support, and encourage subordinates in their development.
D4 High Capable or competent and willing or confident	Subordinate maturity level that describes the ability to perform tasks/functions and have the motivation, commitment and confidence in the task. Only minimal interaction is required with the Leader.	S4 Delegating Low directive behavior and low relationship behavior.	This is a style of delegation, giving subordinate autonomy to create goals and direction. Leaders are still involved, but more observing and monitoring.

Source: Summarized from Hersey *et. al.*, (1969, 1974, 1996 and 2004).

Hersey (1969, 1974, 1996 and 2004) explains that for immature followers the need for high-duty behavior, the more mature followers, it is necessary to decrease high-performance tasks and enhance high-order relationships. In a very mature person, relationship behavior is no longer needed as well as task behavior, which is required proportionally authorized and distributed enough information so that the mature subordinate can make a decision.

Style Adaptability

Hersey (1969, 1974, 1996 and 2004) explains that the level of style indicate the degree of the leader's ability to customize his style; style adaptability is the ability level of the leader to apply styles to suit the demands of a particular situation. Leaders who can perform adaptability show that effective leaders can apply the right style at the right time and situation. The chances of success of each of these styles in relation to the four levels of maturity are shown in Table 3.

Table 3
Attribution of maturity level with the most suitable leadership style

<i>Level of Maturity</i>	<i>Style "The Best"</i>	<i>Style "Best" of Second</i>	<i>Style "Best" of Third</i>	<i>The least effective style</i>
D1	S1	S2	S3	S4
Low	Directing	Coaching	Participating	Delegating
D2	S2	S1	S3	S4
Low to Medium	Coaching	Directing	Participating	Delegating
D3	S3	S2	S4	S1
Medium to High	Participating	Coaching	Delegating	Directing
D4	S4	S3	S2	S1
High	Delegating	Participating	Coaching	Directing

Source: Hersey et. al., (1969, 1974, 1969 dan 2004).

Leadership Style: Self-Perception Versus Subordinate Perceptions

The development of LEAD-Self and LEAD-Other instruments is based on the theory of Luft and Ingham (1955, 1970) known as Johari Window. According to Hersey et. al., (1969, 1974, 1996 and 2004) personal perceptions about this leadership style can be measured using the LEAD-Self instrument. Conversely, a person's leadership style represents things that other people know and in Johari's window covers the general and personal fields of the person concerned. The perception of leadership style desired by subordinates can be measured using LEAD-Other instruments. Figure 3 explains that to enlarge the General field to the Blind field it needs to be reversed using the LEAD-Other instrument. To enlarge the General field to the Private field needs to be disclosed using the LEAD-Self instrument.

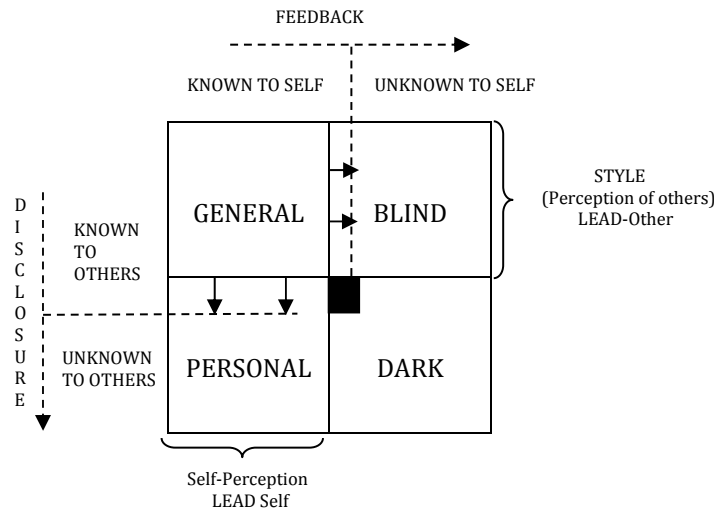


Figure 3: Impact of Feedback and Disclosure of Johari Window
 Source: Hersey et. al., (2004)

3. RESEARCH METHOD

Operational Conceptual Model

Based on the results of previous research can be elaborated through the operational conceptual model as in Figure 4 below.

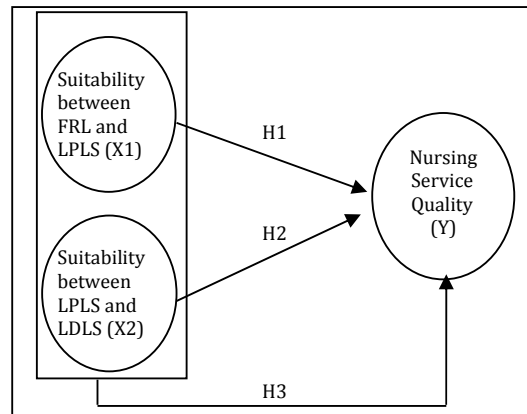


Figure 4: Operational Conceptual Model

Hypotheses

1. **H1:** There is an influence the increasing of the suitability between the Follower's Readiness Level (FRL) and the Leader's Perceived Leadership Style (LPLS) will have an effect on the increasing nursing service quality at Hermina Hospital.
2. **H2:** There is an influence the increasing of the suitability between the Leader's Perceived Leadership Style (LPLS) and Leader's Desired Leadership Style (LDLS) will have an influence on increasing the nursing service quality at Hermina Hospital.
3. **H3:** There is an influence the increasing of the suitability between the Follower's Readiness Level (FRL) and the Leader's Perceived Leadership Style (LPLS) and between the Leader's Perceived Leadership Style (LPLS) and Leader's Desired Leadership Style (LDLS) will have an influence simultaneously on increasing the nursing service quality at Hermina Hospital.

Research Method

The research method in applying was descriptive with quantitative approach. The study population consist of 21 head of nurses and 166 her subordinates in 21 Hermina Hospitals in Indonesia. The study process began from Juli 2015 to August 2015, and continued the process of analysis through multiple linear regression method with SPSS version 23 programs as a data processing tool.

Research Operational Variable

Table 4
Research Operational Variable

<i>Variable</i>	<i>Definition of Variable</i>
Follower's Readiness Level (FRL)	The level of maturity of subordinates is a combination of the level of ability and level of commitment of subordinates to complete the task spesifik. Assessment using Readiness Scale instruments from Center Leadership Studies, Inc of Hersey and Blanchard.
Leader's Perceived Leadership Style (LPLS)	The perception of superior to his leadership style is the optimal level of task behavior and relationship of a leader to the maturity of subordinates who viewed from the ability and commitment. The assessment uses 12 LEAD-Other situations of Hersey and Blanchard.

(Contd...)

<i>Variable</i>	<i>Definition of Variable</i>
Leader's Desired Leadership Style (LDLS)	The leadership style of the boss desired by his subordinates in the face of various situations involving his subordinates. The assessment uses 12 LEAD-Other situations of Hersey and Blanchard.
Nursing service quality	The results of the nursing service quality evaluation of the second quarter of 2013 to the second quarter of 2015 of Hermina Hospitals.

Source: Hersey and Blanchard (1996) and other.

4. RESULTS OF THE STUDY

Characteristics of Respondents

Demography of respondent is divided by age, working period, work location and educational background in present Table 5.

Table 5
Responden Characteristic Distribution of the Subordinates

<i>S.No.</i>	<i>Responden</i>	<i>Frequency</i>	<i>Percentage (%)</i>
1.	Aged		
	21 – 30 years	7	4
	31 – 40 years	149	90
	41 – 50 years	6	4
	51 - more	4	2
	Total	166	100%
2.	Working Period		
	0 – 5 years	6	4
	5 – more	160	96
	Total	166	100%
3.	Educational Background		
	Diploma	156	94
	Undergraduate	10	6
	Total	166	100%
4.	Working Location		
	Arcamanik	8	5%
	Banyumanik	4	2%
	Bekasi	14	8%
	Bogor	10	6%
	Ciputat	8	5%
	Ciruas	3	2%
	Daan Mogot	11	7%
	Depok	14	8%
	Galaxy	8	5%
	GW	6	4%
	Jatinegara	13	8%

(Contd...)

<i>S.No.</i>	<i>Responden</i>	<i>Frequency</i>	<i>Percentage (%)</i>
	Mekarsari	5	3%
	Palembang	8	5%
	Pandanaran	10	6%
	Pasteur	9	5%
	Podomoro	7	4%
	Serpong	4	2%
	Solo	3	2%
	Sukabumi	5	3%
	Tangerang	9	5%
	TP	7	4%
	Total	166	100%

Source: Hermina Hospital Employee Data (2015).

Statistically suitability level of Follower's Readiness Level (FRL) with Leader's Perceived Leadership Style (LPLS) and Leader's Perceived Leadership Style (LPLS) with Leader's Desired Leadership Style (LDLS) in present Table 6 as follows:

Table 6
Suitability Level of FRL with LPLS and LPLS with LDLS

<i>S.No.</i>	<i>Hermina Member Hospitals</i>	<i>Average on Suitability Level between FRL and LPLS</i>	<i>Average on Suitability Level between LPLS and LDLS</i>
1	RSIA Hermina Jatinegara	37%	73%
2	RSIA Hermina Podomoro	25%	75%
3	RS Hermina Bekasi	82%	75%
4	RS Hermina Depok	50%	84%
5	RS Hermina DM	64%	84%
6	RSIA Hermina Bogor	60%	90%
7	RSIA Hermina Pasteur	83%	75%
8	RS Hermina Pandanaran	65%	95%
9	RS Hermina TP (Malang)	50%	93%
10	RS Hermina Sukabumi	60%	80%
11	RS Hermina Tangerang	75%	75%
12	RS Hermina Grand Wisata	84%	78%
13	RS Hermina Arcamanik	56%	84%
14	RS Hermina Galaxy	58%	92%
15	RS Hermina Palembang	63%	88%
16	RSIA Hermina Ciputat	50%	88%
17	RS Hermina Mekarsari	60%	85%
18	RS Hermina Serpong	56%	88%
19	RS Hermina Banyumanik	63%	88%
20	RS Hermina Solo	58%	100%
21	RS Hermina Ciruas	67%	100%
	Average Achievement	60%	85%

Source: Reports Data Quality Section Department of Nursing (2015).

Regression Analysis

Linear regression analysis is used to determine the effect of independent variables with dependent variable. For regressions of independent variables consisting of two or more, the regression is called multiple regression.

Based on Table 7 the multiple linear regression equations are systematized as follows:

$$Y = a + b_1X_1 + b_2X_2 + \epsilon$$

$$Y = 2.851 + 0,265X_1 - 0,374X_2$$

Table 7: Multiple Regression Analysis Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	2.815	.519		5.430	.000
X ₁	.265	.101	.197	2.630	.003
X ₂	-.374	.131	-.214	-2.861	.005

^aDependent Variable: Nursing service quality.

Source: Primary data processing with SPSS Ver 23, 2017.

The regression equation has the following meanings:

1. Constants (α)

The constant of this study was 2,851 which means if all independent variables have zero (0) then the dependent variable value (Y) was 2,851.

2. X₁ = suitability between FRL and LPLS

X₁ regression coefficient showed a positive number of 0.265. Coefficient value of positive explained a positive influence suitability between FRL and LPLS on the nursing service quality of Hermina Hospital. This means that every increase of X₁ one unit then performance will rise by 0.265 units with the assumption that other independent variables of the regression model were fixed.

3. X₂ = suitability between LPLS and LDLS

X₂ regression coefficient showed a negative number of -0.374. Coefficient value of negative explained a negative influence suitability between LPLS and LDLS on the nursing service quality of Hermina Hospital. This means that every increase in X₂ one unit then the nursing service quality will decrease by -0.374 units with the assumption that other independent variables of the regression model were fixed.

Based on the results of the analysis with SPSS in table 8 above that by using ANOVA or F test obtained F count of 8.070 and F-table of 3.051. From the above results, can be made the conclusion that F-count > F-table, reject H₀ and accept H_a. This implies the increasing suitability between the Follower's Readiness Level (FRL) and the Leader's Perceived Leadership Style (LPLS) and between the Leader's Perceived Leadership Style (LPLS) and Leader's Desired Leadership Style (LDLS) have a significant influence simultaneously on increasing the nursing service quality at Hermina Hospital.

**Table 8: Simultaneous Significance Test (F Statistic Test)
ANOVA^a**

	<i>Model</i>	<i>Sum of Squares</i>	<i>df</i>	<i>Mean Square</i>	<i>F</i>	<i>Sig.</i>
1	Regression	15.102	2	7.551	8.070	,000 ^b
	Residual	152.519	163	.936		
	Total	167.620	165			

^aDependent Variable: Performance

^bPredictors: (Constant), X₂, X₁

Source: Primary data processing with SPSS Ver 23, 2017.

Results from Statistical *t*-Test

In this partial test on Table 7, there are two hypotheses that the author attempts to test. The first concerning the effect of X₁ on nursing service quality, and second on the effect of X₂ on nursing service quality, can be explained as follows:

1. **Analysis of the increasing suitability between FRL and LDLS (X₁) influence on the increasing nursing service quality at Hermina Hospital, Indonesia:** Based on the result of calculation conducted using SPSS in Table 7, for the variable X₁ its *t*-count value was 2,630 and the *t*-table value seen by using percentage point table of distribution *t* obtained the value of *t*-table 1,975 and *p*-sig of 0.003 < 0.005. With *t*-count > *t*-table and *p* sig < 0.005, this means that Ho was rejected and Ha was accepted. It further, it concludes that the increasing suitability between the Follower's Readiness Level (FRL) and the Leader's Perceived Leadership Style (LPLS) have a significant effect on the increasing nursing service quality at Hermina Hospital.
2. **Analysis of the increasing suitability between LDLS and LPLS (X₂) influence on the increasing nursing service quality of Hermina Hospital, Indonesia:** Based on the results of calculations conducted using SPSS in Table 7, for the variable X₂ its *t*-count value was -2.861 and the *t*-table value seen by using the percentage point *t* distribution table obtained the value of *t*-table 1.975. *t*-count < *t*-table, this means that Ho was accepted and Ha was rejected. It further concludes that the increasing suitability between the Leader's Perceived Leadership Style (LPLS) and Leader's Desired Leadership Style (LDLS) did not have an influence on increasing the nursing service quality at Hermina Hospital.

Coefficient Determination Test (Adjusted R²)

Assessing the fit model (the model's ability to explain variations of a dependent variable by variations of independent variables), i.e., by referring at the coefficient of determination or R² (R-square). If the value of R² is greater (close to 1), it means the model can be said good or better model ability to explain the influence of the independent variables on the dependent variable. If the value of R² is getting smaller (close to 0), it means the model's ability to explain the effect of the independent variable on the dependent variable is weaker. After testing using SPSS, the following outputs were used as the basis for decision making.

**Table 9: Coefficient of Determination
Model Summary**

<i>Model</i>	<i>R</i>	<i>R Square</i>	<i>Adjusted R Square</i>	<i>Std. Error of the Estimate</i>
1	.300 ^a	.090	.079	.967

^a*Predictors:* (Constant), X₂, X₁

Sumber: Primary data processing with SPSS Ver 23, 2017.

Based on Table 9 above, the coefficient of determination (R Square) was 0.09. This showed the ability of independent variables is suitability FRL with LPLS and suitability LPLS with LDLS contributed on the nursing service quality variable of 9% of Hermina Hospitals, while the rest (100% - 90%) was 91% contributed by other variables that are not examined.

5. THE DISCUSSION OF THE RESULT OF THE STUDY

Managing Leadership Style

Based on the results of hypothesis testing showed that the suitability of leadership style with subordinate maturity level has a significant influence on the increasing nursing service quality of Hermina Hospital. This implies that leaders should be able to properly diagnose the level of subordinate maturity and must be able to adjust the leadership style appropriately as well. The leader should practice adjusting the style and what managerial implications will occur from each leadership style of the superior. The highest leadership style of the superior at the company is the ‘involve’ style (S3), this style is evenly distributed across all demographic data groupings: gender, length of work, education and work location. The combination of both styles is ‘direct’ (S1), ‘coach’ (S2) and ‘delegate’ (S4).

Perceptions of Leadership Style Desired by Subordinates

Based on the results of hypothesis testing showed that the theory of Hersey et. al., (1996, 2004) regarding the compatibility of the leadership style with the perception of leadership style desired by the subordinate does not have any effect on the nursing service quality. Supervisor’s leadership style does not need to consider the similarity to the perception of leadership style desired by subordinates. A leader can improve the performance of his or her subordinates by focusing or allocating the time to a proper subordinate level of maturity diagnosis and then adjusting his or her leadership style on the diagnosis. The suitability of leadership style with subordinate maturity level is expected to increase the subordinate maturity gradually to a higher level of maturity. At the level of high subordinate maturity (D4), then subordinates can work independently with high motivation. The leader just needs to make sure that the decisions made by his subordinates are appropriate and aligned with the company’s goals. At this stage, the leader also has prepared subordinate cadre to replace the leader, so the series of promotions can be run. This will create a more positive environment, each subordinate can see examples of the success of newly promoted co-workers, and it affects the mental and motivation of subordinates who improve even better. On the side of the leader, also gets promotions or refreshes on new placements, it will enrich the knowledge and opportunities of leaders to build and expand relationships. Expanding relationships will be important to leaders, if leaders are in a higher position. The relationships that have been established when the leaders occupy the various Departments will provide high support to leaders. High support from subordinates

or colleagues, of course, will provide an increasing output and in the end it provides an opportunity for leaders to get a higher position again.

6. CONCLUSION AND SUGGESTION

Conclusion

Based on research objectives, the conclusions are as follows:

1. There was the increasing of the suitability between the Follower's Readiness Level (FRL) and the Leader's Perceived Leadership Style (LPLS) have a significant influence on the increasing nursing service quality at Hermina Hospital.
2. There was the increasing of the suitability between the Leader's Perceived Leadership Style (LPLS) and Leader's Desired Leadership Style (LDLS) did not have an influence on increasing the nursing service quality at Hermina Hospital.
3. There was the increasing of the suitability between the Follower's Readiness Level (FRL) and the Leader's Perceived Leadership Style (LPLS) and between the Leader's Perceived Leadership Style (LPLS) and Leader's Desired Leadership Style (LDLS) have a significant influence simultaneously on increasing the nursing service quality at Hermina Hospital.

Suggestion

Based on the description of managerial implications, it is suggested as follows:

1. To enhance the adaptability of the leadership style, leaders need to learn and practice to improve the diagnosis ability of the subordinate maturity level appropriately and can adjust their leadership style on the maturity level of their subordinates. The goal is how leaders can increase the maturity of subordinates to the level of independence, independent subordinates will give more time to superiors to think of things more strategic, such as business planning for the medium and long term. Thus each subordinate who is supported with the appropriate leadership style is ultimately expected to achieve a high level of maturity, the impact subordinates more confident and can actualize himself, this will increase job satisfaction and performance of subordinates and will produce significant effects on organizational development.
2. To enhance leadership style skills, leaders need to be open to receive input from subordinates, superiors and co-workers. To adjust the leadership style to the of maturity level of subordinates, the problem lies in the leader's willingness to adjust his style to the level of maturity of his subordinates. Leaders should be oriented towards organizational success and effectiveness. Leaders should be able to sacrifice their short-term goals for the long-term interests of growth and development of the people who work with them.
3. To improve the efficiency of time, leaders do not need to consider leadership style perception desired by subordinates. However, leaders should involve subordinates to supervisory levels in the process of building strategic planning, it aims to increase subordinate commitment to achieve organizational goals and target.

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