MANUSCRIPT

NEEDS OF COMPETENCE LEADERS AND MANAGERS OF THE HEAD OF THE ROOM IN CONDUCTING MANAGEMENT OF HOSPITALITY

IN THE GENERAL HOSPITAL OF “M” REGENCY, BANDUNG REGENCY

EXPLORATIVE PHENOMENOLOGY STUDY

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Abstract

Researchers' experience during their time as supervisors in the leadership and management service stages of professional student nursing services in hospitals. The research objective is to explore the Competency Needs Leaders and Manager Head of Raid Nursing Room in RSUD Majalaya Bandung Regency. The research methodology is Qualitative design, with a phenomenological explorative approach, to address the needs and desires of the participants. The results of an informal interview with the head of nursing at Majalaya Regional Hospital E obtained the following information; There is 12 head of inpatient wards in the Majalaya Regional Hospital. FGD (Focus Group Discussion) method of collecting data or information from participants through a discussion. Results research has 6 stages; 1 The first stage is an analysis of keywords (meaningful key-ward), 2, the same keywords are identified to be defined as categories that have the same meaning, 3. Categories that behave in the same are identified then in formulating it into one theme Colaizi's thematic abnormality results which resulted in 6 research themes, the themes are as follows: 1. Ability to lead nursing services, 2. Ability to collaborate with other health teams, 3. Have sufficiently high motivation in professionalism, 4 Managerial ability in managing a nursing room, 5. Technical competence according to the area managed 6. Excellent nursing service. Recommendation for the hospital; training and workshops are always held on the competence of leaders and rangers in nursing services regularly every year, not only for the head of the room but for the implementing nurses.

Keyword: competencies leaders, head of the room (Nursing Manager),competencies, training

1. Introduction

Researchers' experience during their leadership and management service stages of professional student nursing services in hospitals as supervisors are to read, analyze, and give advice on the SWOT results of the Ners program students' analysis. Being the head of the room is chosen by certain criteria, including the ability to be a manager at the same time a leader. The activity requires creativity, innovation, and ideas from the head of the room. Many competencies as a lower manager are needed to maintain and improve the quality of nursing services. Students are expected to do problem-solving, interventions through education, mini training, coaching, and mini-seminars to increase the quality of nursing services.

The results of the informal interview with the head of nursing at Majalaya Regional Hospital E (MRHE) obtained the following information. There are 12 members per hospitalization room,. Basic education for nurses, S1 Nursing, and midwifery DIV. Some of them are still completing their nursing education process, for example, the maternity ward, members-only has a background in D4 midwifery education. Training regarding the management of the inpatient ward has not been conducted. The head of nursing only sent two-room heads in 2017 to attend the nursing service management seminar held by the Indonesian Manjer Nurse Association in West Java province...

Research by Pratiwi, Hidayat, and Agustin (2016) in one of the private hospitals in Surabaya wherein, the respondents were the heads of the room and the nurses-in charge of implementation. The results obtained by the researchers are the quality of leadership is mostly good (50%) and the implementation of the quality of service of the nursing service is also mostly good (62.5%). The results of the analysis with simple linear regression tests in there is an effect on the leadership of the quality of the room to the implementation of the in-room safe management system (ρ = 0.024). Research conducted (Hartini. 2013) that the leadership of effective space headers will affect the effort to move nurses within the scope of its authority to apply patient safety culture. Nurses with good motivation will apply patient safety culture well. The results of the research on the quality of leadership of the head of the room affect the quality of nursing services.

Lise Holm's research. (2013) about; Effective nursing leadership of older persons in the community - a systematic review. The study was conducted in several hospitals in Norway. Research design with a qualitative approach. The results obtained by 6 themes; 1. The ability to change the attitude of others, 2. Build trust, 3. Ensure the success of the decision of a decision, 4. Lack of knowledge about how to overcome relational challenges, 5. Collaboration in health services is needed to achieve the vision and mission of health service institutions, 6. Very meaningful experience in improving the quality of effective nursing leadership.

The competence of leaders and managers of the space head is crucial to determine quality nursing services. Leader and manager competencies are obtained through formal and informal learning, training, seminar workshops, experience, mentoring, and coaching. Increasing the competence of leaders and managers of the room heads needs to be improved continuously. The organization of institutions, leaders, and managers at the middle and upper levels is very strategic. Policies and decisions that lead to the management of nursing resources are needed. The quality of nursing services is highly expected by people who use health services. The quality of nursing services is determined by the competence of leaders and managers in managing the nursing care of nursing rooms (Nursalam, 2012).

2 **Materials and Methods**

The research methodology is Qualitative design, with a phenomenological explorative approach to address the needs and desires of the participants. These needs will be used to fulfill his expectations in carrying out life, profession, work, and social life in society (Poliet and Hungler). Researchers will explore the needs of competent leaders and managers from the head of the inpatient ward at Majalaya General Hospital, Bandung Regency. Exploring leader and manager competency information that has been carried out and needed by the head of the room through in-depth interviews with the Focus Group Discussion (FGD) approach.

Participants in this study were the head of the inpatient ward at the Majalaya District Hospital Bandung Regency. There is 12 head of inpatient wards in the Majalaya Regional Hospital. FGD (Focus Group Discussion) method of collecting data or information from participants through a discussion. The FGD was led by a moderator as a researcher. A secretary is needed to compile the results of the discussion as a field note. An effective FGD is followed by participants between 6-8 participants. Researcher's qualitative research instrument itself. That's why we need an effort as an instrument.

The goal is to understand the substitution of research by reading widely, discussing with experts, discussing with the head of nursing, the head of the room, and colleagues. Retrain and review about Focus Group Discussion. Voice record used will be prepared for use. Researchers will try and practice to operate the data recording device. Practicing the operational use of data recording aids is carried out before the FGD. This exercise is needed to ensure the ability of researchers to be able to operate the data recording aids. The data analysis used was explorative thematic analysis from Collaizi (1978). The stages of data analysis consist of the following stages: (Streubert & Carventer, 2000). The first stage is keyword analysis, category analysis, and final resistance is the formulation of the theme of the focus group discussion.

3. Results

The results of the in-depth interview are included in the transcriptome, then the thematic analysis is done. Thematic analysis is carried out through several stages as follows: 1 The first stage is an analysis of keywords (meaningful key-ward, 2, the same keywords are identified to be defined as categories that have the same meaning, 3. Categories that behave in the same are identified then in formulating it into one theme Colaizi's thematic abnormality results which resulted in 6 research themes, the themes are as follows: 1. Ability to lead nursing services, 2. Ability to collaborate with other health teams, 3. Have sufficiently high motivation in professionalism, 4 Managerial ability in managing a nursing room, 5. Technical competence according to the area managed 6. Excellent nursing service**.**

4. Disscusion

Discussion of the results of the thematic analysis of the study are as follows:

1. Ability to lead nursing services

 The results of the research found the ability to lead the service. This ability is expressed by almost all participants. The ability to lead nursing services is found by researchers where participants demonstrate the ability to provide direction, become role models, coordinate, be responsible, have competence as leaders and leadership. The findings of this research were conducted by participants in the inpatient room. The head of the room understands that they are leaders and managers. The head of the room must take the lead of the room. Another participant stated, the head of the room must have leadership abilities.

 This finding is supported by Nursalam's theory (2010), that the head of the inpatient room must have managerial skills. Ability to manage nursing care services. The head of the inpatient unit must have competent leaders. These leaders' competencies are an example of the nursing staff role model. Examples of exemplary that are applied are in terms of time discipline. A head of the room is demanded to be able to provide direction, organize activities in nursing services. Responsible for all nursing care in one inpatient room (Marquis & Huston, 2008).

 effective leadership.

 Sudariani Research, (2016), the leadership competency model of the head of space increases the motivation and performance of implementing nurses in Mataram City Hospital, (Model of the Nurse Unit Manager Leadership Competence and Performance Leadership competence influences motivation (t = 3,432> 1.96) leadership influences performance (t = 2.878> 1.96), meanwhile Arrum's research, (2010), at Tarakan Regional Hospital Jakarta, regarding the leadership style of the head of the room is related to psychological empowerment of nurses. The leadership style of the room head greatly influences the performance of the implementing nurses and the performance commitment. Performance and commitment affect the quality of nursing care. Another opinion Burns (2009) states that the head of the room as a line manager must understand the behaviour’s of certain people in order to influence him to work in accordance with the desired hospital. The results of Ferdiansyah's research (2006) state that the competency of the head of the room in carrying out managerial functions is the most dominant factor influencing nurse performance.

The ability of the head of the room in leading the services of the boardroom is needed, the results of this study are in line with Nursalam's theory (2010) that the head of the room must have leadership and managerial competence in managing nursing services. Research by Arrum, (2010) and Sudariani, (2016) that leadership competencies will improve nurse performance. Nurse performance will improve the quality of nursing services. The leadership ability of the head of the room will provide influence, motivation and, for example, the role models of the implementing nurses. Leaders and managers who are attentive, effective education, motivating, and having good influence will increase the morale of the implementing nurses.

 The opinion of researchers that the leadership ability of the head of the room is a criterion needed when selecting and selecting the head of the room. The head of the room who has the leadership ability will bring success in carrying out the work program. The head of the room who is able to lead will improve the performance of nursing staff. The leadership ability of the head of the room is able to improve the quality of nursing care. Quality nursing services will satisfy the customer, in this case the patient and his family.

2. The ability to work with other health teams

 The findings of the study are the ability to work with other health teams is a statement of all participants. The ability to cooperate with the head of the room in the form of; coordinating, collaborating, organizing with teams, controlling, and evaluating work. All of these activities need collaboration with others. The ability of cooperation is needed by the head of the room. Leading and managing many people requires the ability to build cooperation.

 According to. Tappen (2008), that management is the ability to manage nursing services in an inpatient room, by moving nursing staff to collaborate vigorously in achieving quality nursing services. Cooperation is needed to strengthen services. One of the competencies that must be possessed by the head of the room is the ability to coordinate cooperation with the health team in one inpatient room. Health problems can be completely resolved by intercolaboration profession. Cooperation in the framework of providing plenary nursing services. Collaboration will also improve the quality of nursing services (Nursalam, 2010, Kurniadi, 2015).

 Rahma's research results (2016) about the effect of team work performance at Sunan Kali Jaga Regional Hospital in Demak Regency, it was concluded that there was a significant influence between team work (X1) and organizational culture (X2) simultaneously on nurse performance (Y) and vice versa. The level of significance is 0.001. Because the significant level is less than 0.05, this regression model can be used for nurse performance.

 The results of the study are in accordance with the theory, and several studies. It needs solid cooperation in nursing services from the health team involved. The head of the room as the manager of the ward, is required to initiate every collaboration between teams in nursing. Cooperation between patients and nurses. Collaborate with other health teams. A head of hareus room has the competence to work with colleagues, patients and their families and other health teams to achieve the goal of quality nursing care in the nursing room. Collaboration requires effective communication, collegiality, managing emotions, egocentricity, and promoting understanding and mutual respect for one another. The head of the room will move the nursing staff in a team work in providing excellent nursing services to patients and their families.

 The opinion of researchers that the head of the room absolutely has the ability to cooperate with others. The work will not be finished and can be done alone. Nursing services in the room are services in dealing with people. The head of the room needs the ability to work together to optimize the nursing work team. Nursing care methods are designed so that they really need teamwork.

3. Have sufficiently high motivation in professionalism

 Research findings that the head of the room must have high motivation in professionalism. This statement was raised by all participants, albeit in different terms. Be a motivator for nursing staff. Always be in the nursing room staying during nursing care activities for patients. Responsible for all nursing care given to patients. Perform effective communication and show attitude of professionalism.

 According to Gillies, (2008); Nursalam, (2010), Effective and strong motivation arises from within the person of a professional. Support from outside himself, family and friends just strengthen it. As the head of the room, they need to be enthusiastic in carrying out their roles and functions. Does not show a tired face despite the many busy tasks and responsibilities. That is the consequence of being a leader and manager of a care unit (Potter and Perry, 2010). The head of the room as a manager and leader of one of his soft skills abilities has high motivation in work and career professionalism. Play a role as a motivator for nursing staff (Tappen, 2008).

 Wahyuni ​​research results, (2007), regarding the analysis of the competence of the head of the room about the management standards for nursing services in Banjar Negara Hospital. The results showed that some of the employees who showed good performance in implementing MPKP were those who had the motivation to meet the need for achievement. Characteristics of nurse respondents which shows that most of the executing nurses who become respondents are those with employee status as employees

 Non-Permanent, amounting to 69.7% and the rest are those with the status of Civil Servants, which is 30.3%. This status as a PTT can maintain nurses' motivation to work so as to produce good performance because they have the hope of being appointed as civil servants. Rustiani's research, (2009) about the motivation and performance of nurses at Ungaran District Hospital, that nurses who have high work motivation, have excellent performance. Motivation and performance there is a significant and meaningful relationship.

 The theme of the head of the room must have a high motivation in professionalism is supported by several theories and research results. The head of the room who has high motivation will influence the achievement of competence and the implementation of these competencies in carrying out managerial functions of the inpatient ward. Motivation is long known in nursing. The willingness and ability to become a professional nurse needs to be supported by family, mentors and those closest to them. The head of the room is the leader and manager in the stay-care unit. Having high motivation in professionalism is absolute, before motivating the nurses to provide quality nursing services.

 The opinion of researchers that good motivation from the head of the room is needed. Motivation from within yourself will be very strong influence on increasing professionalism. Professionalism can be built up through informal study, further study, training, seminars and workshops. The professionalism that is developed will have a positive impact on the quality of nursing services to patients, and their families.

4. Managerial ability in managing nursing room

 One of the competencies of the head of the room is to have managerial skills in managing the nursing room. This statement was raised by all participants. Managerial functions performed by the head of room are; the head of the room does the organization of the inpatient room. Conduct guidance for the implementing nurses in the inpatient room which is their responsibility. Supervise the implementation of nursing care by the implementing nurse. The head of the room carries out controlling or evaluating the implementation of nursing care. All managerial activities are carried out in the inpatient room where the head of the room carries out the manager's role.

 The managerial ability of the head of the room will determine the quality of nursing services to patients. The results of the study are in line with the theory put forward by Henri Fayol (1978) in Tappen (2010), that managerial functions are, consulting, organizing, directing, staffing, budgeting, controlling. These classic functions are developed, adapted and adopted in the nursing profession. The head of the room is required by people who have the ability to manage nursing services in the inpatient room. The head of the room is required to attend managerial training and leadership of the inpatient unit as indicated by the training certificate. This certificate is a condition for the selection of the head of the hospital room. In addition to managerial skills, leadership skills from the head of the room are also needed (Nursalam, 2010)

 Regarding the score of competence in the supervision of the head of the room in the area of ​​nursing personnel is very low to moderate, in the area of ​​the environment and the equipment is moderate to good, the area of ​​nursing care is not sufficient enough and in the area of ​​education and staff development is less to sufficient. The results of the study can confirm that the supervision competency of the head of the inpatient room at Pasar Rebo Regional General Hospital in Jakarta still needs to be improved. Research by Puspita Sari, (2017) at the Tenggarong District Hospital in East Kalimantan, the results of the study showed that the managerial ability of the head of the room affected the performance of the nurses performing nursing care.

 Research findings on managerial management capabilities are in line with several theories and research results. Managerial ability is a competency needed by a head of room. Management functions if implemented systematically will improve the performance of the implementing nurses. Improved performance of nurses will improve the quality of nursing services. The quality of nursing services will increase patient and family satisfaction in receiving nursing services. Managerial ability is the main competency for nurses who are head of the living room care room.

 The researcher is of the opinion that the head room election requirement is managerial competence. Managerial ability will help smooth running of tasks, roles and responsibilities as front-line managers. Improving the quality of nursing care is largely determined by the leadership and managerial competence of the head of the room. Managing nursing services in a nursing room requires managerial competence of the head of the room. The nursing service and administration procedures in nursing services. The managerial ability of the head of the room will have an impact on the systematic nursing services performed.

5. Technical competence according to the area managed

 Hamir, all participants stated that the head of the room needs to have the technical competence of the nursing area for which he is responsible. Technical competence according to the area managed by it is manifested through; providing nursing care, meeting patient needs, exercising ecological abilities, providing nursing intervention to patients. The ability of this clinic is trained continuously so that the head of the room still has technical skills. Technical ability also involves making documentation of nursing care.

 The head of the room as the manager of the ward unit plays the role of leader and manager. Leaders and managers must give an example in managing nursing services. Technical ability according to the area it manages. This technical ability will provide provisions and confidence in directing the implementing nurse in providing nursing care to patients. The head of the room who is skilled in carrying out nursing interventions will sharpen and be critical in conducting clinical supervision. It will also be able to provide evaluation, improve and provide corrections to the implementing nurses and team leaders (Tappen, 2008; Ptter & Perry, 2010; Nursalam, 2010; Kurniadi, 2014).

 Supporting the results of Dewi's research, (2012), research on the competency of space head management in Bangka District Hospital. The results of the study showed that the competency of the nursing care management of the head of the inpatient ward of Sungailiat Regional Hospital was not good enough. The condition is caused because nursing resources do not meet the standards of nursing professionals. The completeness of SAK and SPO inpatient clinical skills is not yet available. The inpatient nursing process is incomplete. The implementation of technical skills in the inpatient ward is only based on the experience of previous nurses. The head of the room is in need of sufficient technical ability to provide examples to the implementing nurses.

 The findings of the study are in line with the theory that the head of the room as a hospitalized manager. The head of the room also has the role of leading all nursing care activities in the nursing room. Technical skills must be mastered by a head of room to provide facilities and manage nursing services. The head of the room has the responsibility, evaluating each nursing action by the implementing nurse. Supervision is carried out to ensure nursing actions are carried out according to the SOP. The competency of the head of the room regarding technical ability is very necessary to provide quality nursing services.

 The opinion of researchers that the head of the room as a role model. How can you perform the functions of leadership and management of nursing care if the head of the room does not have sufficient abilities and skills in nursing’s intervention. It is the head of the room who will guide the nurse in carrying out nursing interventions to the patient. The head of the room will also accompany the new nurse in the room orientation. Evaluate technical skills and abilities under the supervision of the head of the room. The head of the room not only leads and manages nursing care from behind the table, but the head of the room must directly provide nursing services to patients.

Excellent nursing services.

 Part of the participants stated that the head of the room must provide excellent nursing services to patients. Excellent nursing services are shown by participants with; effective communication to patients and their families, reducing the negative impact on nursing services provided. Besides that, the service is excellent when nurses carung towards patients. Caring towards patients by showing good attitude in serving patients, professional, being friendly and kind to patients, caring and measured services.

 The findings of this research are in accordance with the theories of Marquis and Huston, (2008), in dealing with global competition in hospital health services, excellent services are a necessity and are the preeminent of health care institutions. Theory of Jean Watson, (2008), that the moral value of caring nurses is providing caring services to patients and their families. Caring services in the form of hospitality, care, good communication to patients and professionals in caring for patients. Caring according to Johnson, (2010) stated that professional care, in addition to caring and friendly with patients, nurses must also be skilled in providing nursing care to patients. Nurses who have technical ability are showing caring services to patients. Technical competence is appropriate in that the nursing intervention is given explicitly and measurably (Nursalam, 2010).

 Dedi's research results, (2012), are very much in line with the findings in this study. Caring is a friendly, caring behaviour or attitude from the nurse to the patient. When serving patients greet, say hello. Caring is also shown by the nurse's technical ability to intervene in nursing. Research Raodhah, et al, (2017) about the role of the head of space in improving the performance of nurses in Gowa District Hospital, the results of the study showed that the role of the head of the room is very influential on nurse performance. The role of the head of the room covers the implementation of managerial functions. The role of the head of the room includes; planning, organizing, and supervising clinics. The managerial role of the head of the room can be done optimally, it will affect the performance of the implementing nurses in providing excellent nursing services.

 Research findings regarding excellent nursing care are very much in accordance with several theories put forward by Jean Watson, (2008); Marquis and Huston, (2008), Johnson, (2010); that one of the superior nursing services is shown by nurses caring behaviour. The head of the room who is competent and able to show his caring behaviour, will be a motivator and an example of the executing nurses. The head of the caring room will be able to show effective communication, friendly attitude and care are the main elements to open an excellent service. The head of the room who is skilled and has technical ability will support the clinical supervision, and direct the staff to provide superior nursing services. There is no reason for katim nurses and executive nurses not to show excellent service.

 The opinion of researchers that the head of the room as a leader and manager in the ward should be an example and an example and his caring behaviour to patients, families, colleagues and other health teams. The caring behaviour of the head of the room becomes a motivator and strength in giving direction to the implementing nurse to provide excellent service to the customer. Patients and their families are the main external customers of a hospital or clinic institution.

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