

Leadership Style, Supervision Techniques, Competencies, and Implementation of Professional Nursing Practices on Service Quality: A Cross-Sectional

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Article info	Abstract
<p>Article history: Received: May, 15th, 2024 Revised: June 20th, 2024 Accepted: July 09th, 2024</p> <hr/> <p>Corresponding author: Name: Rian Adi Pamungkas Address: Jl. Kebayunan, Kel. Tapos, Kec. Tapos, Depok, Jawa Barat E-mail: rian.adi@esaunggul.ac.id</p> <hr/> <p>International Journal of Nursing and Health Services (IJNHS) Volume 7, Issue 5, October 20th, 2024 DOI: 10.35654/ijnhs.v7i5.800 E-ISSN: 2654-6310</p>	<p>Background: The provision of high-quality healthcare services is a critical. Objective: This study aims to investigate the influence of leadership style, supervision techniques, and competence on the quality of service at the Columbia Asia Pulomas Special Surgical Hospital with the implementation of professional nursing practice as an intervening variable. Method: The quantitative with an cross-sectional approach was used to determine the causality among variables. Data was collected from 105 nurses using purposive sampling techniques and analyzed using Structural Equation Modeling (SEM). Result: The result found that leadership style (p-value<.05), competencies (p-value<.05), and professional nursing practice (p-value<.05) have positive effect on quality of services. Professional nursing practice mediates the influence of the three independent variables on service quality. Conclusion: These findings show the importance of implementing the professional nursing practice model in improving the quality of nursing services. The democratic leadership style applied motivates nurses to provide quality services, while more effective supervision needs to be improved to ensure optimal service. Nurse competency plays a crucial role in producing quality services through professional nursing practice. Implication: This research contributes to the understanding of the factors that influence the quality of nursing services in hospitals and provides valuable input in improving service standards. Therefore, hospital leaders and management need to pay attention to the implementation of professional nursing practices as a strategy to improve the quality of nursing services</p> <p>Keywords: leadership style, competence, service quality, professional nursing practice, supervision</p> <p>This is an Open Access article distributed under the terms of the Creative Commons Attribution-Non-Commercial CC BY-NC 4.0</p>



INTRODUCTION

The provision of high-quality healthcare services is a critical aspect of modern healthcare systems (1). Nursing leaders play a vital role in ensuring that healthcare services are delivered efficiently and effectively. Effective leadership and supervision are essential for fostering a positive work environment, enhancing communication, and improving patient outcomes (2).

In healthcare, leadership and supervision are critical for ensuring that nursing staff work collaboratively to deliver high-quality patient care. Nursing leaders must possess specific competencies to effectively manage and lead their teams. These competencies include technical skills, interpersonal skills, and conceptual skills (3-4).

Effective supervision techniques, such as coaching and mentoring, are also essential for improving the performance and job satisfaction of nursing staff (5).

The quality of nursing services is the main marker in assessing the quality of health services, with the role of nurses as the image of health service institutions in the eyes of the public. The quality of service provided by nurses is reflected in the nursing care provided to clients, where the knowledge of nurses plays a crucial role in documenting the process.

Factors such as leadership style, supervision, and competence also influence the quality of nursing services. Effective leadership at all levels, from the head of the room to the head of nursing, is crucial in improving patient safety and ensuring optimal quality of nursing services, through regular supervision and evaluation practices (6,7,8).

Supervision and competence are also important factors in improving the quality of nursing services, especially through the implementation of professional nursing practices. Supervision provides an opportunity for staff to reflect on their practice and improve the quality of care, while nursing competency involves the ability to create nursing plans, provide care, and evaluate the actions taken (9-10).

Improving the quality of nursing services also requires the development of professional nursing practice methods that are supported by effective leadership, especially from the head of the room, in managing the

structure and process of providing nursing care at the room level (11,12, 13,14).

In an effort to overcome this problem, it is important to understand the influence of leadership style, supervision techniques, and competence on service quality with the implementation of professional nursing practice. Previous studies have shown that leadership style, supervision, and competency have a significant impact on the quality of nursing services. Based on this background, this research aims to investigate the influence of leadership style, supervision techniques, and competence on service quality, with the implementation of professional nursing practice as an intervening variable at RSKB Columbia Asia Pulomas. Thus, it is hoped that the results of this research can provide valuable input in efforts to improve the quality of nursing services in these hospitals, as well as contribute to further understanding of the factors that influence the overall quality of nursing services.

METODE

Design

This research uses quantitative research methods with a cross-sectional design to explain the relationship between the variables studied. This research was conducted at Columbia Asia Hospital.

Sample, sample size, & sampling technique

The population in this study were all 141 nurses at RSKB Columbia Asia Pulomas. The sample size calculation that will be used in this research uses the Slovin formula with an error rate of 5%. The sample selection criteria used a purposive sampling technique. A total of 105 samples were involved in this research.

The inclusion criteria in sample selection are: 1) Executive nurses who have worked for more than 1 year; 2) Nurses who are at PK 2 level; and 3) willingness to participate in this study. Nurses who were on leave when the research was conducted were excluded from this study.

Data collection process

Data collection was carried out by survey, by distributing questionnaires directly to all respondents. Before the questionnaires were distributed, the researcher explained the purpose of the research to all respondents, gave

informed consent to respondents who were willing to become respondents in this research,

The measuring instrument used is a questionnaire that has gone through a validity and reliability process to ensure the consistency of the questionnaire. Details of the instruments used in this research are as follows

Leadership style questionnaire. This questionnaire was used to measure the style of leader to lead the organization. This questionnaire consisted of five dimensions such as 1) ability to make decisions; 2) ability to motivate; 3) ability to communicate; 4) ability to control subordinates; and 5) ability to control emotions. The Likert scale such as 1=strongly disagree, 2=disagree, 3=agree, and 4=strongly agree. The highest score indicated that the high leadership style. The lowest score indicated that the low leadership style.

Supervision techniques questionnaire. This questionnaire was used to measure the way of leader to perform the supervision. The questionnaire consisted of three dimensions such as 1) normative function, 2) formative function, and 3) restorative function. The Likert scale such as 1=strongly disagree, 2=disagree, 3=agree, and 4=strongly agree. The highest score indicated that the good supervision technique. The lowest score indicated that the bad supervision technique.

All instruments in this study had been validated by 30 respondents. To understand the consistency of the instruments, the reliability testing was conducted with the Cronbach alpha score such as the leadership style questionnaire (Cronbach alpha score=.855); Supervision Questionnaire (Cronbach alpha score=.849); Competency Questionnaire (Cronbach alpha score = .853); Quality of Service Questionnaire and (Cronbach alpha score = .749).

Data analysis technique

Descriptive statistical analysis was used with a three-box method approach. The scale used in this analysis is 27.5 - 55 low category (R), >55 - 82.5 medium category (S) and >82.5 - 110 high category (T).

Inferential statistics uses Structural Equation Modeling (SEM) with the Lisrel program to test direct and indirect relationships in this research

RESULT

Characteristic of Respondents

Table 1 explains the characteristics of the respondents. The majority of respondents in this study were female (86%). The most vulnerable age group was 20 - 30 years old (76%). Respondents based on education level showed that the majority had a bachelor's degree + nurse education (62%). For the characteristics of respondents based on length of service shows that the majority of respondents who took part in the survey had a working period of 1 - 5 years (76%).

No	Variables	n	%
1	Gender		
	Men	15	14
	Women	90	86
2	Aged		
	20-30 years	80	76
	31-40 years	24	23
	41-50 years	37	35
3	Education		
	Diploma of III	40	38
	Bachelor	65	62
4	Duration of working		
	1-5 year	80	76
	>5-10 year	25	24

Direct Effect

Table 2 described the direct effect among independent variables with dependent variable. The analysis of sub structure 1 produces a direct influence equation function $Z=0.40(X1)-0.12(X2) +0.66$. These results explain the leadership style, supervision techniques and competencies increased by one unit, hence the model Professional nursing practice will increase by 40% through leadership style, decrease by 12% through supervision and increase by 66% through competency. The coefficient of determination of 0.58 explains that leadership style, supervision and competence have a moderate contribution of 58% in shaping the effectiveness of professional nursing methods.

The analysis of sub structure 2 produces a direct influence equation function $Y=0.31(X1)-0.12(X2) +0.27(X3) +0.58(Z)$. These results explain that leadership style, supervision, competency and professional nursing methods increased by one unit, the quality of service will increase by 31% through leadership style, decrease by 12% through supervision, increase by 27% through competency and increase by 58% through the professional nursing model. The coefficient of

determination of 0.85 explains that leadership style, supervision, competency and effectiveness of the nursing practice model have a strong contribution of 85% in creating service quality

Structure	Direct effect	Coefficient	R ²
Structure 1	X1 to Z	.40	.58
	X2 to Z	-.12	
	X3 to Z	.66	
Structure 2	X1 to Y	.31	.85
	X2 to Y	-.12	
	X3 to Z	.27	
	Z to Y	.58	

Note:

- X1= leadership style
- X2= supervision technique
- X3= competency
- Z= implementation of professional nursing practice
- Y= service quality

Indirect Effect

In the indirect influence analysis, a path equation of $0.23(X1) - 0.07(X2) + 0.38(X3)$ was found. This equation explains that the effectiveness of the professional nursing practice model intervenes positively in the influence of style and competence, but towards supervision intervenes negatively in improve service quality.

The results of the total influence analysis found a path equation of $0.54 (X1) - 0.19$ (the intervention role of the effectiveness of professional nursing methods, whereas if there is effectiveness of professional nursing methods, then supervision will reduce the quality of service to a greater extent than without the intervention role of professional nursing methods.

Indirect effect	Coefficient	Total effect	p-value
X1→Z→Y	.23	.54	.000
X2→Z→Y	-.07	-.11	
X3→Z→Y	.38	.65	

Note:

- X1= leadership style
- X2= supervision technique
- X3= competency
- Z= implementation of professional nursing practice
- Y= service quality

DISCUSSION

The Influence of Leadership Style, Supervision Techniques and Competence on

Service Quality Using the Professional Nursing Practice Model as an Intervening Variable

The results show that the effectiveness of the professional nursing practice model, leadership style and competence are able to improve the quality of service higher than without the effectiveness of the professional nursing practice model. This situation occurs because the professional nursing practice model shows quite professional behavior in quality service for patients in inpatient installations, so that it can intervene in leadership styles, supervision techniques, and higher competencies in improving service quality. These results are in line with relevant research which reveals that the professional nursing practice method organizes nurses to be able to provide comprehensive nursing services to patients, responsibly, communicatively, and effectively by fulfilling the principles of quality service (15), and The professional nursing practice model is implemented through an assignment system which aims to ensure that quality services can be delivered (16).

The professional nursing practice method is a system that allows professional nurses to organize care and is an effort to improve the quality of service in hospitals in nursing services to minimize errors or omissions that can occur. In addition, to improve the quality of nursing care through structuring the nursing care delivery system, providing opportunities for nurses to learn to carry out professional nursing practices and providing opportunities for nurses to develop nursing studies and reviews. with this system, nurses will work according to the SOP and collaborate with the nursing team so that quality services can be delivered, and with this system, the way leaders direct and supervise will be more focused, and nurses can maximize their competence by creating quality services

The effect of leadership style implementation of professional nursing practice

The results of the analysis show that the leadership style applied by the leaders in this research is a Democratic leadership style. leadership carries out control and direction by providing examples and directing nurses to make patient safety culture a work principle, directing nurses to minimize potential patient

safety risks and directing nurses to apply a caring attitude, so that in practice the leadership attempts to hold discussions with staff to solve problems in the room and build team member cooperation and compliance. These results are in line with research which concludes that a leadership style that focuses on patient satisfaction will attempt to establish an appropriate model of professional nursing care according to the patient's condition (17), as well as the leadership style used by a leader determines the effectiveness of nursing care methods professional (18). The democratic leadership style involves active participation of team members in decision making as well as in the distribution of responsibilities.

The effect of supervision technique on implementation of professional nursing practice

Dari hasil kuesioner menunjukkan bahwa Supervision techniques in inpatient installations have not had a positive effect on professional nursing practice methods, this is shown by several indicators in supervision techniques that have not been running optimally. The normative function in the supervision technique of a room head has not provided alternative solutions to problems found in the implementation of supervision in inpatient installations. This of course contradicts the principles of supervision, where the principles of supervision refer to the basic rules that direct and guide the behavior of a supervisor in managing, supervising and supporting the performance of his subordinates.

Basically, supervision techniques have a significant influence on professional nursing practice methods. The results of the analysis that appear above, of course, contradict who concluded that supervision activities in nursing services direct leaders to determine the appropriate nursing care model(19). This is in line with the concept of coaching and supervision carried out by leaders through normative, formative and restorative functions (20). Thus, the professional nursing practice model implemented in inpatient installations will run effectively.

When supervision techniques are not working optimally, a leader needs to take steps to improve the situation. The steps for a leader, supervisor or head of room in carrying out the

supervision process include the need for a plan in supervision, taking an initial approach, observing performance, developing an action plan, implementing the action plan, evaluation and feedback as well as ongoing monitoring and evaluation. . By improving supervision practices, a leader can provide better guidance to nurses and ensure nurses can provide quality nursing practice.

The effect of competency on implementation of professional nursing practice.

The results of the analysis concluded that the competency possessed by nurses in inpatient installations is the behavior of nurses who are quite skilled in professional nursing practice. These results are in line with research which concludes that the level of competency is needed to determine the composition of a nursing team structured through a professional nursing care model (21). The level of nurse competency determines the effectiveness of the professional nursing care model, where nurses are able to establish collaborative relationships and effective communication with the nursing team so that quality service can be delivered to patients (22).

Competency is an individual's ability and capacity to complete their work based on their intellectual and physical capacity, and by having competence, individuals can effectively carry out their role in carrying out work (23). This is shown by the level of knowledge of nurses who know how to measure patient vital signs to prevent unexpected events, how to manage blood administration safely, carry out wound care safely and take steps to prevent patient injury, so that with this knowledge they strive to be disciplined in following the leadership's directions to hold discussions with staff to solve problems in the room and build cooperation and comply with nursing regulations.

The effect of leadership style on quality of services

The leadership applied is able to direct nurses to produce quality services in inpatient installations. These results are in line with research which concludes that a leadership style that focuses on patient satisfaction seeks to shape the work patterns of its members so that they adhere to the principles of quality service (24). Leadership style determines the

realization of the quality of service that nurses are able to deliver in nursing services (25).

Leadership style is a behaviour with a specific purpose to influence the activities of group members to achieve common goals designed to provide individual and organizational benefits. Thus, organizational leadership is a very important factor in determining the achievement of goals set by the organization (26). The concept applied by the leadership seeks to motivate nurses to work with quality, especially regarding the direction carried out by the leadership to direct nurses to make patient safety culture a work principle, direct nurses to minimize potential risks to patient safety and direct nurses to adopt a caring attitude.

The effect of supervision on quality of services

The results of this study show that supervision improves quality services in inpatient installations. This is in line with a study which states that quality supervision is aimed at supervising nursing activities so that they run according to predetermined plans, so that patients can experience quality service during the nursing period (27).

Supervision is an activity carried out by individuals in the form of a system of supervising and monitoring the work behavior of its members to be able to utilize the resources provided by the organization effectively and efficiently (23).

The effect of competency on services quality

The competencies possessed by nurses create quality services in inpatient installations. This happens because they are able to maximize their knowledge and skills, thereby carrying out quality nursing services by fulfilling service quality aspects. This situation is in line with research which concludes that competency determines the level of success of nurses in delivering quality services (28), because competency is the level of knowledge and skills of nurses that direct them to be able to deliver quality services (29).

Competency is an individual's ability and capacity to complete their work based on their intellectual and physical capacity, and by having competence, an individual can effectively carry out their role in carrying out work (23), the situation shows that the

knowledge possessed by nurses forms their level of skill in carrying out work. deliver quality nursing services, and this is proven through the ability of nurses to maximize their knowledge to know how to measure patient vital signs to prevent unexpected events, how to manage blood administration safely, carry out wound care safely and take steps to prevent patient injury, so that with this knowledge they are able to provide nursing services through a planned clinical flow, apply the principles of nursing ethics when serving patients and carry out treatment according to the patient's medical record data.

Conclusion

Effective leadership and supervision are essential for delivering high-quality healthcare services. This study aims to investigate the leadership style, supervision techniques, and competencies required of nursing leaders to enhance service quality in healthcare settings. The findings will contribute to the development of best practices for leadership and supervision in the nursing profession, ultimately improving patient care and healthcare outcomes.

Recommendation

The results of this research provide several recommendations that can serve as a guide for future researchers. First, it is recommended to conduct a broader and in-depth literature study on Meta Analytic Structural Equation Modeling (MASEM) to deepen its understanding and application in the context of leadership style and nurse performance. This way, the analysis can be more detailed and accurate. Next, researchers are expected to be able to develop a more detailed model. Future researchers are also advised to expand the scope of research by deepening their understanding of leadership styles and the quality of nursing services through more complete literature references. Finally, based on the results of the analysis, it is necessary to increase motivation and routine supervision from the head of the room to improve professional nursing practice and encourage a democratic leadership style in nursing services. Thus, it is hoped that the quality of nursing services in hospitals can be improved through effective collaboration between management and nursing staff.

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