

**HUBUNGAN GAYA KEPEMIMPINAN OTORITER DENGAN STRES
KERJA PERAWAT RUMAH SAKIT SARI MUTIARA LUBUK PAKAM**

SKRIPSI

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ABSTARCT
***THE RELATIONSHIP BETWEEN AUTHORITARIAN LEADERSHIP
STYLE AND WORK STRESS OF NURSES AT SARI MUTIARA LUBUK
PAKAM HOSPITAL.***

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This research aims to determine the relationship between authoritarian leadership style and work stress of the nurses at Sari Mutiara Lubuk Pakam hospital. The research sample was taken using purposive sampling. The work stress scale is prepared based on the aspects of work stress as stated by Robbins and Judge. The leadership scale is arranged based on the proposed by Mar'at. The data were analyzed using the product moment test. The analysis shows that there is a relation between job stress and authoritarian leadership at Sari Mutiara Lubuk Pakam hospital ($r_{xy} = -0,639$ with $P = 0,000 < 0,050$). It means that there is a positive relation between authoritarian leadership style and work stress in the Sari Mutiara Lubuk Pakam hospital acceptable. The result showed that authoritarian leadership contributed to work stress much as 40,9%. Authoritarian leadership received by the sample is known to be classified as high (hypothetical mean 82,5 > empirical mean 97,95 and the difference SD 8,159. Classified as high work stress hypothetical mean 70 < hypothetical mean 85,00 and the difference SD 8,122).

Keywords: authoritarian, leadership, work of the nurses.

CHAPTER I

INTRODUCTION

A. Background of Study

Public health is one of the aspect of community life that always needs guidance and development. Regarding public health, it cannot be separated from the hospital problem because it is one of the institutions in charge serving the public health aspect.

Hospital as a service company are required to always following develop economic growth in order to maintain its sustainability. Public awareness of healthy living has an impact on the rampant growth of hospitals, both public and private, which are mutually competent in producing products that attract consumers or customers. It is undeniable that the growth and development of the hospital has created quite a tight competition in increasing the number of patients. These conditions require hospitals having to pay attention to the quality of their services so that they can survive and are always sought after by service users (patients).

Hospitals are also an integral part of the overall health care system developed through a health development plan, so hospital development cannot be separated from health development policies. Moreover, the hospital is a form of health facility, whether organized by the government or the community, which functions to carry out basic health efforts, referral health and supporting health efforts. Hospitals in performing their functions are expected to always pay attention to social functions in providing health services to the community. The success of the hospital in carrying out its functions is indicated by the quality of excellent hospital services. The quality of hospital services is strongly influenced

by several factors, among which the most dominant is human resources (Ministry of Health Republic of Indonesia, 2002).

According to Davis Pestonje (1992) health workers, especially nurses, in carrying out their duties cannot be separated from work stress. Similar to other professions, the duties and responsibilities of nurses not only to bring satisfaction to the nurses, but also can cause stress for them. Selye (Umam, 2010) states that work stress is a person's response to work related to the environment where stress is a reaction from the organism, physiological, psychological, or behavioral reaction, not everyone who experiences the same psychosocial stressor will experience stress, depending on the personality type possessed by the individual.

Some of the conditions related to work stress are the leadership style that takes place in the hospital, the number of patients who must be treated, work capacity that is not in accordance with the education obtained, shifts used to do duties that are not in accordance with working hours that take place every day, as well as adequate facilities that can help nurses complete their work properly.

Some conditions that are considered unpleasant by nurses can cause nurses' emotions that are not as expected. This excessive work stress greatly affects the productivity of health workers. The consequence, the productivity of them will be affected and of course will have impact in the hospital itself. These conditions can cause nurses to experience stress at work.

Work stress does not automatically have a negative impact on the performance of nurses. If work stress has passed the optimal threshold, however it will affect the nurses' performance. Davis (1992) found that excessive work stress will adversely affect an individual's ability to interact with his environment normally. It will cause the decline of individual performance.

According to Marbusan (2007), the consequences of stress include four kinds, namely: physical illness, work accidents especially in workers with high performance demands and lack of attention, high absenteeism that will often occurs in individuals who find it difficult to adapt to their work, and the last is work sluggishness (burn-out), occurs when individuals run out of motivation in an effort to continue a high performance.

According to Rini (2002), some of the negative impacts that can be caused by work stress may include: disruption and obstacle both in management and work operations, disrupting normal work activities, reducing productivity levels, reducing hospital income and profits. Furthermore, work stress on nurses affects the work performance of them, it is in accordance with previous research on the relationship between stress and performance, namely an inverse relation, means that the higher the stress level, the more challenging the work and the higher the job performance will be. But if the stress level is optimal, it will cause health problems and as the impact will reduce work performance (Ilmi, 2003).

If there is a high-level stress and in accordance with the maximum ability of the employee's performance, then at this point the additional stress is less likely to result in improved performance. Furthermore, if the stress experienced by employees is too great, then performance will begin to decline. It is because the stress interferes with the implementation of the employee's work and will lose the ability to control it or become unable to make decisions and his behavior becomes erratic. The most extreme consequences are zero performance, employees experience disruptions, become sick, and are no longer strong enough to work, become discouraged, leave or refuse to work (Anonymous, 2007).

The leadership style according to Kartono (1991) is the ability to give constructive influence to others in carrying out a cooperative effort to achieve the stated goals. Furthermore, it is explained that leadership style is a form of domination based on personal ability, namely being able to encourage and invite others to do something in order to

achieve a common goal. Then Thoha (1999) states that leadership style is a behavioral norm used by a person when that person tries to influence the behavior of others.

This study emphasizes the leadership style that tends to be authoritarian, where the style is sometimes called leader-centered leadership or directive style. This style is characterized by a very large number of instructions that come from the leader and very limited or even complete absence of the participation of subordinates in planning and decision making. The leader unilaterally determines what participation, how and when the various duties are carried out. The most prominent in this leadership style is the 'giving orders'.

The leadership style tends to be authoritarian that takes place in a company, as happened in a hospital. In this case the Sari Mutiara Hospital Lubuk Pakam will be assessed differently by each nurse. The leadership style displayed by a leader, caused various responses from nurses. Nurses who provide positive responses or assessments of leadership styles will have feelings of pleasure at work and this condition keeps nurses from work stress. It is because by liking the existing leadership style, employees will be happier to work and avoid stress. Conversely, for nurses who have a negative assessment of leadership style, this condition can increase nurses' work stress (Riono and Zulaifah, 2001).

The leadership style according to Mifta Thoha (2010) is a behavioral norm used by a person when that person tries to influence the behavior of others to be what he/she wants to.

An approach that can be used to determine the success of a leader is by looking the style of he/she leads, because leadership style influences the behavior of his subordinates a lot. Thoha (1997) states that leadership style is a behavioral norm used by a person when that person tries to influence the behavior of others. In this case, to align the perception

between the person who will influence the person whose behavior is influenced is very important.

Leadership style is the way the leader carries himself as a leader, how to act in using his power, for example (1) authoritarian leadership style, (2) democratic leadership style, (3) paternalistic leadership style. Furthermore, Keating (in Thoha, 1997) stated that there are only two kinds of leadership styles, namely (1) task-oriented leadership style and (2) human relationship oriented leadership style.

Phenomena that occurs related to work stress experienced by nurses at Sari Mutiara Hospital Medan include the role of a leader who seems authoritarian. As a result of the authoritarian leadership style, nurses often feel irritated, helpless and unable to do anything.

Based on the results of observations in the field, the author saw nurses experiencing work stress such as lack of communication, demanding superiors, conflicts with coworkers, workloads, feelings of fear of losing their jobs, leaders often gave work orders arbitrarily. It makes nurses always feel stressed at work and resulting in fatigue, dizziness and lack of enthusiasm. Overtime pay is not included and the leader never pays attention to the conditions or the busyness of the nurses. In this case, the situation will make nurses feel that they are working under pressure. They feel uncomfortable at working, relationships with superiors or with the head nurse are not harmonious and other conditions that are felt by nurses are not pleasant. Moreover, nurses feel various physical, emotional, intellectual, and interpersonal disorders as a result of several work stress conditions experienced by nurses. Furthermore, nurses often feel restless, lose enthusiasm, have difficulty concentrating and thinking clearly, find it difficult to make decisions, lose creativity and lack of passion in appearance.

Based on the above observations, Tori Selye (Umam, 2010) stated that work stress is a person's response to work related to an environment where stress is a reaction of the organism, physiological, psychological, or behavioral reaction. Furthermore, work stress is a source or work stressor that causes individual reactions in the form of physiological, psychological and behavioral reactions (Wijono, 2010).

Robbins (2006) defines work stress as a dynamic condition in which individuals face opportunities, scales, or demands related to what is highly desired and the results are perceived as uncertain but important.

This is supported by interviews that have been conducted with nurses at Sari Mutiara Hospital Medan on July 20, 2018. One of the nurses said that, if there is a problem with the leader at the hospital, they just follow the existing regulations because they need money. Based on her statement, sometimes they want to be asked to work overtime, but overtime wages are not included. Regarding salaries, she said it is often late while there are a lot of demands. The condition of course give stress work for the nurses.

Based on the observations, the researchers did see that there was stress experienced by several nurses in the hospital. The author indicates that the most contributes for this case is a lack of concern for the hospital's leader to the nurses. The consequence, it had a large enough impact that would cause indications of stress at work.

Based on the facts in the field stated above, the author wants to prove and take the research title "**The Relationship of Authoritarian Leadership Style and Work Stress**"

B. Identification of Study

Selye (Umam, 2010) states that work stress is a person's response to work related to the environment where stress is a reaction from the organism, physiological, psychological, or behavioral reaction. Not everyone who experiences the same psychosocial

stressor will experience stress, depending on the personality type possessed by the individual. Based on the background and phenomena that have been experienced by the nurses at the Sari Mutiara Hospital Lubuk Pakam, it is the leader who often gives duties that are limits of the employees, giving orders arbitrarily without paying attention to the nurse's condition. As a result, not a few nurses experience work stress because of the attitudes and behavior of leaders who tend to be authoritarian. It is not uncommon for nurses to complain, get irritated and not enthusiastic, so in the end work stress arises.

The decline performance of nurses because of an authoritarian leadership style can be include as workload, pressure from the leader to complete the work. Factors causing work stress include excessive workload, inadequate work time and equipment, the remuneration received is too low, conflicts between individuals and leaders and conflicts with the work team.

From the description above, the researcher was interested in examining the relationship between authoritarian leadership style and work stress on nurses at Sari Mutiara Hospital Lubuk Pakam.

C. The Scope of Problem

This study emphasized the problem of work stress at the Sari Mutiara Hospital Lubuk Pakam, especially on the nurse section. Therefore, this research focused on the study of the relationship between authoritarian leadership style and work stress of nurses at Sari Mutiara Hospital Lubuk Pakam.

D. Formulation of the Problem

Based on the background of the study above, the formulation of the study is: The relationship between authoritarian leadership style and work stress at Sari Mutiara Hospital Lubuk Pakam.

E. The Objectives of the Study

Based on the formulation of the problem above, the objective of this study is to find out whether there was a significant relationship between authoritarian leadership style and work stress of nurses at Sari Mutiara Hospital Lubuk Pakam.

F. The Significance of the Study

This research was expected to provide the following benefits:

1. Theoretical Benefits

The theoretical benefits of this research were expected to provide a useful contribution to knowledge in the scope of industrial and organizational psychology related to the relationship between authoritarian leadership style and nurse work stress.

2. Practical Benefits

After knowing the results of this study, namely the relationship between authoritarian leadership style and work stress, this research was expected to be an input and consideration for the management of Sari Mutiara Hospital Lubuk Pakam as material for further study for the duties of the nurses at the hospital. Thus, wise steps could be taken against nurses that would benefit both parties.

CHAPTER II

THEORETICAL FRAMEWORK

A. Nurse

1. Definition of Nurse

According to the Ministry of Health Regulation in 2010, definition of a nurse is someone who has graduated from education both at domestically and overseas in accordance with statutory regulations. Then (Health Law No. 36 of 2009) regarding health, explains that a nurse is someone who has the ability and authority perform nursing actions based on the knowledge they have gained through nursing education. Nurses are divided into three types, namely vocational nurses, professional nurses, and specialist professional nurses.

a. Vocational Nurses

A vocational nurse is someone who has the authority to practice with certain limitations under direct or indirect supervision by a professional nurse, called a Licensed Vocational Nurse (LVN).

b. Professional Nurses

Professional nurses are professionals who are independent, work autonomously, collaborate with others, have completed the educational profession, the nursing profession, and have passed the professional nurse competency test.

c. Specialist Professional Nurses

A specialist professional nurse is a nurse who is prepared above the level of a professional nurse, has authority as a specialist or expanded authority and has the competence of a specialist professional nurse.

Based on the opinion above, it can be concluded that nurses are individuals who carry out an activity as a medical service to treat or maintain, help and protect someone

because of illness.

2. Duties of Nurses

According to Taylor (in Sinaga, 2009) nurses on duty in hospitals are required to replace the role of doctors in treating patients, as long as doctors are not on duty. The duties of a nurse are:

- a. Caring for patients in term of injections, measuring pulses, infusions, taking blood, and blood transfusions, as well as giving medicine according to regulations.
- b. Serving patients in the form of bathing, feeding, and giving respons on questions from patients and their families regarding the disease and patient development.
- c. Giving motivation to patients such as giving hope that sick patients can or will recover soon if they follow the treatment rules that have been determined by the hospital, including entertaining and being friendly to patients.

According to the Workshop (1983) the duties of a nurse are:

- a. Collecting data
- b. Analyze and interpret data
- c. Develop a nursing action plan
- d. Use and apply concepts and principles of behavioral science, socio-culture in order to fulfill basic human needs
- e. Determine measurable criteria in assessing nursing plans
- f. Assess the level of goal achievement
- g. Identify the necessary changes
- h. Recording data in the nursing process

From the statement above, it can be concluded that the duties of nurses are divided into several types that influence each other in shaping work stress on each individual.

3. Nurse Service

According to Hidayat (2007), in principle, a nurse in serving health should provides certain forms of service that have been determined in the ethical principles of nursing. Nursing services should not be out of a predetermined form. The forms of nurse services outlined in nursing ethics are as follows:

- a. Physiological: nurse services to patients (the wider community) related to body health (physical), such as the function of the five senses, various diseases suffered by patients, body metabolism and so on.
- b. Psychological: mental health services for patients, such as stress and depression, due to the pressure of various things. For example, economic pressure, family pressure, torture, family problems, and so on.
- c. Social and cultural: nurse services to clients or patients as well as community groups for things that are experienced directly in the community, such as domestic violence that can have a serious impact on a person's mentality and so on.

This service can be provided by means of counseling, seminars, mentoring and others. Nurses can provide the above forms of service if the client (patient) and the community experience the following:

- a. Inability: the condition of the patient (client) who is unable to meet health needs due to various kinds of obstacles, both economic, educational, cultural, social, family, and so on.
- b. Ignorance: the condition of patients and the wider community who do not know (don't understand) how to meet their health needs (prevent or treat health problems) even though they have a lot of material. For example, not knowing what types of food should be consumed to increase red blood cells, not knowing when is the right time to exercise to improve heart health, and so on.

Based on the opinion above, it can be concluded that nurse services are needed by patients, so that patients are able to meet their health needs and maintain their health in the future.

4. Nurse Service Quality

The definition of quality is based on the point of view of international quality experts, referring to the opinion of Deming, Crosby, Juran and Davis, in Yamit (2005), are as follow:

- a. Deming defines quality as whatever the consumer needs and wants.
- b. Crosby perceives quality as zero defects, perfection and conformity to requirements.
- c. Juran defines quality as the embodiment or description of the results that meet the needs of customers so as to provide satisfaction.
- d. Davis defines quality as a dynamic condition associated with products, services, people, processes, and the environment that meet or exceed expectations.

According to Heather (1962), the quality of nursing service is the appropriate application of medical knowledge to patient care while balancing the risks inherent in nursing interventions and the expected benefits of it.

Based on the above opinion, it can be concluded that a good nursing service must have certain principles. In providing services, nurses must also have good quality competency standards and are based on legal nursing ethics.

B. Work Stress

1. Definition of Work Stress

The stress term is often used to denote a dynamic condition, which confronts the worker with an opportunity, constraint, or demand related to something he or she desires and the outcome is perceived as uncertain and important. In other words, stress is a condition

where the body is disturbed due to psychological pressure (Marliani, 2015). Luthans (Noviansyah & Zunaidah, 2011) defines stress as an individual's interaction with the environment, an additive response that is linked by individual differences and psychological processes that are consequences of external actions, situations, or events that place excessive psychological or physical demands on a person.

Selye (Umam, 2010) states that work stress is a person's response to work related to an environment where stress is a reaction of the organism, physiological, psychological, or behavioral reaction. Furthermore, work stress is a source or work stressor that causes individual reactions in the form of physiological, psychological and behavioral reactions (Wijono, 2010).

Robbins (2006) defines work stress as a dynamic condition in which individuals face opportunities, scales, or demands related to what is highly desired and the results are perceived as uncertain but important.

From the statement above, it can be concluded that stress is an indication that is owned by everyone where it is influenced by themselves (personality) and the environment around them. The stress that occurs will have an impact on the individual for those who experience stress. Basically stress occurs because the burden of someone's thoughts is too heavy and the pressure that makes a person lack of concentration.

2. Work Stress Factors

According to Beehr and Newman (in Wijono, 2010) work stress is a condition that arises in the interaction between humans and their job. Work stress is a psychological process that occurs as a consequence of behavior or events in the work environment and causes specific psychological, physiological, and individual consequences.

Smith (in Wijono, 2010) suggests that the concept of work stress can be viewed

from several points of view. The first, work stress is the result of circumstances from the workplace e.g. noisy environment and poor ventilation, it will reduce motivation. Second, stress is the result of two organizational factors, namely involvement in organizational support duties. Third, stress occurs due to the 'worklog' factor and the ability to perform duties. Fourth, the excessive working time. Fifth, work responsibility factor. Finally, the challenges that arise from the duty. The conclusion is work stress are the results caused by the above factors.

Heilriegel and Slocum (in Wijono, 2010) state that work stress can be caused by four main factors, namely conflict, uncertainty, pressure from duties and relationships with management, so work stress is a psychological and physiological feedback on employees' desires or requests organization. In other word, work stress is a factor that can put pressure on productivity and the work environment and can interfere the individual.

Keenan and Neuton (in Wijono, 2010) argue that work stress is a manifestation of role ambiguity, role conflict, and excessive workload. This condition can hamper individual achievement and ability to work. From the explanation above, it can be concluded as a condition of the results of individual subjective appreciation that can change the interaction between individuals and the work environment that threatens and gives psychological, physiological and individual pressure.

Based on the above opinion, it can be concluded that work stress is also a response in adjusting to being influenced by individual differences or psychological processes as a consequence of environmental actions, situations that are too many psychological and physical demands of individuals.

3. Types of Work Stress

Quick and Quick (1984) categorize the types of stress into two, namely:

a. Eustress

It is the result of a response to stress that is healthy, positive, and constructive. It includes individual as well as organizational well-being that is associated with growth, flexibility, adaptability, and high levels of performance.

b. Distress

It is the result of a response to stress that is unhealthy, negative, and destructive. These include individual as well as organizational consequences such as cardiovascular disease and high absenteeism, which is associated with illness, decline, and death.

From the above statement, it can be concluded that the types of work stress are divided into two: eustress, the positive stress which has a good impact on health and distress, the negative stress which has a negative impact on health.

4. Work Stress Aspect

According to Robbins & Judge (2008), aspects of work stress can be grouped into three categories, namely:

- a. Physiological: stress can create changes in metabolism, increase heart beat and breathing, raise blood pressure, cause headache and trigger heart attacks.
- b. Psychological: job dissatisfaction is the simplest and most obvious psychological effect of stress, but stress also arises from other psychological conditions, such as tension, anxiety, irritation, boredom and procrastination.
- c. Behavior: includes changes in productivity levels, absenteeism, and employee turnover, also the changes in eating habits, smoking patterns, alcohol consumption, anxiety, and sleep irregularities.

From the statement above, it can be concluded there are 3 aspects that affect work stress, namely physiological, psychological and behavioral aspects.

5. Source of Work Stress

Source of stress (stressors) is a condition, situation or event that can cause stress. Basically the source of stress is the result of interactions between an individual and his environment. In this discussion, the individual's environment can be classified into two factors as a source of stress, namely work factors and factors outside the work itself.

According to Luthans (1992), the causes of stressors at work are:

- a. Extra organizational stressors, which consist of social/technological changes, family, relocation, economic and financial circumstances, race and class, and community/residential conditions.
- b. Organizational stressors, which consist of organizational policies, organizational structure, physical conditions in the organization, and processes that occur within the organization.
- c. Group stressors, which consist of lack of togetherness in the group, lack of social support, and the existence of intra-individual, interpersonal, and intergroup conflicts.
- d. Individual stressors, consisting of conflicts and role ambiguity, as well as individual dispositions, such as type A personality patterns, personal control, learned helplessness, self-efficacy, and psychological endurance.

While Cooper and Davidson (1991) divide the causes of stress at work into two, namely:

1. Individual Stressor, is the cause of stress that comes from the individual itself, for example one's personality type, personal control and one's level of resignation, self-perception, level of fortitude in dealing with role conflicts and unclear roles.
2. Group Stressor, is the cause of stress that comes from situations or circumstances within the company, for example the lack of cooperation between employees, conflicts between individuals in a group, or the lack of social support from fellow

employees within the company.

From the statement above, it can be concluded that the source of work stress comes from the situation and circumstances of the company and comes from within the individual itself.

6. The Impact of Work Stress

Generally, work stress is more detrimental to employees and the company. In employees, these consequences can be in the form of decreased work enthusiasm, high anxiety, frustration and so on (Rice, 1999). The consequences for these employees are not only related to work activities, but can extend to other aspects. Such as not being able to sleep peacefully, decreased appetite, unable to concentrate, and so on.

Meanwhile, Almond (1986) states that there are four consequences due to work stress experienced by individuals, namely disruption of physical health, psychological health, performance, and influencing individuals in decision making. Research conducted by Halim (1986) in Jakarta using 76 samples of managers and foremen in private companies show that the effects of stress they feel are twofold, these two things are:

1. Effects on their physiology, such as fast heart beating, increased heart beat, dry lips, sweating and nausea.
2. Their psychological effects, which characterized by they feel tense, anxious, unable to concentrate, want to go to the bathroom and want to leave stressful situations.

For companies, the consequences that arise and indirect are increasing absenteeism, decreasing productivity levels, and psychologically reducing organizational commitment, triggering feelings of alienation and even turnover (Greenberg & Baron, 1993; Quick & Quick, 1984; Robbins, 1993).

From the statement above, it can be concluded that the impact of work stress is

divided into physiological effects and psychological effects, both of which cause harm to individual health and adverse effects to the progress of the company or organization.

7. Indications of Work Stress

Terry Beehr and John Newman (in Rice, 1999) reviewed several cases of work stress and concluded three indications of stress in individuals, namely:

1. Psychological Indication

The following are psychological indications that are often found in the results of research on work stress:

- a. Anxiety, strain, confusion and irritability.
- b. Feelings of frustration, anger, and revenge (hatred).
- c. Sensitivity and hyperreactivity.
- d. Repressed feelings, seclude and depression.
- e. Ineffective communication.
- f. Feeling isolated.
- g. Boredom and job dissatisfaction.
- h. Mental fatigue, decreased intellectual function, and loss of concentration.
- i. Loss of spontaneity and creativity.
- j. Low self-confidence

2. Physiological Indication

The main physiological indications of work stress are:

- a. Increased heartbeat, blood pressure, and a tendency to develop cardiovascular disease.
- b. Increased secretion of stress hormones (eg adrenaline and non-adrenaline).
- c. Gastrointestinal disturbances (eg stomach upset).

- d. Increased frequency of physical injuries and accidents.
- e. Physical exhaustion and the possibility of experiencing chronic fatigue syndrome.
- f. Respiratory distress, including interference from existing conditions.
- g. Disorders of the skin.
- h. Headache, lower back pain, muscle tension.
- i. Sleep problems.
- j. Impaired immune function, including a high risk of developing cancer

3. Behavioral Indications

The main behavioral indications of work stress are:

- a. Procrastinating, avoiding work, and being absent from work.
- b. Decreased performance and productivity.
- c. Increased use of alcohol and drugs.
- d. Sabotage behavior at work.
- e. Abnormal eating behavior (mostly), which leading to obesity.
- f. Abnormal eating behavior (deficiency) as a form of secession and sudden weight loss, possibly in combination with signs of depression.
- g. Increased tendency to engage in high-risk behaviors, such as reckless driving and gambling.
- h. Increased aggressiveness, vandalism, and crime.
- i. Decreased quality of interpersonal relationships with family and friends.
- j. Tendency to commit suicide.

From the statement of Terry Beehr and John Newman (in Rice, 1999) above, it can be concluded that there are three indications of stress in individuals, namely psychological, physiological and behavioral indications.

8. The Characteristics of Work Stress

The characteristics of employees who experience work stress will behave such as decreased work potential, unable to socialize, ineffective use of free time outside of working hours, and the emergence of physical complaints without physical fatigue.

According to Ivancevich (2007) the characteristics of work stress are as follows:

- a. Employees who are usually punctual will develop a pattern of tardiness or employees who are usually reliable will develop a pattern of absenteeism.
- b. An employee who is normally cheerful becomes seclude.
- c. An employee who usually works neatly and meticulously, eventually will do incomplete work.
- d. Taking a good decision, suddenly taking a bad decision.
- e. An employee who is easy to get along with and gets along with others suddenly gets offended quickly.
- f. An employee who is usually well-groomed, ignores his appearance.

From the statement above, individuals can be said to experience stress at work when individuals experience changes from previous activities that were previously good but become deviant or bad.

9. Personal Approach to Manage Stress

Basically stress needs to be managed and overcome, at least in the minds of people who have tried to let or avoid conditions, situations and events that are full of pressure. But there are also people who are trying to change, manage, or cope it appropriately and effectively. For this personal approach, two strategies can be used (Tosi, 1990), namely:

1. Psychological Strategy

This strategy focuses on efforts to manage work stress with the main goal of

changing behavior through:

a. Increased self-awareness

Self-awareness aims to help clear someone's mind in order to control emotions and avoid psychological burdens and work stress that comes from conditions, situations, or events at work.

b. Reduction of Nervous Tension

The goal to get rid of the tense feelings that arise from a group of muscles that are under tension which includes the muscles of the hands, wrists, elbows, back, neck, face, feet, and ankles.

c. Counseling or psychotherapy

Efforts made in counseling and psychotherapy are to reveal problems and sources of tension that cause work stress, help change someone's view of conditions, situations or events that cause work stress, and develop various alternatives to determine the most appropriate strategy in dealing with work stress, determine actions and assess results and follow up.

2. Physiological Strategy

This physiological strategy focuses on efforts to manage work stress for the purpose of training physical health. Medical sciences have shown that physiological and biochemical changes produced by physical or exercise play a positive role in reducing the effects of work stress by engaging in physical exercise, disquiet emotions and thoughts, anxiety, irritability, and depression.

From the statement above, it can be concluded that there are two strategies that can be done by individuals in managing stress, namely psychological strategy that focuses on efforts to manage work stress in order to change behavior and physiological strategy, with main goal is to train physical health.

10. Organizational Approach in Managing Work Stress

According to Rose & Veiga, (1984), there are several ways are used to manage stress in organizations, namely:

- a. Improve Communication.
- b. An effective performance appraisal system and reward system.
- c. Increase participation.
- d. Enrich roles.
- e. Develop skills, personality and work

Meanwhile, Suprianto et al (2003) stated that there are several ways that are used to manage stress in organizations, namely:

- a. Conduct selection and placement.
- b. Goal setting
- c. Job redesign
- d. Participation decision making
- e. Organizational communication
- f. Welfare program
- g. Authoritarian Leadership

C. Authoritarian Leadership Style

1. Definition of Authoritarian Leadership Style

Leadership style according to Effendi (1992) is a process in which a person leads, guides, influences or controls the thoughts, feelings or behavior of others. Meanwhile, according to Schimdt (in Jarmanto, 1983), leadership style is a relationship between a person and a group that is formed around the same interests and behaves in a predetermined way, and it is directed by the leader.

Toha (1999) states that leadership style is a behavioral norm used by a person when that person tries to influence the behavior of others. Basically, the authoritarian leadership style concentrates power and decisions on oneself. The leader has full authority and assumes responsibility for himself. His subordinates are given only enough information to carry out the duties assigned by the leader. This causes subordinates or employees to assume that the lack of intake for opportunities provided by superiors to develop employee careers will lead to a lack of enthusiasm and reduce the understanding of being responsible for improving their achievements and work careers in the future. In this case, the longer employees or subordinates accept authoritarian leadership, the more they will experience heavy work pressure.

According to Kartono (1991) an authoritarian leadership style is characterized by the characteristics of a leader who is rigid and hard in applying regulations and discipline, being coercive by always demanding employee compliance, in order to behave as the leader want to. Various attitudes of leaders according to what is considered the best by themselves, including punishment and apathetic, this attitude can cause tension and discomfort, thus allowing chaos within the company.

The leadership style according to Kartono (1991) is the ability to give constructive influence to other people to carry out a cooperative effort to achieve the stated goals. Furthermore, it is explained that leadership style is a form of domination based on personal ability, namely being able to encourage and invite others to do something in order to achieve common goals.

Based on the description above, it can be concluded that the authoritarian leadership style is a way that leaders do in their work which is characterized by a rigid and hard attitude in applying regulations and discipline, being coercive by always demanding employee compliance, so that they behave as what the leader wants to.

2. Various Leadership Styles

According to Efendy (1982), basically there are three leadership styles, namely authoritarian leadership style, democratic leadership and free leadership (*laissez faire* leadership). However, Jarmanto (1983) stated that in in the world of work the most encountered are authoritarian and democratic leadership styles.

a. Authoritarian Leadership

Authoritarian leadership is leadership based on absolute power. An authoritarian leader leads his subordinates by directing to a predetermined goal. All decisions are in one hand, namely the authoritarian leader who is considered by others and who considers himself to be more knowledgeable than others. Every decision is considered valid and his followers accept it without conditions. Authoritarian leaders are considered a superhuman.

b. Democratic Leadership

Democratic leadership is leadership based on democracy. One thing that is important here is not the democratic choice of the leader by his followers, but the way he carries out his leadership democratically.

Leaders in a democratic leadership style tend to include group members to jointly determine the group's goals and develop work steps that will be carried out together. Democratic leaders prefer to form relationships that are personal rather than relationships of interest or purposeful relationships, simple and self-effacing and very time-consuming.

c. Laissez faire leadership

Laissez faire leadership style is a leader who performs his role in principle. The leader leaves all efforts to determine goals and activities entirely to group members. The leader only handed over the materials and tools needed for the job, while he did not take any initiative, even in the midst of the group.

Effendy (1983) explains that the leader in the *laissez faire* leadership style in his

role is passive and as a spectator only. The leader gives all efforts to determine his goals and activities are left entirely to his group members. The leader only hands over the materials and tools necessary for the job. The leader does not take any initiative, even though he is in the middle of the group.

Furthermore, Reksohadiprodo and Handoko (1994) added that a leader with a laissez faire leadership style in leading provides complete freedom for individuals or groups, with minimal participation from the leader.

Based on the description above, it can be concluded that there are basically three leadership styles, namely authoritarian leadership, democratic leadership, and laissez faire leadership.

3. Characteristics of an Authoritarian Leadership Style

Leadership style will determine the success of a leader in influencing the behavior of his subordinates. The term style is roughly the same as the way a leader uses to influence his followers. The leadership of an organization needs to develop staff and build a motivational climate that result in high levels of productivity, so leaders need to think about their leadership style. Leadership style is a behavioral norm used by a person when that person tries to influence the behavior of others. Thus, the leadership of a leader must be able to establish good personal relationships between those who are led and those who lead, so there will be mutual respect, trust, help, and a sense of solidarity. So, a leader must be able to think systematically and regularly, have experience and knowledge and be able to plan what will be done. ([in http://wiki.bestlagu.com/wiki-cafe/173816-gaya-kepemimpinan.html](http://wiki.bestlagu.com/wiki-cafe/173816-gaya-kepemimpinan.html)).

Authoritarian leadership style is the ability to influence others to be willing to work together to achieve predetermined goals by means of all activities that will be carried out solely decided by the leaders. The characteristics of an authoritarian leadership style are as follows:

- a. Absolute authority centered on the leader.
- b. Decisions are always made by the leader.
- c. Policies are always made by the leader.
- d. One way communication, only from the leader to the subordinates.
- e. Supervision of the attitudes, behavior, actions or activities of their subordinates is carried out strictly.
- f. There is no opportunity for subordinates to provide advice, considerations or opinions.
- g. Subordinate duties are given in an instructive way.
- h. More criticism than praise, demands of perfect performance and loyalty from subordinates without conditions, and tends to be coercive, threaten, and punish.

Authoritarian leadership as stated in <http://berbagiilmu.wen.ru/tipe-tipe-kepeminan.html> has the following characteristics: (1) based on absolute power and coercion that must be obeyed, (2) the leader always acts as a single player, (3) ambitious to dominate the situation, (4) every command and policy is always set independently, (5) subordinates are never given detailed information about plans and actions to be taken, (6) all praise and criticism of all subordinates given on personal considerations, (7) an exclusive attitude, (8) always want absolute power, (9) attitudes and principles are very conservative, old-fashioned, strict and rigid, (10) this leader will be kind to subordinates if they obey.

Based on the description above, the researcher concludes that several characteristics of authoritarian leadership include absolute authority centered on the leader; decisions are always made by the leader; policies are always made by leaders; communication takes place in one way from the leader to the subordinates; supervision of the attitudes, behavior, actions or activities of their subordinates is carried out strictly; there is no

opportunity for subordinates to provide advice, considerations or opinions.

4. The Aspects of Leadership Style

In general, a leader certainly has every aspect of leadership, namely:

According to Mar'at (1982) that in the leadership style of superiors there are the following aspects:

- a. The existence of certain skills possessed by leaders in overcoming and solving problems based on their expertise or abilities.
- b. Have an appearance according to the type/character of the individual's personality.
- c. Have certain ways of approaching subordinates.

From the description above, it can be concluded that the aspects of the leadership style include: having expertise, having the appearance, and having the expertise to approach subordinates.

5. Factors Affecting Leadership Style

The leadership style of a leader has their own characteristics or styles according to the personality characteristics and educational and cultural backgrounds of each leader (Riono and Zulaifah, 2001). Kartono (1991) states that leadership style can be influenced by the existence of needs or demands of a certain situation that causes the leader to have a certain style tendency.

Lateiner (1971) suggests that leadership style can be formed from external and internal factors, namely from within and outside the individual which includes the social environment.

The theory above is in accordance with what was put forward by Jarmanto (1983) who said that heredity and tradition factors also influenced leadership style. In addition to innate factors as an ability that a person gets and specifically from the results of education received from parents. According to William Foote Whyte (Ahmadi, 1991) there are four

factors that determine the leadership style of a boss:

- a. Operational leadership: people who have the most initiative, can be interesting and dynamic, show sincere dedication and show good performance in the group.
- b. Popularity: people who are well known have many opportunities to become leaders.
- c. The assumed representative: a person who can represent his group has a great opportunity to become a leader.
- d. The Prominent Talent: someone who has outstanding skills in the group has the opportunity to become a leader.

Then Prajudi (1987) suggests that the factors that can influence the emergence of leadership styles are:

- a. Heredity, the basis of this leadership emphasizes the characteristics and traits possessed by individuals.
- b. Environment, that the style displayed by each individual as a leader can be influenced by environmental situations and conditions.

Based on the description above, it can be concluded that the factors that influence the superior's leadership style are other than internal or innate factors, such as: the presence of certain characteristics and traits possessed by individuals, the presence of prominent talents or skills. In addition to internal factors that are innate, the leadership style is also influenced by external factors, such as: educational and cultural background, the popularity of the individual so that he can represent the group, the number of initiatives, interesting and dynamic, shows sincere dedication and shows good work performance in his group.

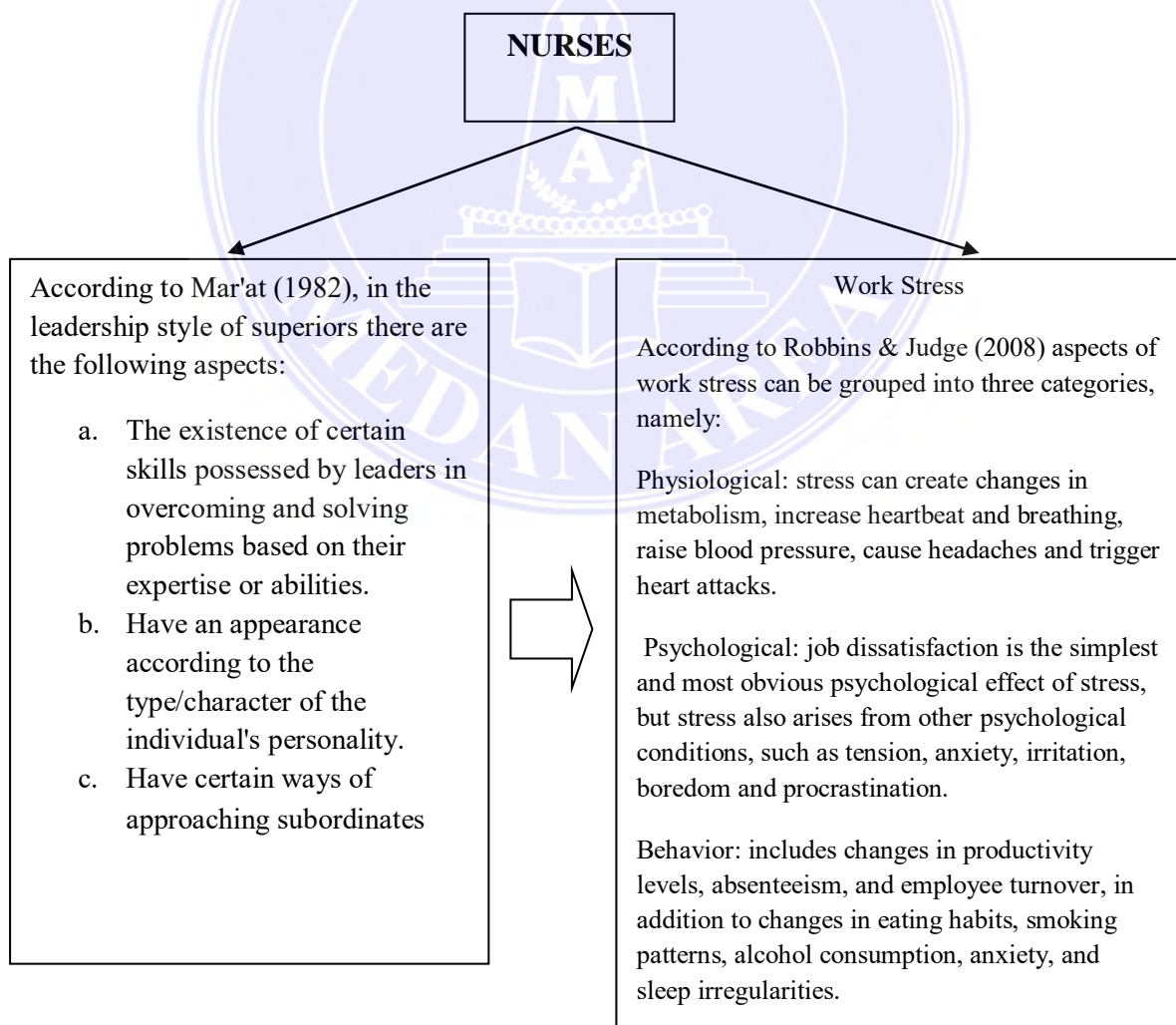
D. The Relationship Between Authoritarian Leadership Style and Work Stress

Leadership style is a way that leaders do in influencing their subordinates or a collaboration in order to achieve a goal that has been planned, both within an organization

and in a certain situation and condition of the work environment. The leadership style that takes place in a hospital will be assessed differently by each nurse. Even if the leader in one of the rooms in a hospital is the same person, it does not ensure that it will create the same assessment among nurses. Each individual can give a different assessment of the leadership of a superior (Riono and Zulaifah, 2001).

Leadership styles, especially those that tend to be authoritarian, will have a bad influence on the performance of nurses. It means that if leaders create an authoritarian style in leading subordinates, then this condition will make nurses feel stressed at work and it will have a negative impact on nurse performance (Thoah, 1999).

E. Conceptual Framework



F. Hypothesis

Based on the description stated in the previous theoretical basis, the following hypothesis was proposed: "There is a relationship between authoritarian leadership style and work stress of nurses at Sari Mutiara Hospital Lubuk Pakam". Assuming that the higher the authoritarian leadership style, the higher work stress on nurses will be.



CHAPTER III

METHOD OF RESEARCH

A. Type of Research

In this study, the variables studied were authoritarian leadership style and work stress. For the purposes of this research, the implementation was carried out by spreading the scale for the two variables. This type of research is quantitative which wants to see the relationship between one independent variable (authoritarian leadership style) and one dependent variable (work stress).

B. Identification of Research Variables

Based on the title and objectives of the research, the main variables used in this study were:

- a. Independent variable: Authoritarian leadership style.
- b. Dependent variable : Work stress

C. Operational Definition of Research Variables

Basically, the operational definition of research variables aimed to direct the research variables to fit the measurements that had been prepared. The operational definitions in this study were as follows:

1. Leadership Style

Authoritarian leadership style is the ability to influence others to be willing to work together to achieve the goals that have been determined by means of all activities carried out solely decided by the leader. Regarding to the authoritarian leadership style

expressed using a scale prepared by the researcher, based on the characteristics of the authoritarian leadership style, namely absolute authority centered on the leader, decisions are always made by the leader; policies are always made by leaders; communication takes place in one way from the leader to the subordinates; supervision of the attitudes, behavior, actions or activities of their subordinates is carried out strictly; no opportunity for subordinates is given instructively; more criticism than praise, demands perfect performance and loyalty from subordinates without conditions, and tends to coercion, threats, and punishment. The higher the score on the authoritarian leadership style scale, the more authoritarian. The lower the score on the authoritarian leadership style scale, the less authoritarian.

2. Work Stress

Work stress is a condition of frustration and emotional tension experienced by nurses as a result of job demands. Work stress is caused by an imbalance in the workload received, exceeding the limits of the ability of nurses which lasts for a relatively long time according to the situation and conditions. This variable will be measured using a scale that will be made by the researcher based on the indications of work stress, namely physical, emotional, intellectual and interpersonal indication. The higher the score on the work stress scale, the higher the work stress. Otherwise, the lower the score on the work stress scale, the lower the work stress.

D. Population, Sample, and Sampling Techniques

According to Azwar (1999), the population is all individuals who want to be subject to the generalization of a study. This group must have characteristics that distinguish it from other subjects. The population in this study were all nurses who worked at the Sari Mutiara Hospital Lubuk Pakam, amounting to 300 people.

The sample is part of the population that is representative. Research is based on sample data, while conclusions will be applied to the population, so it is very important to obtain a representative sample for the population (Azwar, 1997). The sampling technique used in this study is purposive sampling, where the use of this technique is in line with the opinion of Arikunto (2006) which is carried out because of a certain goal desired by the researcher, where the sample of this research, the number of samples is 40 people.

The characteristics of this research sample are:

1. Female.
2. Minimum 3 years of service.
3. Age between 28 to 40 years.
4. Married.

E. Data Collection Technique

Data collection in research activities aimed to reveal facts about the variables studied. The purpose of knowing must be achieved by using techniques or methods that are efficient and accurate (Azwar, 1997).

1. Authoritarian Leadership Style Scale

To reveal the authoritarian leadership style, a scale is used based on the characteristics of the authoritarian leadership style as stated by Willy in <http://wiki.bestlagu.com/wiki-cafe/173816-gaya-kepemimpan.html>), namely absolute authority centered on the leader; decisions are always made by the leader; policies are always made by leaders; communication takes place in one way from the leader to the subordinates; supervision of the attitudes, behavior, actions or activities of their subordinates is carried out

strictly; there is no opportunity for subordinates to give advice, considerations or opinions; subordinate tasks are given in an instructive manner; more criticism than praise, demands performance and perfect loyalty from subordinates without conditions, and tends to coercion, threats, and punishment.

2. Work Stress Scale

The work stress scale in this study was compiled based on the indications of work stress proposed by Braham and quoted by Charles (1997), namely physical, emotional, intellectual and interpersonal indications. The two scales in this study were compiled based on the Likert scale model.

The scale value of each statement is obtained from the subject's answer stating that it is favorable or unfavorable. This research scale is in the form of choice type and each item is given four answer choices. On the work stress scale, for favorite items, the answer "SS (Strongly Agree)" is given a value of 4, the answer "S (Agree)" is given a value of 3, the answer "TS (Disagree)" is given a value of 2, and the answer "STS (Strongly Disagree)" is given a value of 1. For unfavorable items, the answer "SS (Strongly Agree)" is given a value of 1, the answer "S (Agree)" is given a value of 2, the answer "TS (Disagree)" is given a value of 3, and the answer "STS (Strongly Disagree)" was given the answer 4.

F. Measuring Instrument Validity and Reliability

Before data processing, what will be processed later must come from measuring instruments that reflect what phenomena are being measured. For this reason, it is necessary to do item analysis (validity and reliability).

1. Validity

Validity comes from the word validity which means the extent to which the accuracy (capable of measuring what is to be measured) and the accuracy of a measurement instrument in carrying out its measuring function, which can provide an overview of the smallest differences between one subject to another (Azwar, 1992). The formula used to find the validity is 'the product moment correlation' from Karl Pearson as follows:

$$r_{xy} = \frac{\Sigma XY - \frac{(\Sigma X)(\Sigma Y)}{N}}{\sqrt{\left\{(\Sigma X)^2 - \frac{(\Sigma X)^2}{N}\right\} \left\{(\Sigma Y)^2 - \frac{(\Sigma Y)^2}{N}\right\}}}$$

In Which:

r_{xy} : The correlation coefficient between each item with the total score

ΣXY : The number of times between each item with a total score

ΣX : Total score of each subject of each item

ΣY : Total score of all items on the subject

ΣX^2 : Sum of the squares of the score X

ΣY^2 : Sum of squares of the score Y

N : Number of subjects

The correlation value that has been obtained from the product moment technique above actually still needs to be correlated because it is overweight, meaning that the product moment index is still dirty and needs to be cleaned. The reason is because the item values are components of the total score.

$$r_{bt} = \frac{(r_{xy})(SD_y)(SD_x)}{\sqrt{\{(SD_x)^2 + (SD_y) - 2(r_{sy})(SD_y)(SD_y)\}}}$$

In Which:

- r_{xy} : The correlation coefficient between each item with the total score
- ΣXY : The number of times between each item with a total score
- ΣX : Total score of each subject of each item
- ΣY : Total score of all items on the subject
- ΣX^2 : Sum of the squares of the score X
- ΣY^2 : Sum of squares of the score Y
- N : Number of subjects

2. Reliability

The reliability of measuring instruments is to find out how far the measurement results can be trusted. Reliable can also be said to be trustworthiness, authenticity, constancy, stability, consistency and so on. The measurement results can be trusted if in several times the measurement of the same group of subjects obtained relatively the same results as long as the subject being measured has not changed (Azwar, 1997). The scale to which the reliability will be estimated is in the same amount. To determine the reliability of the measuring instrument, the Alpha coefficient formula is used as follows:

G. Data Analysis Method

The analysis used in this study is the product moment correlation technique from Pearson (Azwar, 1992), which is a statistical analysis technique to test hypotheses that aims

to see the relationship between authoritarian leadership style (independent variable X) and work stress (dependent variable Y). The formula is as follows:

$$r_{xy} = \frac{\Sigma XY - \frac{(\Sigma X)(\Sigma Y)}{N}}{\sqrt{\left\{(\Sigma X)^2 - \frac{(\Sigma X)^2}{N}\right\} \left\{(\Sigma Y)^2 - \frac{(\Sigma Y)^2}{N}\right\}}}$$

In Which:

- r_{xy} : The correlation coefficient between each item with the total score
- ΣXY : The number of times between each item with a total score
- ΣX : Total score of each subject of each item
- ΣY : Total score of all items on the subject
- ΣX^2 : Sum of the squares of the score X
- ΣY^2 : Sum of squares of the score Y
- N : Number of subjects

Before the data were analyzed using the product moment correlation technique, the research assumptions were first tested, namely:

1. Normality test: to find out whether the distribution of research data for each variable has spread normally.
2. Linearity test: to find out whether the data from the independent variable has a linear relationship with the dependent variable.

3. All the data of this research, starting from scale testing to hypothesis testing, were analyzed using SPSS Version 17.0 for Windows computer.



CHAPTER V

CONCLUSION AND SUGGESTION

A. Conclusion

Based on the results obtained in this study, it can be concluded as follows:

1. There is a significant positive relationship between leadership style and work stress. The result is shown by the correlation coefficient $r_{xy} = -0.639$ with $P=0.000$. It means that the more positive the authoritarian leadership style, the higher the work stress level of nurses. On the other hand, the more negative the authoritarian leadership style, the lower the work stress level of nurses. Based on these results, the hypothesis proposed in this study is stated accepted.
2. Leadership style has an effect of 40.9% on work stress on nurses at Sari Mutiara Hospital Lubuk Pakam. From these results, it is known that there are still 59.1% of variables outside the leadership style that contribute to work stress which were not examined in this study.
3. It is known that the authoritarian leadership style shown by nurses at Sari Mutiara Hospital Lubuk Pakam is classified as positive, because the hypothetical mean is greater than the empirical mean and the margin exceeds the SD number (8,159). Likewise, in terms of work stress, it is stated as high, because the hypothetical mean is smaller than the empirical mean and the margins between the two means exceeds the SD number (8,122).

B. Suggestion

In line with the conclusions that have been made, the following can be given some suggestions, including:

1. Suggestions to Research Subject

The research subjects are expected to take the positive side of the leadership at Sari Mutiara Hospital Lubuk Pakam, follow every hospital procedure to work well, and always think positively.

2. Suggestion to Leader

In order to pay more attention to the performance of nurses who work in hospitals, leaders should give their rights and obligations, not discriminating between each nurse, so that good cooperation between leaders and subordinates can be intertwined

3. Suggestions for further researchers

It is recommended that those who are interested in continuing this research need further and in-depth development to explain the dynamics of the influence of leadership style on work stress.

