

Relationship between Situational Leadership Style and Employee Performance RSM Ahmad Dahlan Kediri City

Hubungan Gaya Kepemimpinan Situasional Dengan Kinerja Pegawai RSM Ahmad Dahlan Kota Kediri

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ABSTRACT

Section heads in the Ahmad Dahlan Hospital Inpatient Installation in Kediri apply a significant situational leadership style with management functions. Objective: To analyze the relationship between situational leadership style and employee performance of RSM Ahmad Dahlan Kota Kediri. Quantitative correlation is the method in this study, then a cross-sectional design that uses a questionnaire to measure situational leadership style and employee performance at the Inpatient Installation of RSM Ahmad Dahlan Kota Kediri. Using the saturated sampling technique, which means that all members of the population are used as samples, namely 76 people in the Inpatient Installation. Descriptive analysis and correlation analysis were carried out using the SPSS application. The majority of respondents were female (82%), with most ages between 20-35 years (83%), and the length of work was mostly 6-10 years (38%). The result of descriptive analysis for the situational leadership style variable is 4.54 (SD .459), with the highest sub-variable being 4.39 (SD .474), and for the employee performance variable, 4.33 (SD .436). The results of the correlation test between situational leadership style and all its sub-variables are related to employee performance (sig .000), with the largest correlation coefficient selling (r .781). Situational leadership style is related to employee performance, and RSM Ahmad Dahlan Kediri City should improve the situational leadership style of existing superiors.

Keywords: Situational leadership style, employee performance, hospital

ABSTRAK

Kepala seksi di Instalasi Rawat Inap RSM Ahmad Dahlan Kota Kediri menerapkan gaya kepemimpinan situasional yang signifikan dengan fungsi manajemen. Tujuan: Menganalisis hubungan gaya kepemimpinan situasional dengan kinerja pegawai RSM Ahmad Dahlan Kota Kediri. Kuantitatif korelasi adalah metode pada penelitian ini, kemudian desain *cross sectional* yang menggunakan kuesioner untuk mengukur gaya kepemimpinan situasional dan kinerja pegawai di Instalasi Rawat Inap RSM Ahmad Dahlan Kota Kediri. Menggunakan teknik sampling jenuh yang artinya semua anggota populasi digunakan sebagai sampel yaitu 76 orang di Instalasi Rawat Inap. Analisis deskriptif dan analitik korelasi dikerjakan menggunakan aplikasi SPSS. Responden mayoritas adalah perempuan (82%) dengan usia paling banyak antara 20-35 tahun (83%) dan lama kerja sebagian besar 6-10 tahun (38%). Hasil analisis deskriptif untuk variabel gaya kepemimpinan situasional adalah 4,54 (SD .459) dengan subvariabel tertinggi adalah *telling* 4,39 (SD .474) dan untuk variabel kinerja pegawai 4,33 (SD .436). Hasil uji korelasi antara gaya kepemimpinan situasional dan seluruh subvariabelnya berhubungan dengan kinerja pegawai (sig .000) dengan *koefisien* korelasi terbesar *selling* (r .781). Gaya kepemimpinan situasional berhubungan dengan kinerja pegawai dan sebaiknya RSM Ahmad Dahlan Kota Kediri meningkatkan gaya kepemimpinan situasional para atasan yang ada.

Kata Kunci: Gaya kepemimpinan situasional, kinerja pegawai, rumah sakit

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INTRODUCTION

In the current era of global dynamics, the challenges in the healthcare industry are increasingly complex and require an effective approach to management and leadership.¹ Situational leadership is a leadership style that adapts to the evolving situation.² Situational leadership is one of the factors in the management function in hospitals, there is interaction between superiors and subordinates in decision making, providing direction, managing competencies, and delegating authority appropriately. Employee performance is a reflection of the performance of the organization as a whole.

It is not an easy matter to carry out this because it requires the right skills and abilities, methods, and leadership styles.³ The existence of a leadership style that is by the situation and conditions of the organization, employees will be more enthusiastic in carrying out their duties and obligations.⁴

Hospitals are health services that play an important role in improving quality human resources (HR) in the context of efforts to accelerate the improvement of overall health status. As of June 2025, the number of hospitals in Indonesia was recorded at 3,228 units.⁵

One of the large-scale private hospitals in Kediri City, namely the Muhammadiyah Hospital or RSM Ahmad Dahlan Kediri City, always prioritizes comprehensive health services for the community. As an achievement of results or the level of achievement of the organization, and performance is referred to as performance, which means a work result that can be achieved by a person or group of people in an organization by their respective authorities and responsibilities to achieve organizational goals, namely realizing

comprehensive health services.⁶

In a previous research study by Laksana (2023), it was found that the section head at the Ahmad Dahlan Hospital Inpatient Installation in Kediri City applied a significant situational leadership style with management functions. The application of the situational leadership style by the section head is marked by the interaction between the section head and his subordinates. Namely, the decisions taken by the section head considering subordinates, the section head gives directions to subordinates according to the needs of the organization and its subordinates, the section head understands the competence of his members according to the situation and conditions, the section head delegates some authority to subordinates by seeing the readiness of his members, the section head also includes his subordinates regarding the policies to be taken seeing the situation and conditions of his subordinates.¹¹

In data sourced from the Central Bureau of Statistics of East Java Province, the percentage of the population with health insurance has increased significantly by 12.71%, including in Kediri City, which has increased by 22.78% of users. The increasing number of JKN participants requires hospitals to improve service quality; it is likely that if improvements are not made, it will have an impact on patient satisfaction.⁷

Improvements in service quality are carried out by effective and efficient hospital management carried out through a management cycle that includes planning, organizing, actuating, controlling, and evaluating.⁸ Employee performance is known to have a positive and significant effect on patient satisfaction, but in other studies there is the performance of the

majority of executive nurses who fall into the poor category, namely 115 people (75.1%) and the minority of performance in the good category is only 44 people (25.9%).⁹ One of the factors triggering a decrease in performance is the low encouragement of leaders in the hospital. So, low leadership will improve employee performance, while low leadership can reduce performance. Then, employee performance is the result of a job that is quality and quantity achieved by an employee in carrying out his duties according to his responsibilities.¹⁰

In previous research studies, it was known that the situational leadership style applied by the Head of the Ahmad Dahlan Hospital Inpatient Installation section in Kediri had a relationship with the management function. The application of the situational leadership style by the section head is marked by the interaction between the section head and his subordinates. Namely, the decisions taken by the section head considering subordinates, the section head gives directions to subordinates according to the needs of the organization and its subordinates, the section head understands the competence of his members according to the situation and conditions, the section head delegates some authority to subordinates by seeing the readiness of his members, the section head also includes his subordinates regarding the policies to be taken looking at the situation and conditions of his subordinates.¹¹

Situational leadership style is a leadership style that is very important to develop subordinates, which means that leaders can adjust how to lead according to the work environment. The needs of an organization.¹² Situational leadership style has four indicators including (telling) style is intended for subordinates or leaders who tend to give

instructions, (selling) or peddling, (participating) or including, (delegating) leaders only give directions to their subordinates and let them carry out these tasks.¹³

MATERIALS AND METHODS

This study used quantitative methods, cross-sectional designs, and correlation research studies assisted by instruments, namely questionnaires that, before being used in this study, had been tested for validity and reliability tests with valid and reliable results. Data collection techniques were carried out of the independent variable questionnaire, namely the situational leadership style, to assess the situational leadership style applied by the Head of the section (kasi) of the Inpatient Installation of RSM Ahmad Dahlan Kota Kediri when carrying out tasks. It can be interpreted that the nurse as the sample in this study will assess the leader, namely the section head of the Ahmad Dahlan Hospital Inpatient Installation, Kediri City. The dependent variable questionnaire is employee performance to assess or measure the performance of each employee, namely, according to the sample of this study, 76 nurses. Before giving the questionnaire, the researcher explained the purpose of the study, and then the respondent was invited to sign an *informed consent*. Using the saturated sampling technique, which means that all members of the population are used as samples, namely 76 people in the Inpatient Installation. The data analysis techniques used were univariate analysis and bivariate analysis. Data from the normality test results of both variables are less than six (0.05), so the data is not normally distributed. Based on this, the correlation test uses the Spearman rank method.

RESULTS

Of the 76 respondents, 62 (82%) were female. A total of 63 people (83%) of respondents aged between 20-35 years, with the majority of length of service 6-10 years (38%). More complete data can be seen in Table 1.

The results of univariate analysis for each variable show that the situational leadership style is good enough, with an average score of 4.34 (SD .436), and employee performance, with an average score of 4.32 (SD .436). Further analysis of the situational leadership style subvariables shows that the telling subvariable has the highest score of 4.39 (SD .474), and the delegating subvariable has the lowest average score of 4.13 (SD .614). More complete results about univariate analysis can be seen in Table 2.

Table 1. Characteristics of Respondents

Variable	n	%
Gender		
Male	14	18
Female	62	82
Age		
<20 years	0	0
20-35 years	63	83
36-50 years	13	17
>51 years	0	0
Length of employment		
<3 years	26	34
3-5 years	29	28
6-10 years	10	13
>10 years		

Source: Primary Data, 2024

The results of the situational leadership style correlation test with employee performance through the *Spearman rank* test show the results are related to the strength of the relationship, which is quite strong. The correlation test between each sub-variable of situational leadership style and employee performance was also conducted, where

the results showed that all sub-variables were correlated (sig .000) with employee performance. At the same time, the largest correlation coefficient is the *selling* subvariable (r .781). The results of further bivariate analysis can be seen in Table 3.

Table 2. Univariate Analysis Results

Variable	Average score	Standard deviation
Situational leadership style	4.342	0.459
Situational leadership style <i>telling</i>	4.399	0.474
Situational leadership style <i>selling</i>	4.337	0.479
<i>Participating</i> in situational leadership style	4.325	0.476
<i>Delegating</i> situational leadership style	4.138	0.614
Employee performance	4.325	0.436

Source: Primary Data, 2024

Table 3. Bivariate Analysis Results

Variable	Correlation coefficient
Situational leadership style with employee performance	0.797
<i>Telling</i> employee performance	0.769
<i>Selling</i> with employee performance	0.781
<i>Participating</i> in employee performance	0.717
<i>Delegating</i> with employee performance	0.702

Source: Primary Data, 2024

DISCUSSION

The results of this study mean situational leadership style with employee performance, including in the context of research studies conducted by Novianto and Heryyanoor and Febriana. Situational leadership style allows a leader to adjust his approach depending on the

situation and characteristics of his subordinates. Directly, this leadership style can improve the performance of subordinates by creating a work environment that supports and facilitates their needs. This study confirms that a better leadership style towards subordinates will further improve the performance of subordinates. This shows the importance for leaders to have good adaptability to various situations and be able to see and utilize the potential of their staff. The higher or better the leadership style of the company leader and the higher the employee's work motivation, it can improve performance.¹⁶

Another research study finding that is in line with this research is research from Ratri and Lutfi (2021), which shows that the situational leadership style of *telling* is significantly related to employee performance by 86.10%. Thus, the situational leadership style that *tells* partially has a significant effect on employee performance. In addition, research by Veri, Pratiwi, & Ginting (2021)¹⁷ showed a correlation between the selling situational leadership style and employee performance.¹⁷ Leaders in this study are actively involved in discussions with employees to set policies, delegate decision-making responsibilities to them, and build close relationships, creating high interaction.

However, in contrast to other studies, which show that the situational leadership style of selling does not significantly affect employee performance.¹⁵ This is because the Head of the room in that context has not been able to make a meaningful contribution to improving nurse performance. Thus, although there are studies that support the relationship between selling situational leadership style and employee performance, the results may vary depending on the context and

implementation by leaders in each organization.^{14, 15}

Novianto also showed a relationship between participating situational leadership style and employee performance. In this study, it was seen that respondents considered that section heads or field heads tend to use a participating leadership style because they feel emotionally close to their leaders. These leaders also engage in active two-way communication and guide their employees to increase their motivation and confidence significantly.¹⁴ In conclusion, a participating situational leadership style can play an important role in improving employee performance through a good relationship between leaders and subordinates. A leader is not only in charge of leading but also needs to sacrifice his time, energy, and thoughts to work with his employees.¹⁹ Emotional closeness, open communication, and guidance provided by leaders encourage the growth of motivation and confidence among employees, which in turn can contribute positively to their performance.

This study has results consistent with the findings of previous research by Selvia et al. (2025),²⁰ which showed a relationship between situational leadership style of authority (delegating) and employee performance. The study suggested that to improve nurses' skills, leaders can use the situational leadership style of authority (delegating) to promote better performance, especially among nurses. This leadership style is characterized by providing minimal direction but high support. Here, leaders and subordinates work collaboratively in generating ideas, making decisions together, and evaluating task execution. Leaders also encourage subordinates to take full responsibility for completing their tasks. Overall,

the situational leadership style of delegating proved to be effective in the context of improving employee performance, particularly in terms of empowering subordinates to take the initiative and responsibility in the execution of their tasks. This approach facilitates a supportive, cooperative working environment and ultimately enhances motivation and work outcomes in terms of performance.

CONCLUSIONS AND SUGGESTIONS

From the results of the study, it was found that there was a relationship between situational leadership style and employee performance at the Outpatient Installation RSM Ahmad Dahlan Kediri City. Of the four subvariables of situational leadership style proved to be related to employee performance where, the strongest relationship is the selling subvariable, and the weakest relationship is the delegating subvariable.

Based on the results of the study, RSM Ahmad Dahlan Kediri City should improve the situational leadership style of existing superiors. This is done so that employee performance can also increase. Meanwhile, future research can identify other factors that may affect employee performance. In addition to this, further research can be conducted to improve the situational leadership style of employees.

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CONFLICT OF INTEREST

The authors declare that there is no conflict of interest regarding the publication of this article.

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