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Motivation, Supervision, and Transformational Leadership Style on Implementation of Discharge Planning among Nurses

Agnesia Asih Sudiyanti[1], Kemala Rita[2], Nofierni[3]

[123]Department of Hospital Administration, Faculty of Health Sciences, Universitas Esa Unggul, Jakarta, Indonesia

Article info	Abstract
  Correspondent author: Name: Agnesia Asih Sudiyanti Address: Universitas Esa Unggul, Jalan Arjuna Utara, Kebon Jeruk, Jakarta Barat E-Mail: agnesiaa16@gmail.com 	**Background**: Discharge planning is a particular service in ensuring the quality of hospital services. The motivation of Nurses, supervision by the head of nursing, and the role of leadership style contribute to discharge planning implementation. **The purpose** of this study was to analyze the effect of motivation, supervision, and transformational leadership style on the discharge planning implementation in inpatient unit nurses at XYZ Hospital, Bintaro Jaya. **Research methods**: This research is quantitative, and data collection is carried out using a questionnaire instrument. The number of samples determined was 106 inpatient unit nurses. The sampling technique was purposive sampling. The method of analysis using a multiple linear regression approach with the SPSS program is used for data analysis. **The findings** show that motivation has a significant and positive effect on discharge planning, supervision has a significant and positive effect on discharge planning, and transformational leadership style has a significant and positive impact on discharge planning. **Recommendations** for Hospital management should provide education and emphasis on nurses in the discharge planning process and compensation to encourage the motivation of nurses and increase the role of nurse managers as supervision/coaching and provide leadership training so that they can carry out their role optimally. **Keyword**s: Discharge Planning, motivation, supervision, leadership style

INTRODUCTION

The development of the business world continues to increase and make companies such as hospitals organize their business activities to utilize human resources rationally and accurately because human resources play an essential role in achieving organizational goals. An organization consisting of people with formally assigned roles who work together to achieve organizational goals (1). According to Edison et, al, (2018), human resource management is management that focuses on maximizing the capacities of its employees or members through various strategic steps so that the achievement of organizational goals becomes more optimal (2).

Therefore, it is necessary to have people or employees in an organization do their job well to achieve the vision of the organization. Organizations need a particular approach to improve work productivity, particularly for employees as human resources (3).

One of the efforts to improve hospital services is by optimizing the implementation of discharge planning, a process that relates to relatives and caregivers of patients (patients' families) to arrange their return homes or move to other facilities. It is a multidisciplinary process to avoid wasting time in the hospital and save on treatment costs.

The XYZ Hospital, Bintaro Jaya, is a private hospital in South Tangerang that is committed to providing leading-edge health services supported by the latest medical technology and the implementation of national accreditation standards. In supporting the vision of the organization, companies need quality human resources. Nurses are one of the human resources required to maintain and improve the quality of service to patients in hospitals.

Indonesian Ministry of Health (2005) stated that nursing services are professional and have become an integral part of the overall health service effort. Therefore, the quality of a nurse can reflect the quality of service from a hospital, one of which is related to the discharge planning process. Nurses have a significant role in implementing discharge planning (4-5). It could affect the patient's revisit (6).

The nurses' task in discharge planning is to examine patients by combining related data to determine current and potential problems so that nurses can provide educational measures to patients in maintaining or restoring their health (7). Nurses carrying out performance are influenced by several factors, such as internal factors (age, gender, length of work, motivation) and external factors (leadership and supervision). A study showed performance of nurses in implementing discharge planning is significantly influenced by motivation and supervision carried out by the head of the room (8-9). Although motivation and supervision were influential in the discharge planning process, few studies were conducted to examine the Motivation, Supervision, and Transformational Leadership Style of the Implementation of Discharge Planning by Inpatient Unit Nurses simultaneously

This study focused on the partial and simultaneous effect of Motivation, Supervision, and Transformational Leadership Style on implementing Discharge Planning. The findings were expected to improve the quality of care and quality services in discharge planning for inpatients at the hospital.

OBJECTIVE

The purpose of this study was to analyze the effect of motivation, supervision, and transformational leadership style on the discharge planning implementation in inpatient unit nurses at XYZ Hospital, Bintaro Jaya.

METHOD
Design

The design used in this study uses a cross-sectional study design to analyze the effect of motivation, supervision, transformational leadership style, and

implementation of discharge planning at XYZ Hospital, Bintaro Jaya. This study is quantitative and non-experimental. Data collection was carried out using a questionnaire instrument.

Sample, sample size, and Sampling Technique

The sample in this study was nurses on duty in the inpatient room. The number of samples determined was 106 inpatient unit nurses. The sampling technique was purposive sampling.

Instruments for data collection

The Leadership Questionnaire is used to measure the leadership style used by the head of the nursing unit related to team performance for discharge planning. This questionnaire consists of 4 dimensions, including 1) Charisma Idealism (Idealized Influence), 2) Inspirational Motivation, 3) Intellectual Simulation, and Individual Consideration. The Likert scale was used in this study. The higher the research score, the better the leadership performed by the head of the unit.

The Motivation Questionnaire was used to assess the motivation of nurses in carrying out discharge planning procedures under organizational goals. This questionnaire consists of 5 dimensions, 1) physiological needs, safety needs, belongingness, love needs, self-esteem needs, and self-actualization needs. The Likert scale was used in this study. The higher the research score, the better the nurse's motivation in carrying out the discharge planning procedure.

The Supervision Questionnaire is used to assess the supervision process by the head nurse or supervisor to ensure the work is running according to the organizational goals and standards. This questionnaire consists of 3 dimensions, 1) Educational Function, Supportive Function, and Managerial Function. The Likert scale used in this research is 1 (strongly disagree) to 5 points (strongly agree). The higher the research score, the better the supervision

process carried out by the head of the nursing unit in carrying out the discharge planning procedure.

The Discharge Planning questionnaire was used to measure the discharge planning process given to patients when they moved from hospital to home or instructions given to the health care provider. The Likert scale used in this study is 1 (strongly disagree) to 5 (strongly agree). The higher the research score, the better the discharge planning process carried out by the head of the nursing unit in carrying out the discharge planning procedure.

Data analysis

Descriptive statistics were conducted to describe each research variable's frequency and percentage values. Multiple linear regression statistical test was used to analyze the relationship between the dependent and independent variables. The normality and heteroscedasticity assumption test aims to test whether, in the regression model, there is an inequality of variance from one observation residual to another one.

RESULT
Characteristic of respondents

Table 2 describes the characteristics of the respondents. Most respondents are female (96%), and only a few are male (4%). More than half of the respondents were 25 to 34 years (56%). Based on education level, more than half of the respondents have completed their undergraduate level (52%), and some are married (54%). Meanwhile, based on years of service, nurses with a working period of > 5 years (44%)

Table 1. Characteristics of the respondents

Profile	Category	f	%
Gender	Laki-laki	4	4
	Perempuan	102	96
Age	<25 years old	19	18
	25-34 years old	59	56
	35-44 years old	19	18
	45-50 years old	5	5

	>50 years old	4	4
Education	Diploma	51	48
	Bachelor, Master, and Doctoral level	55	52
Marital status	Married	49	46
	Has not married	57	54
Years of service	< 1 th	10	9
	> 1-3 th	23	22
	> 3-5 th	26	25
	> 5 th	47	44
Total		106	100

Three-box method analysis

In this study, 106 nurses at the inpatient unit of XYZ Hospital, Bintaro Jaya Hospital, responded and were used for further analysis. The data in this study were obtained using online questionnaires.

Table 2 Matrix three-box method

No	Variable	Index average value	Category	Behavior
1	Discharge Planning	91.5	High	On-time
2	Motivation	81.5	High	Encouragement
3	Supervision	90.7	High	Supervision
4	Transformational Leadership Style	86.5	High	Performance

From the descriptive statistics table above with a three-box approach, the average accumulated index value of all questions is divided by the number of questions. The Discharge planning index showed a high index with a score of 91.5. Motivation with a high index score of 81.5. Supervision, with a score of 90.7, was a high index, and Leadership style, with 86.5, was high.

Regression analysis

The coefficient of determination is used to see how significant the contribution of the independent variables (Leadership style, supervision, and motivation) to discharge planning is. The higher the adjusted R^2, the better for the regression model because the independent variable is more capable of explaining the dependent variable. The following is a table of the results of the coefficient of determination testing:

Table 3. Coefficient of Determination (R^2)

Dependent	R-square	Category
Discharge Planning	0.656	*moderate*

The table explained that the Adj-R Square coefficient is 0.656, meaning that the discharge planning variable (Y) can be defined by leadership style, supervision, and motivation of 66.5%. At the same time, the rest is the contribution of other independent variables not included in this study.

Hypothesis testing

Based on the results of hypothesis testing, it is known that the motivational variable's p-value is 0.028 with a regression coefficient of +0.191. Because the p-value is 0.028 < 0.05, it can be concluded that the motivation variable has a significant and positive effect on discharge planning (H1 is supported). Supervision variable with a P-value of 0.000 with a regression coefficient value of +0.382. Because the p-value is 0.000 <0.05, it can be concluded that the supervision variable has a significant and positive effect on discharge planning (H2 is supported). Variable Leadership style with a P-value of 0.038 with a regression coefficient value of +0.213. Because the p-value is 0.038 < 0.05, it can be concluded that the supervision variable has a significant and positive effect on Discharge Planning (H3 is supported).

Table 4. Hypothesis Test Results

Variable	Coefficient (β)	T statistic	P-value

Motivation	0.191	2.101	0.038
Supervision	0.382	2.232	0.028
Leadership style	0.213	2.101	0.038

DISCUSSION

The Effect of Motivation on the Implementation of Discharge Planning

The results found that the motivation variable significantly and positively affects Discharge Planning. It was indicated that the better motivation possessed by nurses, the better the performance of discharge planning implementation. If nurses have strong encouragement, they will be motivated to work better. A study stated that motivation is a process of an individual explaining the intensity, direction, and persistence in achieving goals (10). By delivery of the right motivation, nurses would be encouraged to conduct the maximum possible service while carrying out their work and believing in the hospital's success in achieving their goals. Therefore, the motivation of nurses has an essential role in discharge planning.

It is supported by research conducted by Natasia et al. showed that the motivation of nurses contributed significantly to the discharge planning implementation (7). Another study also explains the positive effect of motivation on discharge planning (11).

Effect of Supervision on the Implementation of Discharge Planning

The results found that supervision has a positive effect on Discharge Planning. It was due to adequate information from nurses to conduct the discharge planning. It was consistent with a study that mentioned that supervision could provide guidance and improve the performance of supervised individuals (12). Effective discharge planning would carry out their responsibilities optimally and direct support to employees to ensure adequate capital to perform duties effectively (13).

The findings of this study are consistent with the research conducted by Natasia and the team at Gambiran Hospital, Kediri City (7). It showed a significant relationship between the supervision of the head of the room and the nurse's performance in recording discharge planning. Another study conducted at RS X Banjarbaru City also showed that the function of head management or good supervision could increase the motivation of nurses in carrying out discharge planning (14).

Effect of Transformational Leadership Style on the Implementation of Discharge Planning

This study found a significant difference between leadership styles in implementing discharge planning in inpatient unit nurses at XYZ Hospital, Bintaro Jaya supported. A better leadership style perceived by nurses would impact increasing discharge planning performance. Suppose the transformational leadership style is applied well to a company. In that case, it will motivate employees to work to carry out the existing regulations in the company to achieve its goals.

Leadership is a strategy or leadership theory carried out by people, usually called leaders. Wahyuningsih et al. found that motivation and leadership significantly improved nurse performance (9). A study found that transformational leadership has a significant positive relationship with mediator intrinsic motivation (15).

CONCLUSIONS

In conclusion, the motivation, supervision, and transformational leadership significantly improved the discharge planning process to simultaneously improve the quality of care.

RECOMMENDATION

Hospital management must emphasize to nurses that in the discharge planning process, they must always identify the patient's needs and then relate them to

problems that may arise when the patient returns home and prepare a complete discharge summary. Further researchers need to identify other factors and perform higher-level analysis, such as using SEM to see the direct and indirect effects of the dependent variable.

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