

Original Research Article

The influence of the managerial functions of the head of the room on the performance of nurses in performing nursing care in RS Royal Prima Medan 2020

Beni Wulandari*, Chrismis Novalinda Ginting, Yolanda Eliza Putri Lubis, Ermi Girsang

Department Magister of Public Health, Faculty of Medicines at University Prima, Indonesia

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***Correspondence:**

Beni Wulandari,

E-mail: beniwulandari93@gmail.com

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ABSTRACT

Background: Managerial function consisting of planning, organizing, actuating and the controlling. This study aimed to determine the effect of head of ward managerial function on the performance of individual nurses in implementing nursing care at inpatient room of public hospital Royal Prima Medan.

Methods: The purpose of the study was to determine the effect of the managerial function of the head of room on the performance of nurses in carrying out nursing care in the Royal Prima Medan hospital. Type of research quantitative observational analytic design cross sectional study. Sample with purposive sampling of at least 15 respondents.

Results: On the results obtained the influence between the planning function ($p=0.919$) there is no relationship between individual performance, organizing function ($p=0.020$) there is an influence of the relationship between individual performance, the function of direction ($p=0.919$) there is no relationship between individual performance and the supervisory function ($p=0.020$) there is an influence of the relationship between individual performance.

Conclusions: The results of this study are used as input and material for consideration for the Royal Prima Medan hospital in making decisions, especially in addressing the problem of managerial function so that the Royal Prima Medan hospital is growing and can carry out managerial functions properly.

Keywords: Managerial functions, Performance, Nursing care

INTRODUCTION

According to the decree of the minister of health of the Republic of Indonesia service system No.340/Menkes/Per/III/2010 is: a hospital is a health care institution to provide health services in a plenary individual that provides inpatient, outpatient and emergency services. While the definition of hospital according to the regulation of the minister of health of the hospital environment, it is stated that: a hospital is a health service, a gathering place for sick people and healthy people, or it can be a place of transmission of the disease as well as the possible occurrence of environmental pollution and disruption of health (Ministry of health RI).

The head of the room and the supervisor of the room was instrumental in motivating the nurse practitioner with the planning and direction of the nurse practitioner.¹ The head of the room has ten roles which are then grouped into three roles.

The role of the head of the room which meant that the role of personal relationships, the role of information, and the role of the decision Robbins, 2015. The Supervisor also has an important role in carrying out its duties. The role of the supervisor is as mentoring, power perspective, and networking.²

Performance is the result of work that can be accomplished person or group of people in an

organization in accordance with the authority and responsibility of each in order to achieve the goals of the organization.³ in a certain period of time. And there is a close relationship between individual performance and organizational performance, in other words when the employee's performance better than most likely the organization's performance is also good. Performance also translated as an overview of the level of achievement of the implementation of an activity/program/policy in realizing the goals, objectives, mission and vision of the organization as stated in the strategy planning of an organization.⁴

The success of an organization is strongly influenced by the performance of the Individual employees. Every organization always trying to improve the performance of employees to achieve the goal. The performance of the still is a problem that always faced by management, so that management needs to know the factors that affects the employee's performance. One measure of the employee's performance is intellectual ability, which is supported by the ability to understand, manage yourself as well as the ability in relationships with other people.⁵

According to the Siswanto 2015, the functions of management will direct the nurses in achieving the objectives that will be addressed by applying the nursing process consists of four elements, namely the functions of planning, the function of organizing, function direction and control functions (control) which is a management cycle that are related to one another.

According to Allen 2012, said that: The involvement of labor will increase if the members in the organization encounters a situation that are important to be discussed together. One of the situations that need to be discussed with the example is the personal needs and interests to be achieved by the member. If these needs can be met then it would make the members more committed to the organization.

Nursing services is a form of professional service which is an integral part of the health services that are based on the knowledge and care tips geared to individuals, families, groups, or communities, both healthy and sick. The practice of nursing is a service held by a care in the form of nursing care. Nursing now has a law of its own. In the legislation of the republic of Indonesia no. 38 of 2014 of nursing to article 31, paragraph 2, explained that in carrying out its duties as the manager of nursing services, the nurse authorities: conduct an assessment and establish the problem, plan, implement and evaluate nursing services and managing the case the act of nursing 2014.

Nursing management is a process of working through the members of the nursing staff to provide care, treatment and help to the patient. Nursing jobs should be arranged in such a way that the purpose of service and upbringing can be achieved in provide services nursing to patient.⁶

Based on the results of previous research in the hospital the Royal Prima Medan is a hospital type B education and also as a referral hospital private property as their main duty is in the field of health policy and administer technical operations of basic health services to improve the quality of human resources. RS Royal Prima Medan which is a hospital with a qualifying number of beds as much as 353 beds, 19 inpatients with the drill reaches the 53.47% in 2019, and is supported by a number of the nurse's functional total of 335 people in the year 2020.

In implementation of nursing management in inpatient led by the head of the space. Education the head space should be a minimum of S1 nursing (Ners). Because of a head space as the leader of nursing must have skills in communication, the ability to give motivation to the staff, leadership skills, skill set the time and be able to solve the problem and decision makers, Swansbrug, 2000.

From the results of the evaluation of the application of the standards of nursing care in RS Royal Prima Medan. Based on the preliminary data obtained show that the application of the standards of nursing care in the form of nursing assessment, nursing diagnosis, planning, nursing actions/implementation and evaluation (Table 1).

Table 1: Results of the implementation of the standards of nursing care in RS Royal Prima Medan.*

| Aspects assessed | Access (%) | Standard |
|------------------------------|------------|----------|
| Scholarship nursing | 44.44 | 100 |
| Diagnose nursing | 33.33 | 100 |
| Planning nursing | 11.11 | 100 |
| The action of nursing | 33.33 | 100 |
| Evaluation of nursing | 33.33 | 100 |
| Note nursing | 22.22 | 100 |

*Source: Part of committee of nursing RS Royal Prima Medan.

From these data shows results on all aspects assessed and the achievement of the average is still below the precision of RS Royal Prima Medan the standard 100%. So, the problem of the implementation of the standards of nursing care is still low. This is also related to the execution of the head of the space that has not been done well. Because the format of supervision through direct supervision or indirect does not yet exist. From the results of the author's interview with the nurse practitioner stated there has been no training on nursing care the latest, so the nurse still using the SAK/guidelines writing from the hospital. standard idel of ministry of health RI 2005 is 75% and of PPNI 2010 is 81-100%.

To be able to apply performance management nursing in inpatient needed a head space that meets the standards as managerial. As for the ability of the managerial head of the inpatient expected level of education minimum S1 keperawatan, in RS Royal Prima Medan by 91,7% or 11 inpatient head spaces have S1 nursing. To the chairman of the education team S1 nursing there are 9 people (23%) and 30 (77%) education Diploma of nursing.

Based on preliminary studies in RS Royal Prima Medan frequently complain about the community is the latest service provided by nurses. Based on the results of interviews and observations against the head of the room and the nurse executive management functions in the room is still not good, the nurse works for what it is. The low appreciation of the nurse, the nurse practitioner has not been involved in the planning room, the division of tasks is still in the form of instructions that are temporary, there has been no guidance of the head of the room to the nurse practitioner, the surveillance conducted by the nurse manager still be temporary if there is a problem, yet the implementation of standard operating procedures (SOP), in the provision of orphanage not using a standard nursing care, the application of which is done in the room only oriented to the routine.

The results of the interview with the head of the nursing field are not yet fully done well due to time constraints. The results of observations related to the implementation of nursing care by nurses, nurse looks carry out the act of nursing care as a whole based on the complaints of the patient, is not yet complete and has not been uniform in the documentation of nursing care. Management of nursing care implemented by the method of the nursing process, based on standard of nursing care achievement of each of the aspects assessed and the cumulative is still below the average set RS Royal Prima Medan (100%).

Literature review

The role of managerial nursing

The role of the head of the room which meant that the role of personal relationships, the role of information, and the role of the decision by Robbins. Supervisor also has an imp role in carrying out its duties. Role of supervisor is as mentoring, power perspective, and networking.

Performance

Performance is result of work that can be accomplished person/group of people in an organization in accordance with the authority and responsibility of each in order to achieve the goals of the organization, Prawirosentono, 2014, in a certain period of time. And there is a close relationship between individual performance and organizational performance, in other words when the employee's performance better than most likely organization's performance is also good. Performance also translated as an overview of the level of achievement of implementation of an activity /program/ policy in realizing the goals, objectives, mission and vision of the organization as stated in strategy planning of an organization.

Nurse

Nurses are human resources who participated coloring of health services in hospitals, because in addition to the

amount that the dominant is also a profession that provides services to the constant and continuous 24 hours to patients every day. Therefore, nursing services give contribution in determining service quality in hospitals.

Nursing care

Nursing care is as a system (structure, process, and values) that allows the professional nurse administers nursing care including the environment to support the provision orphanage is. The method team is a method of delivering nursing care where a professional nurse leads a group of nursing personnel in providing nursing care for groups of clients through the efforts of the cooperative and collaboration.

Nursing management

Management is the process of planning, organizing, drafting, personalization, direction, and supervision of the members of the organization to achieve organizational goals. Management should be implemented effectively, work (oriented on the input-output), and efficiency, working properly (is oriented in a way to achieve goal).

Job satisfaction

Job satisfaction perceived employee because there are things that are underlying. Basically, a person will feel comfortable and the level of loyalty to the job will be high if in the work of the person obtaining the satisfaction of the work in accordance with what is desired. Job satisfaction is a reflection of the feelings of the workers on the job. According to Masrukhin and Waridin, 2012, job satisfaction of an individual depends on the individual characteristics and job situation. Each individual will have the level of job satisfaction are different in accordance with the interests and expectations of the individual so that the level of satisfaction that is felt more and more high, and vice versa.

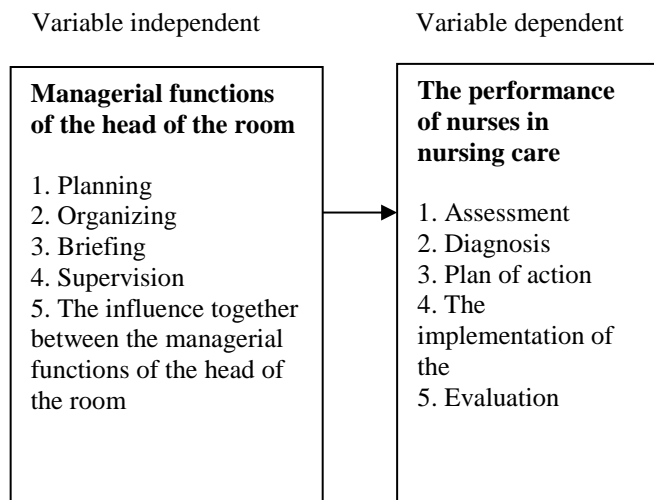


Figure 1: Conceptual framework.

Hypothesis

Based on the background research and the relationship between variables, then the research hypothesis: 1. There is the influence of the planning function of the head of the room on the performance of nurses in performing nursing care in RS Royal Prima Medan. 2. There is the influence function organization the head of the room on the performance of nurses in performing nursing care in RS Royal Prima Medan. 3. Their influence function briefing the head of the room on the performance of nurses in performing nursing care in RS Royal Prima Medan. 4. There is the influence of the function of supervision of the head of the room on the performance of nurses in performing nursing care in RS Royal Prima Medan. 5. There is any referrer together between the managerial functions of the head of the room on the individual performance of nurses in performing nursing care in RS Royal Prima Medan.

METHODS

Research is a research design using a cross sectional study which is one of the draft analytical research and was classified as a type of observational research. This design aims to see the influence of the managerial functions on the performance of nurses in performing nursing care in RS Royal Prima Medan. Cross sectional approach was used because the measurement of the managerial functions (the independent variable) is carried out together to see whether there is an influence or not between the two, Sastroasmoro, 2016.

This research was conducted at RS Royal Prima Medan with the consideration of a hospital type B education and also as a referral hospital is privately owned. This study begins from the repair of the title of the research, consultations, seminars, colloquia, research field and hearing the comprehensive need of the time for 2 months, starting 14 September to October 2020.

The population is a generalization region consisting of objects or subjects that have certain qualities and characteristics that set of researchers, then drawn the conclusion Sugiono, 2006. The population of this research as many as 19 the head of the room executor in the RS Royal Prima Medan. The sample is part of the number and characteristics possessed by the population Sugiono, 2006. This research was conducted with a sampling technique using random sampling is a random

sampling of the population because the population is considered to be homogeneous. Therefore, the number of samples used in this study, the whole of the population with a total of 15 head nurse.

Data collection method used in this research is primary data obtained through questionnaire as a guide that was distributed to the respondents to get the data for the independent variables and the dependent variable. Secondary data is data that is taken by researchers from hospital research is needed in research. with univariate, bivariate and multivariate data analysis methods.

RESULTS

From Table 2 seen that the independent variables affect the dependent variable includes the functions of planning, organizing function, the function of directing and supervisory functions. Then these variables performed a multivariate analysis to know the influence and magnitude of influence of these independent variables jointly on the performance of the individual nurse.

Table 2: The results of the bivariate test 4 variables.

| Independent variables | X ² | P | Description |
|-----------------------------------|----------------|-------|----------------------|
| Planning function | 0.10 | 0.001 | Meaningful (p<0.005) |
| The function of organizing | 5.402 | 0.001 | Meaningful (p<0.005) |
| Function direction | 0.10 | 0.001 | Meaningful (p<0.005) |
| Monitoring function | 5.402 | 0.001 | Meaningful (p<0.005) |

Multivariate analysis

Logistic regression analysis method enters done together on the independent variables that have been associated with the dependent variable, with the results shown in the following Table:

In Table 3 above shows the influence together the independent variables on the dependent variable using analysis of binary logistic method with the enter key. The results of the analysis show that there are variables that have a p>0.05 is fungsi perencanaan (p=0.938) so that the variable is issued. The next three variables that have a p>0.05 is variable planning, direction and supervision of the tested again together.

Table 3: Results of the multivariate analysis using logistic regression methods enter with 4 variables.

| Variables independent | B | S.E. | Wald | df | Sig. | Exp (B) | 95.0% C.I. for Exp (B) | |
|------------------------|--------|-------|-------|----|-------|---------|------------------------|---------|
| | | | | | | | Lower | Upper |
| Planning (1) | 226 | 2.894 | 0.006 | 1 | 0.938 | 1.253 | 004 | 364.104 |
| Organizing (1) | 2.838 | 1.680 | 2.854 | 1 | 0.091 | 17.075 | 0.635 | 459.234 |
| Briefing (1) | -1.193 | 2.064 | 0.334 | 1 | 0.563 | 0.303 | 0.005 | 17.332 |
| Supervision (1) | -2.286 | 1.571 | 2.118 | 1 | 0.146 | 0.102 | 0.005 | 2.209 |
| Constant | 0.917 | 3.358 | 0.075 | 1 | 0.785 | 2.502 | | |

Table 4: Results of the multivariate analysis using logistic regression methods enter with 3 variables.

| Variables independent | B | S.E. | Wald | df | Sig. | Exp (B) | 95.0% CI for exp (B) | |
|-----------------------|--------|-------|-------|----|-------|---------|----------------------|---------|
| | | | | | | | Lower | Upper |
| Planning (1) | -0.108 | 2.128 | 0.003 | 1 | 0.960 | 0.898 | 0.014 | 58.133 |
| Organizing (1) | 3.400 | 1.539 | 4.882 | 1 | 0.027 | 29.954 | 1.468 | 611.085 |
| Briefing (1) | -1.808 | 1.809 | 0.999 | 1 | 0.318 | 0.164 | 0.005 | 5.684 |
| Constant | 0.108 | 2.555 | 0.002 | 1 | 0.966 | 1.114 | | |

Based on Table 4 above, it is seen that of the two variables being analyzed at the last stage, which has a $p < 0.05$ so that the analysis stops at this stage. From the results of the multivariate analysis above, it can be seen that the variables are independent, the most dominant effect on the performance of the individual nurse is a variable function of planning with $p = 0.960 > 0.05$ with the value of $\exp B = 0.898$, the function of directing, with $p = 0.318 > 0.05$ with the value of $\exp B = 0.164$ and variable function of organizing with a $p = 0.027 < 0.05$ with the value of $\exp B = 29.954$. This suggests that the planning function has an influence 0,898 times greater on the performance of individual nurse in the implementation of askep in hospital Royal Prima Medan, the function of directing 0.164 times greater on the performance of the individual nurse in the implementation of askep in Space and organizing function have an influence 29.954 times greater on the performance of the individual nurse in the implementation of nursing assistant.

DISCUSSION

The influence of the planning function of the head of the room on the individual performance of nurses in performing nursing care

Based on the results obtained from the questionnaire with a total of 15 respondents planning function have a significant effect on the performance of the individual nurse in a RS Royal Prima Medan with the value ($p = 0.919$) is greater than the p value is the standard set which is 0.05. So, in this case the research hypothesis 1 (H1) is rejected (there is a relationship between two variables).

This study in accordance with the opinion Gillies, who stated the planning function is performed by the head of the space optimally in order to provide direction to nurses, to reduce the impact of changes that occur, reduce waste or excess and to determine the standards that will be used in monitoring as well as reaching the destination, Gillies, 2005; Marques and Huston, 2015.

The results of this study are in line with the results of the research Wahyuni, 2017, which states that the competence of the head of the room in terms of planning does not have a pattern of correlation with the performance of the nurse implement MPKP. The results of research conducted not in line with the research conducted Dwi, 2017, where there is a meaningful relationship between the functions of management

planning kepala the room with the application of the safety of the patient where the value of $p = 0.032$. This is due to the research carried out in different places with the characteristics of the respondents are different. According to Rahmawati, 2014 the functions of planning nursing care in a hospital Royal Prima does not have a significant effect where the value of $p = 0.938$.⁷

The assumption of researchers, planning when implemented will facilitate the business carried out in achieving the goal. With planning good, managers and staff will know clearly the goals of an organization. They know the type of and activities that must be implemented to achieve the goal. One of the functions of planning is put the people/staff based on talent, formal education, experience, personality so that it meets the principle of having the right people on the field the right job, at the right time and with the level of rewards that right.⁸

The influence of the organizing function of the head space on the performance of individual nurses in performing nursing care

Based on the results obtained from the questionnaire with a total of 15 respondents organizing function have a significant effect on the performance of the individual nurse in a RS Royal Prima Medan (Table 4) with the value ($p = 0.020$) greater than the $p = 0.05$. So, in this case the research hypothesis 2 (H2) is rejected (there is a relationship between 2 variables).⁹

Managerial ability in the organizing function is expected to help the nurse executive to carry out the management of nursing care to clients with the right and good. The organization is a whole grouping of people, tools, tasks, authority and responsibility so as to create an organization that can be moved as a whole in order to achieve the goals that have been set.

This study in accordance with the opinion of the Marquis and Houston that head space as a coordinator of the activities necessary to create a good cooperation, awarding the responsibility and authority appropriate and mutually support each other so created a work atmosphere that in the us. In addition, with the availability of facilities that support and support the task of the nurse so that it can be more eager in the conduct of his works. This influence is very great in stimulating the performance of the nurse practitioner. The importance of organizing function i.e., how staff understand the organizational structure and responsibilities of such

structures, it also increases the knowledge of the staff about the organization, how to understand subordinates who are experiencing problems as well as develop a network of surveillance.¹⁰

This research is in line with research Wahyuni, 2017, which states that the competence of the head of the room in the event the organization has forecast a meaningful relationship with the performance of nurses in implementing MPKP. Results of the study are not in line with the research Parmin, 2016, where there is no significant relationship between the functions of management the head of the room on organizing function with the work motivation of nurse's implementation with the value $p=0.022$.

The assumption of the researchers, the implementation of the well is expected to improve the performance of the nurse practitioner in the management function of organizing the head of the space seeks to achieve the goals in a systematic way, so that there is a clear division of tasks, there is a good coordination, there is a unity of command, there is the division of responsibility and authority in accordance with the abilities and skills of the nurse practitioner as well as the relationship between the nurse practitioner and the head of the space. When the function of this organization carried out nursing.¹¹

The influence of the function of directing the head of the space on the performance of individual nurses in performing nursing care

Based on the results obtained from the questionnaire with a total of 15 respondents organizing function have a significant effect on the performance of the individual nurse in a RS Royal Prima Medan (Table 4) with the value ($p=0,919$) is greater than the p value is the standard set which is 0.05. So, in this case the research hypothesis 3 (H3) is accepted.

The function of directing, which should be done by the head of the space is to create a nurse or staff to do what they want and they need to do. The head space in the conduct of activities leads through: give each other motivation, help solve the problem, perform delegation, using effective communication, collaboration and coordination. In inpatient composed of personnel of various backgrounds can make the problem/conflict. Problem/conflict is not allowed prolonged and should be resolved in a constructive.¹²

According to the Siswanto, 2012, the functions of the guidance aim to 1) ensure continuity planning, 2) cultivate the standard procedure, 3) avoid particularly that doesn't mean, 4) fostering the discipline of work and 5) fostering motivation purposeful. Function of directing is to make nurses do what they want and they need to do.¹³

This research is in line with that done Wahyuni, 2017 and Warsito 2016, which states that the competence of the

management head room in terms of the function of directing patterns have a meaningful relationship with the performance of nurses. The results of the research this is not in line with the research Dwi, 2017, there is a significant relationship between the functions of the nursing management of head room functions briefing with the implementation of patient safety value of $p=0.008$. This is because the study was conducted in different places and the respondents are different.¹⁴

Assumptions the researcher guidance requires that the head of the room to communicate with the nurse practitioner for the purpose can be achieved. The briefing can create a good working climate. Staff performance can be increased by directing them through motivation and provide guidance to the staff. Giving a briefing on an ongoing basis by the managers of the impact on established an effective communication so, that can improve the performance of nurses in providing nursing services.¹⁵

The influence of the function of supervision of the head of the space on the performance of individual nurses in performing nursing care

Based on the results obtained from the questionnaire with a total of 15 respondents organizing function have a significant effect on the performance of the individual nurse in a RS Royal Prima Medan (Table 4) with the value ($p=0.020$) greater than the p value is the standard set which is 0.05. So, in this case the research hypothesis 4 (H4) is accepted.

The function of the supervision of the head of the room in the nursing services can be implemented with the activities of the supervision of nursing directly or indirectly. It also carried out the assessment of the implementation of nursing care, pay attention to the progress and quality of nursing care, fix the flaws/weaknesses of nursing care, to improve knowledge and skills of nurses in nursing care. Then all of the manager of nursing needs to know, understand and carry out their role and function as supervision.¹⁶

The results of this study are in line with research Parmin, 2016, where there is a significant relationship between the functions of management the head of the room on the function of supervision with work motivation of the nurse practitioner. This is because the research was conducted in different respondents are not the same.¹⁷

Multivariate analysis

From the results of the multivariate analysis, it can be seen that the independent variables are the most dominant effect on managerial function is a variable function of planning with $p=0.938>0.05$ with the value of $\exp B=$ by 1.253, the variables of the function of directing, with $p=0.563>0.05$ with the value of $\exp B=0.303$, variable organizing function with $p=0,091>0.05$ with the value of

exp B=17.075 and to the oversight function with $p=0.146>0.05$ with the value of exp B=0.102. This suggests that the planning function has an influence 0.938 times greater on the performance of individual nurses in performing nursing care in RS Royal Prima Medan function of direction has the influence of 0.563 times greater on the performance of individual nurses in performing nursing care in RS Royal Prima Medan and organizing function have an influence 17.075 times greater on the performance of individual nurses in performing nursing care in RS Royal Prima Medan.¹⁸

The results of this study are not in line with the research of Samuel, 2013, that there adahubungan between the functions of management the head of the room, namely planning, organizing, directing and monitoring the performance of the nurse's conduct.¹⁹

CONCLUSION

Based on the research objectives and the research results can be concluded as follows: There is no significant influence between the functions of planning head of space on the performance of the individual nurse in carrying out askep in RS Royal Prima Medan 2020. There is a significant influence between the functions of organizing the head space of the performance of the individual nurse in carrying out askep in RS Royal Prima Medan 2020. There is no significant influence between the function of directing the head of the space on the performance of the individual nurse in carrying out askep in RS Royal Prima Medan 2020. There is a significant influence between the functions of supervision of the head of the space on the performance of the individual nurse in carrying out askep in RS Royal Prima Medan 2020. No influence together between the functions of planning, function, direction between the performance of the individual nurse in carrying out nursing care in RS Royal Prima Medan no influence together among the functions of the organizing and oversight functions on the performance of the individual nurse in a RS Royal Prima Medan.

RECOMMENDATIONS

The results of this study can be used as a source of information and analysis report which can be beneficial by the hospital management in terms of improving the performance of nurses in applying the managerial function.

The results of this study can be used as input and consideration for RS Royal Prima Medan in decision making, especially in addressing the problem of managerial functions so that the RS Royal Prima Medan growing and can run the managerial function properly. 3)Further research should be directed research with the scope of the survey, with an interview or experiment more in-depth. So, will be able to be aware the factors

that lead to managerial functions not affect the performance of the individual in RS Royal Prima Medan.

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