

THE RELATIONSHIP BETWEEN PERSONALITY TYPE AND LEADERSHIP STYLE AMONG THE NURSES IN THE ADVENTIST HOSPITAL OF BANDAR LAMPUNG

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Abstract

Being two of the many factors that affect leadership influencing the result of patients' health care delivery, personality type and leadership style are often mentioned. Personality types mark certain traits a person may have as well as how leadership style varies based on the individual. Each individual is believed to have the potential to be a leader, especially in nursing care setting. Therefore, this study is carried out among nurse workers to discover the relationship between these two variables which may enhance the efficiency of care delivery through obtaining deeper understanding of the nurses' personality types and leadership styles. This study is accomplished using a quantitative cross-sectional design that acquired its data from nurse respondents working in the Adventist Hospital of Bandar Lampung. The respondents filled two questionnaires assessing their personality types and leadership types which was analyzed using Pearson Correlation and Sig. (two tailed) by SPSS to find the correlation between the two variables. Majority of the participants are females, age ranging from 36-45. It is found that the most common type of personality among the participants are phlegmatic while the most frequent leadership style found is democratic. According to the data processed, there is a strong and significant relationship between the personality types and leadership styles among the nurse respondents. Knowing the personality types and leadership styles used by nurses provide themselves a better self-understanding which allows nurses to know their strength and weaknesses to work on. Most of the nurses are found to have phlegmatic personality type and democratic leadership style. It is recommended that the future researchers may carry out researches on this topic and study the variables' relationship with another variable, such as work satisfaction.

Keyword: personality type; leadership style; phlegmatic; democratic.

Introduction

One of the fundamental and most critical goals of health care professions is to be capable of providing care that is effective and efficient. In achieving the said goal, it is important that the organization and the individuals involved understand the factors that may affect the process. As supported by (Gemeda & Lee, 2020), the role of leadership is

crucial for the organization to function effectively, in the case of health care, it is to be able to provide effective and efficient care to clients.

Each individual has the possibility to become a leader (Gandolfi & Stone, 2018), yet not everyone would develop the same leadership style in managing the task they are delegated to do (Poels, Verschueren, Milisen, & Vlaeyen, 2020). There are three well-known types of leadership one may have: autocratic, democratic, and laissez-faire; and there are possible factors which may affect how an individual would choose or determine their own leadership type such as their past experiences, their own cultures, or even their personality traits.

Leadership is not only about focusing on the outcomes and rational processes of various situations but also consists of understanding and communicating with different personnel. As mentioned in Prezerakos (2018), “recent theories emphasized that effective leadership is affected by the personality of the leader.” Rani (2018) emphasized in their result of the study that there is a significant and positive relationship between leadership styles and different type of personalities.

Based on the past researches which have studied on the relationship between personality type and leadership style, the researchers of this study had caught an interest on whether there is a significant relationship between these two variables among the nurses in the Adventist Hospital of Bandar Lampung, therefore, this study is going to be done. By knowing the factors that may affect the process of choice-making of the leadership style, it may help the nurse managers to develop a better understanding on their capabilities and working style and may also help the subordinates to have an improved understanding of the working and leadership style of their leaders in relation to their personality type, which may be applied to themselves in accomplishing their tasks.

Personality is said to be what differentiate human beings from one another. It is a set of characteristics built and shaped by different factors which reflects how a person can adapt to their environment based on their behavior and way of thinking (Rani, 2018). Personality holds an important role in organization, specifically healthcare organization (Jasemi, Cheraghi, Azimzadeh, & Namadi, 2020) stated that personality affects their responsibility in delivering health care. It sets out an impact in building interpersonal relationship needed in every organization.

A writing done by Bull (2021) tackles about the temperament theory by Hippocrates which is believed to be the four fundamental personality types. These four temperaments include choleric, melancholic, sanguine, and phlegmatic. People with choleric personality are said to be short-tempered and easily irritable. Those who are melancholic are easily sad and anxious. The sanguine individuals are said to be outgoing and have a rather positive thinking. The individuals who are phlegmatic are said to be “slow rising in emotion and action” (Bull, 2021).

There are a lot of definitions of leadership, but what unites the various explanation is that the emphasis that leadership is important. Leadership may be done by one yet may affect all the personnel of an organization. Leadership has an important role in an organization as it is a process that leaves an impact on others’ actions in response of the

goals and objectives of the organization that has been determined previously (Yachouchi, 2009, as cited in Rani (2018). Negative characteristics of leadership cast a negative impact on the organizations possibly in destructive ways (Gandolfi & Stone, 2018).

Not only in general, leadership also has a crucial role in the process of delivering care in healthcare settings, it is also expected to affect patients' care (Alloubani, Akhu-Zaheya, Abdelhafiz, & Almatari, 2019). The nurse leaders or managers are said to have two responsibilities: to ensure the delivery of safe and efficient care to the patients and to provide support to maintain the well-being of their subordinates (RAMBA & GIRSANG, 2022). "Success or failure of every organization depends mostly on leadership (Mohammadi, Mohammadi, & Moniri, 2015). The styles used by each person in the act of leading can differ depending on the strategies of the organization, how effective it is, and how it is carried out (Alloubani et al., 2019).

The three types of leadership are mentioned in the book of Iqbal: "The Impact of Leadership Styles on Organizational Effectiveness", stating that there are three types of leadership styles according to Kurt Lewin: Autocratic or authoritarian, Participative or democratic, and Laissez-faire or free rein (Iqbal, 2011). This theory was also acknowledged in the writing of Marquis & Huston (2012) entitled Leadership Roles and Management Functions in Nursing. Each of these three leadership styles has their own characteristics that can differently impact where it is applied to in the healthcare-delivery settings.

The autocratic leadership style is said to be a style that is suitable in situations wherein a quick decision-making process is needed. It is a style that is "based on the traditional premise that leaders are good managers who direct and control their people" (NawoseIngo'ollan & Roussel, 2017). The decision would be determined quickly by the leader with a minimum concern of the views and idea contribution from the employees (Bertsch et al., 2017). It is effective and most useful when the leader is knowledgeable and experienced, qualified for deciding even for risky and emergency situations. However, it is said to be unfavorable when the employees are more knowledgeable than the leader (Bertsch et al., 2017).

The democratic leadership style is another one of the various that allows autonomy to the subordinates. It considers the thoughts and contribution of opinions from the employees and requires cooperation between the leader and the group they are in charge of handling (Marquis & Huston, 2009).

The third leadership style is laissez-faire which is somehow quite the opposite of autocratic. This leadership style gives most of the control to the employees yet giving them the resources they need in doing the task assigned. It is very effective if the employees are qualified and experienced to work on their own (Bertsch et al., 2017). NawoseIngo'ollan & Roussel (2017) suggested that this style leads to higher job satisfaction in the employees as well as an increase in productivity. Alan (2013), as cited in NawoseIngo'ollan & Roussel (2017), emphasized that regularly-given feedbacks is important in achieving the success using this method of leading.

Methods

This research is explanatory non-experimental research which is designed to assess the relationship between the personality type and leadership style of the nurse working in the Adventist Hospital of Bandar Lampung.

The population included all the nurses in the Adventist Hospital of Bandar Lampung who are believed to have the possibility to be delegated as leaders in charge of the tasks given. Samples of this study which was eligible for use was 91 including the nurse workers in the departments of ICU, Operating Room, Hemodialysis department, etc. The sampling technique utilized in this study is random sampling technique.

The data of this study was obtained through two types of questionnaires: Personality Type Questionnaire (Ayu Rochmawati, 2013) and Leadership Style Questionnaire from the Leadership session at TYPO3 Developer Days, 2014). The data was processed and analyzed in SPSS software, using Pearson Correlation and Sig. (two tailed) to discover the relationship of the personality type and leadership style of the nurses working in the Adventist Hospital of Bandar Lampung.

The Personality Type Questionnaire (Ayu Rochmawati, 2013) is divided into 8 sections with 4 statements under each section. The respondents gave their response by expressing how they agree with the statements by checking under 4 column marks with each respective indication (4 – very applicable; 3 – applicable; 2 – sometimes applicable; 1 – not applicable). The personality types identified by this questionnaire is the four temperaments proposed by Hippocrates: Choleric, Sanguine, Phlegmatic, and Melancholic.

The Leadership Style Questionnaire from the Leadership session at TYPO3 Developer Days (2014) includes 30 statements to identify which of the three well-known leadership style do they apply to their everyday work process in order to provide an effective nursing care: Democratic leadership style, Autocratic Leadership Style, or Laissez Faire Leadership style. The respondents then evaluated on these statements by filling the column with the indications they decide upon (5 – almost always correct; 4 – often correct; 3 – sometimes right; 2 – rarely correct; 1 – almost never correct).

In order to be carried out, this study has been approved by UNAI Nursing Faculty Ethic Committees (No. 218/KEPK-FIK.UNAI/EC/III/22) on March 4, 2022. The permission to involve the respondents from nurse workers in the Adventist Hospital of Bandar Lampung has also been approved (). Before filling the questionnaires, the respondents were handed out an informed consent and were given permission to address any question or confusion before signing in agreement to participate in this study. Respondents' confidentiality was maintained all throughout the process of the study.

Result and Discastion

A. Result

The data regarding the participants' demographic data is provided in Table 1. The participants whose answers were complete and eligible for the use of the are 91 in total: 82 females and 9 male participants. The age range of the participants are found to be

majorly 36-45 years old (39.6%), followed by 26-35 years old (27.5 %), 17-25 years old (18.7%), and 46-55 years old (14.3). The participants also varied by married employees (73.6%) and single employees (26.4%).

Ten departments in the Adventist Hospital of Bandar Lampung participated which included 28 nurses in charge and 63 staff nurses, with a majority of nurses working less than 6 years, followed by nurses working more than 10 years. It is also found that most of the participants have bachelor degree (56%), followed by nurses with vocational degree (44%).

Table 1
Demographic Data

Classification	N	%
Gender		
Male	9	9.9
Female	82	90.1
Age		
17-25 years old	17	18.7
26-35 years old	25	27.5
36-45 years old	36	39.6
46-55 years old	13	14.3
Marital Status		
Married	67	73.6
Single	24	26.4
Department		
Haemodialysis	10	11
South Wing 4	15	16.5
West Wing 4	12	13.2
Obstetrics and Gynaecology	11	12.1
Intensive Care Unit	6	6.6
South Wing 3	2	2.2
Elim 3	10	11
Elim 2	6	6.6
South Wing 2	11	12.1
West Wing 2	8	8.8
Length of Work		
<6 years	41	45.1
6-10 years	13	14.3
>10 years	37	40.7
Role		
Staff Nurse	63	69.2
Nurse in-charge	28	30.8
Educational Level		
Vocational degree	40	44
Bachelor degree	51	56

As the independent variable of the study, the personality types were assessed using the instrument into four classifications. The result of the data collected is shown in table

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2. It is found that most of the respondents were phlegmatic in personality with a number of 37 people (40.7%). The respondents with choleric personality were discovered to be 26 respondents (28%). This is followed by sanguine personality (25.3%). The personality type that was found the least was melancholic found in 5 respondents (5.5%).

Table 2
Respondents Personality Type

Personality Type	N	%
Choleric	26	28.6
Sanguine	23	25.3
Phlegmatic	37	40.7
Melancholic	5	5.5.

The leadership style assessed is divided into three styles: autocratic, democratic, and Laissez-faire. It is found that most of the participants have democratic leadership style (51.6%) as can be seen in Table 3. Participants with Laissez-Faire leadership style is found in 36 participants (39.6%). The autocratic leadership style is found to be used by 8 participants with 8.8%.

Table 3
Leadership Styles

Leadership Style	N	%
Autocratic	8	8.8
Democratic	47	51.6
Laissez-Faire	36	39.6

In Table 4, we can see the correlation between personality type and leadership style of the nurses. The data was processed through SPSS software and uses Pearson Correlation to determine the relationship between the two variables. It indicates that the value of relationship between personality types and leadership styles is 0.783 which is interpreted as a strong correlation and a rather significant relationship ($0.029 < 0.05$).

Table 4
Correlation between Personality Type and Leadership Style

		Personality Type	Leadership Style
Personality Type	Pearson Correlation	1	0.783
	Sig. (2-tailed)	.	0.029
	N	91	91
Leadership Style	Pearson Correlation	0.783	1
	Sig. (2-tailed)	0.029	.
	N	91	91

B. Discussion

Based on the results of the data, it has been found that the most frequent personality type found among the respondents were phlegmatic type of personality. People who have phlegmatic personality type are known to be calm and to avoid conflict. Although it is often said that phlegmatic individuals are rather passive, they are also good listener, reliable, and they easily socialize and fit in with others (Adibulasyhar, 2019); (Buzeti, Klun, & Stare, 2016).

The result of the correlation of the two variables shows a strong and significant relationship (Table 4). Although it cannot be stated certainly that the phlegmatic personality type would certainly have democratic leadership style due to the lack of depth the study was done through, it certainly presents a possibility of how phlegmatic personality type would be found having democratic leadership style as well. This is supported by a study conducted by Maria-Elena which studied the personality of three managers from Romania and found that one participant with phlegmatic personality is found to imply democratic leadership style (Maria-Elena, 2014).

As compared to sanguine personality, phlegmatic takes the introvert side while sanguine takes the extrovert traits and that makes sanguine has a stronger leadership and phlegmatic tends to be the follower (Yusup, 2013). Seeing these traits, phlegmatic may not be parallel with democratic leaders who works with group and taking inputs of all the voices of the group in making group decisions (Chukwusa, 2019). However, as how it is mentioned in phlegmatic people may also have traits of being calm, patient, easily fitting in with others and avoiding conflict which can support the fitting traits for a democratic leader (Adibulasyhar, 2019) (Maria-Elena, 2014).

Further research which studies on the more frequent leadership style on each of the personality type specifically on nurses can be done to have a more comprehensive understanding and information regarding this topic. It is recommended the future researchers can as well conduct a study to assess the relationship between the leadership style and the work satisfaction which is expected to enhance the knowledge that can contribute to effective health care delivery.

Conclusion

The efficiency in the health care setting is affected by many factors including the role of the leader which varies based on their personality type and leadership style. This study studied the relationship between these two variables among the nurses who work in an Adventist Hospital in Bandar Lampung. It has been discovered that between these two variables there is a strong and significant relationship which means there is a presence of a strong possibility of frequency between a personality type and a leadership style. The nurses were found to be phlegmatic individuals and using democratic leadership style.

The most frequent leadership style among the nurses were democratic leadership style followed by Laissez faire being implemented. Autocratic leadership style is found

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to the least frequent among the three styles of leadership. This finding indicates that the nurses working in the Adventist Hospital of Bandar Lampung involved more of the roles of their subordinates in making decisions for the patients' care delivery. It is also found that most of the nurses are phlegmatic who are known to be patient, calm, easy fitting with a group, and rather preferring avoiding conflicts. Knowing one's own personality type helps them in knowing their strength and work on their weaknesses to work better on their contribution at their work place and therefore a higher quality of patient care delivery.

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Conflict of Interest

The researchers owe no conflict of interest in the process of conducting this research study as well as in the process of publishing the article.

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