

CHAPTER I

INTRODUCTION

1.1 Background

A leader is someone who leads a group or organization. A leader initiates a goal that is likely to be followed by others (Marquis & Huston, 2017). This has an impact that requires leaders to pay attention to their members and guide their members to achieve a vision that can realize organizational stabilization and increase organizational productivity (Fitri & Kamil, 2018). Empathy in leadership also fosters better communication within the organization. Empathetic leaders actively listen and encourage open dialogue, which fosters a culture of transparency and trust (McCauley & Palus, 2020). Based on the results of a preliminary study conducted at Dr. Soedomo Trenggalek Hospital, researcher found that the head nurse in leading had used empathy, this was proven by if the room was busy, the head nurse was willing to help with the tasks of the staff nurse. In addition, the head nurse also showed empathetic leadership by providing moral support to staff nurse who were facing difficulties, understanding personal challenges that could affect performance, and seeking solutions together without applying excessive pressure. The head nurse actively listened to staff complaints and needs, considered their welfare in the division of tasks, and created a comfortable working atmosphere that supported teamwork.

Leading is certainly not easy, the possibility of conflict arising in the organization must always be anticipated. Conflicts that are not resolved

properly will cause a decrease in work effectiveness (Asiah, 2017). This is where the role of a leader is needed in managing and resolving conflicts. According to Gulo (2019), the head nurse needs to have the ability to identify conflicts and immediately facilitate constructive and effective resolutions. In addition, the head nurse plays a role in deciding what conflict management will be used to resolve the conflict (Avsah et al., 2021). In deciding the conflict management to be used, it will affect the results of the conflict resolution. The results of a preliminary study at Dr. Soedomo Trenggalek Hospital showed that conflicts were still encountered. The conflicts encountered were interpersonal conflicts between nurses caused by miscommunication during guard shifts. In resolving this conflict, the head nurse always discussed with his subordinates and provided further decisions and suggestions, if there was a conflict, he always asked what happened to the parties involved in the conflict. In resolving conflicts, the head nurse always discussed to find a solution.

Conflict management in an organization is the responsibility of a leader, whether a line manager, middle manager or top manager (Kartono, 2008). When conflict arises in an organization, organization, leaders must be able to identify it early and immediately take active steps to handle it. In choosing a conflict management strategy, it must be done properly. This is important to do so that the conflict does not develop into a bigger problem that can disrupt employee motivation and reduce the overall productivity of the organization. A proactive approach to managing conflict ensures that

work dynamics remain positive and organizational goals are achieved. By choosing the right conflict management strategy, it can improve the quality of service. A head nurse as a leader must be able to determine the right conflict management strategy with the problems faced in his room and in his nursing team. Each room head has a different strategy in resolving conflicts.

In this case, empathetic leadership is one of the relevant approaches in this context. Empathetic leadership is leadership with a leader who has emotional support in the form of empathy, which means having the ability to recognize and understand the experiences and feelings of subordinates while providing emotional support so that they feel safe (Kock et al., 2019). This requires leaders to foster relationships between subordinates by understanding human nature and providing emotional support to realize synergistic progress between individuals and organizations (Ma et al., 2024). When a leader understands the problems and feelings of each individual or group involved in a conflict, it can help the leader understand the conflict that occurs. So that the leader, in this context the head of the room, can determine what conflict management strategy is appropriate and right to resolve the conflict.

Based on research owned by (Weni et al., 2018) with the title Relationship Between Leadership Style and Conflict Management of Employees of PT Inti Bharu Mas Palembang, it was found that in the Unilever division, the average employee has poor conflict management. In

addition, 51.5% of employees consider that the leadership style applied by their leader is a free leadership style and a correlation coefficient value of $R = 0.564$ was obtained with a significance value (p) = 0.001 or $p < 0.01$. So it can be concluded that there is a relationship between free leadership style and conflict management

While the research results belong to (Puspanegara et al., 2023) with the title *The Influence of the Head of Room Leadership Style on Handling Conflicts Experienced by Nurses in the Implementation of Care in the Inpatient Room of KMC Kuningan Hospital*. The results of the study stated that there was a significant influence between the leadership style of the head of the room on handling conflicts experienced by nurses.

The problem statement in the journal states that conflict in the nursing team can occur and requires the selection of a proper strategy of conflict management. If it cannot be resolved properly, it will affect the quality of nursing services. This is where the role of leaders in conflict resolution is needed, namely to maintain harmony between nurses and realize effective cooperation. In previous studies, discussing leadership style and conflict management, and no researchers have studied the relationship between empathetic leadership and conflict management.

Based on this background, the author is interested in conducting research on the "The Relationship between Empathetic Leadership with Conflict Management Among Nursing Team At Dr. Soedomo Trenggalek Hospital"

1.2 Problem Formulation

Based on the background described above, the formulation of the research problem is, is there a relationship between empathetic leadership with conflict management among nursing team at Dr. Soedomo Trenggalek Hospital?

1.3 Research Purposes

1.3.1 General Purposes

Analyze the relationship between empathetic leadership with conflict management among nursing team at Dr. Soedomo Trenggalek Hospital.

1.3.2 Specific Purposes

1. Analyze the empathetic leadership of the head nurse based on the assesment of staff nurse and assesment of head nurse at Dr. Soedomo Trenggalek Hospital
2. Analyze conflict management of the head nurse based on the assesment of staff nurse and assesment of head nurse at Dr. Soedomo Trenggalek Hospital
3. Analyze the relationship between empathetic leadership with conflict management based on the assesment of staff nurses and assesment of head nurse at Dr. Soedomo Trenggalek Hospital

1.4 Benefits of Research

1.4.1 Theoretical Benefits

This research is expected to be useful and used as a reference to prove and strengthen the theory of empathetic leadership and conflict management in nursing teams.

1.4.2 Practical Benefits

1. For Research Setting

This research can help hospitals or organizations understand the importance of empathy in leadership, so that leaders can improve their approach in leading teams and design more humanistic and effective conflict management strategies or policies.

2. For Institution

It is used as a literature reference, especially regarding the relationship between empathetic leadership with conflict management in nursing teams.

3. For Further Researchers

As a reference to provide a basis for further comparative research, for example comparing the effectiveness of empathetic leadership in various types of professional teams.