

ROLE CONFLICT OF NURSE RELATIONSHIP WITH PERFORMANCE IN THE EMERGENCY UNIT OF HOSPITALS RSD DR. SOEBANDI JEMBER

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ABSTRACT

Nurses doing their job should know their role to give their high performance in nursing service to the patients. One of the efforts for keeping nursing performance in high quality is placing the nurses in accordance with their abilities and knowledge. But the placement in structural organization is felt or accepted different, so that it cause role conflict. One cause of decrease performance is the existing role conflict toward somebody. This is an observational study that is descriptive analysis with cross sectional study of correlation design that aims to analyze the correlation of role conflict of nurses and performance in emergency unit at dr. Soebandi Hospital of Jember Regency. The population is all nurse who work in emergency unit at dr. Soebandi Hospital of Jember regency. The amount of the population is 48 people. The sampling technique is probability purposive sampling with 45 respondents. The instrument for collecting data is questionnaire consisting of respondent characteristic (room, age, sex, education, employment status). The result of this research is people who have role conflict are 89%, minor role conflict is 11% and none is heavy role conflict. A majority of good performance is 76%, enough performance 24%), whilst none is performance less. The result of correlation spearman rho test with P limit is P 0, 05 is that P value is 0, 0001. It is smaller than alpha value 0, 05 with signification level is 95%, coefficient correlation values 0,491. The conclusion is correlation between role conflict and nurses' performance is high. The recommendation given by the researcher is to maintain nurses' performance and conflict management in optimal level (functional), so that makes creativity members grow, create innovation, encourage the changes, being critical to development environment.

Key words: Role Conflict, Performance, Nursing Emergency departement

INTRODUCTION

Nurses as human resources have a considerable influence on organizational effectiveness. How well human resources are managed will determine the success of the organization, otherwise if the human resources are not managed properly it will cause conflict and effectiveness will not be achieved. Conflict between people within an organization can not be avoided but can be used toward productive if well managed. One of the problems often arise during continued change within

the organization is a conflict, whether conflict within, between individuals, between individuals and groups, between groups within an organization or between organizations. If conflict is managed systematically to strengthen cooperative relations, increase confidence and self-esteem, enhance creativity and productivity, and increase job satisfaction. However, on the contrary, conflict management is not effective by applying severe sanctions for the naysayers, and trying to suppress subordinates who oppose its policies so that

organizations are increasingly adverse climate, improve the properties want to spoil and make its performance decreases (Wahyudi, 2008). The effect of conflict on job performance and productivity indicate if the level of conflict is at the functional level with the personal traits that are innovative, critical of the issues the organization, responsive to changes that impact on improving job performance and organizational productivity (Wahyudi, 2008: 91). Aldaq, RJ (1987, in Wahyudi, 2008: 88) suggests a relationship between conflict with work performance (Performance) organization that is: where the optimal level of conflict when the level of conflict is very functional impact on organizational performance is maximized. When the level of conflict is too low, a person's performance to be slow in adjusting to various development environments. On the other hand if the level of conflict is too high, it will result in the emergence of chaos, the interest group is more dominant than the interests of the organization, and can hinder the achievement of organizational goals, which will ultimately reduce the quality of service to patients.

Conflict does not only have to be accepted and is managed well, but should also be encouraged, because the conflict is the power to bring change and progress within the institution (Hardjaka, 1994, in Wahyudi, 2008). One effort that conflict does not degrade the performance of personnel is to make the conflict at an optimum level (functional) as claimed by Robbins (1999) when the conflict is at the low and high level nature of the conflict becomes dysfunctional, whereas when the conflict is at an optimal level of conflict into functional. According to the theory of control described by Carver and Scheier (1981, in Elias, 2002) says individuals must complete three tasks to achieve their goals, namely: setting the standard for performance, detect the difference between their behavior with standarnya, behave accordingly to reduce this difference. Furthermore, it is suggested that individuals see where and how they achieve their goals through self-evaluation of its performance. By performing self-evaluation, a personnel will know the things that have been done and know the aspects that need to be done to repair the future.

In the Emergency unit of hospitals (RSD) dr. Soebandi Jember number of nurses as many as 48 people and a room with the largest number of nurses compared with other rooms. Seeing such a large amount of energy is very risky for the conflict. The form of

role conflict that have occurred in the Emergency unit is there a nurse executive assistant operator operating dikamar resigned as an assistant operator and ask to be placed elsewhere because he felt unable to carry out its role, although quality can actually function well. Another form of role conflict is there a senior nurse to feel marginalized and feel that their role or not there is she who finally made its performance decline, this is evidenced by the often arrive late and leave early before the clock runs out it works.

Other data showed the Emergency unit nurse's performance is declining at the time of the survey conducted by the field of medical services RSD dr. Soebandi Jember in July 2003 by taking a special data in the Emergency unit of hospitals RSD dr. Jember Soebandi results obtained are still low level of patient satisfaction in the Emergency unit on the item friendliness officers namely: of the 17 respondents in a survey done as many as 6 people or about 35.3% expressed dissatisfaction, 9 people said they were satisfied and two people expressed great satisfaction. According to researchers a few things that become the cause of patient dissatisfaction is the workload too high which eventually lead to a conflict on the personal role. Based on the above background the researcher interested in studying the "Role Conflict Relationship with Performance in the Emergency unit of hospitals nurse RSD dr. Soebandi Jember".

METHOD

Observational research is a research is analytical descriptive correlation design using shaped "Cross Sectional". Its population is all the nurses at the hospital ER dr. Soebandi Jember, namely: as many as 48 people. Implementing the study sample was nurses in the Emergency unit of hospitals RSD dr. Soebandi Jember.

Characteristics of the sample in this study were: (1) Nurse SI graduate Diploma of Nursing and Nursing (2) Working in the Emergency unit of hospitals dr. Soebandi Jember, (3) Willing to be investigated. This sample was obtained by the total sampling. Data collection instrument in this research was conducted with a questionnaire consisting of: (1) respondent characteristics: rooms, age, gender, education, employment status (2) conflict of roles nurses, (3) the performance of nurses. Questions in the questionnaire made positive and negative to the

question that is not directing the respondents' answers to the positive.

On the role conflict variables (independent) number of questions as many as 20 items, as for question number 1-3 is an interpersonal conflict, question number 4-6 is a conflict between roles, question number 7-8 is the role of personal conflict, question number 9-12 is role of centrality, question number 13-15 is the integration of its role, the question numbers 16-17 are facing the working atmosphere and the question number 18-20 is the growth/development. While the performance variables (dependent) number of questions about 20 items, as for question number 1-2 is a shared vision, the question numbers 3-5 are shared values, the question numbers 6-8 are the knowledge and skills, question number 9-11 are responsible their work, question number 12-13 is the initiative, question number 14-16 is the independent, question number 17-18 is the presence of and question numbers 19-20 are working together in teams.

The results of this study later in the change by giving the code on each answer sheet according to the items in the questionnaire. In the questionnaire respondent characteristics: (a) Age; code 1 = 20-30 years, 2 = 31-40 years, 3 = 41-50 years, 4 => 50 years, (b) Gender; coded 1 = male, 2 = female, (c) Education; nursing code 1 = S1, 2 = D III nursing, (d) employment status; code 1 = civil servants, code 2 = HR, Questionnaires relationship with role conflict in a positive performance on the questions: (a) strongly disagree = code 1, (b) disagree = code 2, (c) agree = Code 3 (d) strongly agree = code 4, while the question negative (a) strongly disagree = code 4, (b) disagree = code 3, (c) agree = code 2 (d) strongly agree = code 1. Once the total value is found further classified as follows: for role conflict, if the total value of between 20-40 will be said heavy conflict, if the total value of between 41-60 will say the conflict is, if the total value of between 61-80 would say mild conflict.

Likewise with the performance, if the total value of between 20-40 is going to say its performance is less, if the total value of between 41-60 will be said enough performance, and if the total value of between 61-80 is going to say good performance. Data collection instruments in the validity test in hospitals dr. Koesnadi Bondowoso. To determine the relationship between the variables used test statistic T "Correlation Spearman Rho" there is a correlation between role conflict with the

performance ** significant at 0.491 or 0.001 probability is smaller than the limit of significance P 0.05.

RESULT

The number of respondents is 45 people comprising 49% (22 people) men and 51% (23 people) women. Age of respondents ranged from 22 years to 50 years with an average age of 20-30 years by 53% (24 men), aged 31-40 years by 40% (18 people) and aged 41-50 years by 7% (3 people). Education levels of respondents varied anyone DIII Nursing and there is also a SI of Nursing, most of the respondents were DIII nursing education by 91% (41 people) and the educated SI Nursing only 9% (4 people). Employment status of respondents are mostly civil servants by 56% (25 people), while the temporary 44% (20 people).

1. Role Conflict

a. Interpersonal Conflict

On the question of the current position according to his wishes, the bulk of the 45 respondents answered strongly agree 35% (16 people) and agree 29% (13 people) means that according to his wishes, while answering strongly disagree 9% (4 people) and disagree 27% (12 people) that is not in accordance with her wishes. On the question now is not the position in accordance with the abilities that I have most of the respondents 47% (21 people) answered strongly disagree, 47% (21 people) do not agree it means the current position in accordance with the capabilities, while answering strongly agree, which means does not match the capabilities of only 2% (1 person). On the question of what to feel other people should have taken the position that the bulk of his 56% (25 people) answered strongly disagree, 40% (18 people) do not agree, which means his position is not taken of other people, while answering strongly agree, which means someone else has taken its position only 4% (2 people).

b. Conflict between the role

The conflict between the role or multiple roles are unclear roles that must be done. On the question I was confused what I should do because the task given to me is not clear, most of the respondents answered disagree 64% (29 people), strongly disagree by 25% (11 people) means that the assignment was clear, and who answered agree that meaning is not clear given

the task by 11% (5 persons). In my question when working at a time when the same time there are other roles I need to do the bulk of answer does not agree by 62% (28 people) and who answered strongly disagree 11% (5 persons) means uncommon and did not have a dual role, while the answer agree which means doing double duty only 27% (12 people). On the question as a nurse I was doing work that is not my duty and authority of a majority of 51% (23 people) answered agree or strongly agree 1 person (2%) which means it often and always do the work that is not the duty and authority, while the answer is not agreed by 29% (13 people) and strongly disagree 18% (8 people) which means the rare and never do the job instead of duties and responsibilities.

c. Personal role conflict

Role conflict is the role of personal conflict with the value in itself. On the question I often see patients did not do surgery because of the limited cost of 51% (23 people) answered agree it means not so often see patients performed the operation due to limited funds, while 49% (22 people) answered disagree means uncommon to see patients not be done operation due to limited funds. At question time work is often seen patients brought home forcibly the majority 71% (32 people) answered disagree that is not never seen a patient forcibly taken home, while those answering agreed meaning often see patients forced to take home only 29% (13 people).

d. Centrality of Role

Centrality of role is considered important by others. On the question I am often consulted friends who answered did not agree by 62% (28 people), strongly disagree 2% (1 person) that is rare and no one asked for his opinion, while 31% answered agree (14 people) and strongly agree 5% (2 people) that is frequently and always consulted by his friend. On the question I often entrusted with specific tasks 65% (29 people) answered disagree and 11% (5 persons) answered strongly disagree that is rare and has never given the confidence to do specific tasks, while the felt is often entrusted to perform specific tasks only 24% (11 people). My question was to be a useful proven people ask me for help 80% (36 people) answered disagree it means to feel useless because no one asked for her help, who feel useful while only 18%

(8 people). Question its role is considered important by other professions 62% (28 people) answered disagree and 18% (8 people) answered strongly disagree that is not considered important by other professions, while the profession was considered important by others only 18% (8 people).

e. Integration of role

Integration of the role is an opportunity to use his ability. On the question I was satisfied with my ability, because many emergency room patients could be saved soul majority of respondents 38% (17 people) answered strongly agree and 34% (15 people) agree that is the bulk of respondents had the opportunity to use his ability, while those not agree there 24% (11 people) and 4% (2 people) strongly disagree that is has not had a chance to use his ability. My questions are given the opportunity to present the material after the training or seminar 31% (14 people) answered disagree and 18% (8 people) answered strongly agree mean often and always given the opportunity to present the material after training or seminars, while the answer does not agree 24% (11 people) and strongly disagree 27% (12 people). On the question with my skills I am often asked for help to refer patients whose condition is bad, the majority 64% (29 people) answered disagree and 18% (8 people) answered strongly disagree, that is rare and never asked for help to refer patients, while that is often asked for help to refer patients only 18% (8 people).

f. Working conditions faced

On the question I am pleased with the atmosphere of the workplace, when someone comes to say hello and smile a majority of 45 respondents answered strongly agree 67% (30 people) and who agree 31% (14 people) means happy with the work atmosphere is encountered, while the answer does not agree that is not happy with the work atmosphere that is only 2% (1 person). On the question if I made a mistake my friends are not always to blame, but to give good advice and input that the majority answered strongly agree 49% (22 people) and 29% (13 people) answered agree, while the answer does not agree that is rarely given the input and A good suggestion is only 22% (10 people).

g. Growth or self development

Growth or self-development is an opportunity to develop a personal career. On the question I always

encouraged to go to school the higher the majority of respondents 51% (23 people) answered agree, while the answer does not agree that is rarely encouraged to go to school a higher rate of 16% (7 people). On the question I frequently attend seminars to increase knowledge to answer the majority agree 51% (23 people) and who strongly agree 4% (2 people), while those not agree, which means rarely attend seminars by 45% (20 people). On the question I am often given the opportunity to attend trainings 69% (31 people) answered disagree means rarely given the opportunity to attend training, while 31% agreed (14 people).

2. Performance

The value of performance assessment by the respondents based on questionnaire results are as follows:

a. Sharing the vision

Someone in an organization must know the vision of their organization. On the question as an employee I have to know the vision of the hospital a majority 40% (18 people) answered strongly agree, 29% (13 people) answered agree, it means knowing the hospital's vision. While that did not agree 22% (10 people) and strongly disagree 9% (4 people) that is not yet know the vision of the hospital. I worked on the questions provide the best nursing care in the community 60% (27 people) answered strongly agree and agree by 33% (15 people), while the answer does not agree that means not giving the best service to the community by 7% (3 people).

b. Share value

Sharing implies the value in running the job to be honest, hard working, loyal and consistent. On the question of when the family asked me to answer the patient's condition good condition because if the answer is actually afraid of the family added anxiety, 49% (22 people) answered disagree and 42% (19 people) answered strongly disagree that is not in accordance with a value in itself, while the agreed to only 9% (4 people). In my question to nursing actions according to the schedule prescribed 49% (22 people) agreed and 49% (22 people) strongly agreed and only 2% (1 person) who answered disagree. I run the job in question in accordance with the job description 78% (35 people) strongly agreed, while the answer does not agree that only 13% (6 people).

c. Knowledge and skills

A personal in doing the work is based on the knowledge and skills. On the question I often rebuked the leadership for the results of my work in accordance with the standard the majority less 76% (34 people) answered disagree and 24% (11 people) answered strongly disagree means rare and never reprimanded because they are in accordance with the standard job. In my question to the assessment to determine the condition of the patient by using my knowledge the majority of 56% (25 people) answered disagree and 24% (11 people) answered strongly agree, that at the time of doing the work using the knowledge and skills, while 18% disagree (8 people) and strongly disagree 2% (1 person) means of doing the job was not to use the knowledge and skills. My question is do the act of injection, infusion pairs, catheter, sewing the wound by keeping the principles of sterile 80% (36 people) strongly agreed and 20% (9 people) agreed to answer means to do the job always keep the principles of sterility, while not keeping the principle of sterile no.

d. Responsible for their job

In my question before work to read the report and plan of action to be taken 40% (18 people) answered strongly agree and who agree 40% (18 people), while the answer does not agree 20% (9 people), meaning that before the work is rarely read the report and plan actions to be performed. In my question do the work to completion and if not completed will be the next team to pass a majority of 49% (22 people) answered strongly agree and 44% (20 people) answered agree, while the answer does not agree by 7% (3 people) means rare operands to perform the next team. On my questions documenting nursing actions that I have done a majority of 49% (22 people) answered strongly agree and 42% (19 people) answered agree, while the answer does not agree, which means rarely do documentation by 9% (4 people).

e. Initiatives

The initiative must always be owned by each person in the organization. On the question before work I checked the readiness of the equipment required, a majority of 45 respondents 40% (18 people) answered strongly agree and 27% (12 people) answered agree means to check the readiness of the equipment needed, while 33% (15 people) answered disagree which means that prior work did not check the readiness tool.

On the question if there is faulty equipment put my own just because there are parts that take care of 47% (21 people) disagreed and 20% (9 people) answered strongly disagree that means that there are concerned with the equipment used, but still no one answered agree 29% (13 people) even strongly agree 4% (2 people) that is less concerned with existing equipment.

f. Stand alone on their job

Stand alone of running their job does not rely on anyone else. On the question of when patients come I'm waiting for the doctor to check while waiting for what they're told 47% (21 people) answered agree means nurses do not have independence and still hanging with the doctor, while the answer does not agree by 40% (18 people) and 13% (6 people) strongly disagree that is already a self-sufficiency in providing nursing care to patients.

On the question of what the doctor ordered me to do 65% (29 people) answered disagree and 13% (6 persons) answered strongly agree means to do the job based on doctor's orders, while the answer does not agree 20% (9 people) and 2% (1 person) answered strongly disagree that is already has stand alone and do not depend on doctor's orders. On the question I prefer to stitch the wound of nursing care in doing the majority of respondents 44% (20 people) answered disagree and 27% (12 people) answered strongly disagree, while those answering agreed and strongly agreed by 22% (10 people) and 7% (3 people) means that there are those who prefer to work on the medical action of the action with alone.

g. Presence

Attendance covers come and go according to working hours and not ditching. In my question came in the workplace in accordance with my work hours 69% (31 people) answered strongly agree, 22% (10 people) answered agree it means the majority come according to working hours, whereas that comes not in accordance with the working hours only 9% (4 people). On the question I get home when the clock runs out while the next team official is yet to come 49% (22 people) answered disagree, 29% (13 people) answered strongly disagree that is waiting for the next team even though working hours is up, but 13% (6 people) answered agreed and 9% (4 people) answered

strongly agree that appropriate working hours means the home team although the next is yet to come.

h. Working together in teams

Cooperation is needed in an organization that includes relationships with other personnel, relations with the leadership and relationships with other health team. In my question to maintain good relations with leaders of the majority 76% (34 people) answered strongly agree and 24% (11 people) answered agree that is no problem with the relationship between the subordinate leaders. In my question to maintain good relations with friends on the team, between groups within the team and other health care team to answer most of strongly agree 69% (31 people) and 31% (14 people) answered agree that is no problem in teamwork.

3. Role conflict relationship with performance

Based on the results of a questionnaire with 20 questions the role conflict and performance assessment with 20 questions using the data obtained; that role conflict is the role conflict experienced by the majority was 89% (40 people), whereas in the conflicting role of light by 11% (5 people) and none experienced severe role conflict. Good performance by 76% majority (34 people), whose performance is sufficient for 24% (11 people), while the poorer performers were not there. Relationship with the performance of role conflict can be summed up as follows; minor role conflict that has good performance by 11% (5 persons), role conflict was having a good performance by 64% (29 people), while role conflict was having enough performance by 25% (11 people). Spearman rho correlation test results obtained by the P value of 0.001 which is smaller than 0:05, which means the value of alpha is no relationship between role conflict with the performance with 95% significance level and correlation coefficient values 0.491 **. Based on these results can be interpreted that the correlation between two variables is very high.

INTERPRETATION AND DISCUSSION OF RESULTS

1. Conflict role of nurses

Based on the results of questionnaires and analysis of the relationship between the conflicting roles of nurses with the performance of nurses found that the majority of role conflict is the role conflict experienced by respondents was for 40 people (89%), in the conflicting roles of 5 persons or mild (11%),

while the experience severe role conflict was not found. Of the various conflicts that arise felt by most of the respondents were inter-role conflict, role of centrality and in self-development.

a. Conflict between the roles

The conflict between the role or multiple roles are unclear roles that must be done. From the results in 45 respondents found that 51% (23 people) experienced the conflict between the roles as a nurse was doing the work rather than duties and responsibilities. According to the assumption of conflict experienced by researchers due to perception or understanding is still lacking about the duty and authority to do so have not been able to distinguish which one is the duty and authority of the nursing profession and which is the duty and medical authority. Role conflict is the lack of conformity role expectations (*Broadweel, 1983, in Potter & Perry, 2005*). The causes of conflict in each organization varies depending on how individuals interpret, perceive and respond to the work environment. According to *Yuki (2005)* role ambiguity include role expectations are not clear, namely the overall role expectations that are not clearly indicate which tasks should be done and how individuals should behave, and expectations of the role that is not appropriate. Situations like this often confusing and lead to role conflict for someone.

The role given to us must be run with the best. The existence of conflicts between the role is as a nurse was doing the job instead of duties and responsibilities due to ignorance and understanding, perceptions about the duties and responsibilities are still lacking. Therefore the understanding, perceptions about the duty and authority within the role is indispensable. With the understanding of the duties and responsibilities, the nurse can perform its role as well as possible, so that confusion, lack of clarity between the duties and nursing and medical authorities can be avoided.

b. Role of Centrality

Role of centrality is considered important by others. From the results obtained in part respondent's role in conflict of centrality namely; was not considered important by other professions by 62% (28 people), feel to be useless because there are no people who ask for its support by 80% (36 people), rarely given the confidence to work on specific tasks by 65% (29

people) and are rarely consulted by his peers by 62% (28 people). According to the assumptions researchers centrality their assessment of the role is very subjective because it is influenced work experience, knowledge and personality. Provision of trust and assessment of a person by another person or profession depends on our show or we show it to others. *Pareek (in Suarli & Bahtiar, 2009: 90)* says that if stakeholders have a perception of his role in an important organization, the higher efficacy of its role, but if its role is not considered important then conflict will arise in him.

Nurses in the works are always associated with other professions; therefore the recognition of other people or other professions in the role is indispensable. The perception was not considered important by other professions, felt like a useless, seldom or not given the trust to work on specific tasks and are rarely consulted by his friend because not able to display the proper skills. Recognition of people or other professions would we get if we can show or demonstrate our ability to people or other professions, so it will not be underestimated but it would be considered important by the person or another profession.

c. Growth or self development

Growth or self-development is an opportunity to develop a personal career. Based on research results obtained conflicting roles of growth or development, namely the lack of respondents attend seminars to increase knowledge by 45% (20 people), lack the opportunity to attend training courses by 69% (31 people). According to the assumption of researcher seminars or training needed to increase knowledge and skills of each person, but the trainings and seminars tailored to the needs and the role of someone in an organization, so it would be more effective and efficient. According to *Pareek (in Suarli & Bahtiar, 2009: 90)* says that if stakeholders have the opportunity and feels his role could grow and evolve, their role will tend to be high, otherwise if his role does not have the opportunity to grow and evolve, their role will be low.

According to *Elias (2002: 88)* development aims to motivate the personnel to overcome its shortcomings and encourage concerned to develop the capability and potential in him. Self-development to enhance the knowledge and skills is necessary in order to provide the best service to patients, therefore,

trainings and seminars should always be followed by every personal. Lack of respondents attend seminars to increase knowledge and lack of opportunity to follow training courses in because of limited budgets for education and training available. Basically every personal in turn have the same opportunity to attend seminars and trainings to enhance their competence in accordance with the duties and responsibilities, but because of training or seminars are always associated with the cost of the necessary arrangements according to priority. Management of conflict is the way in which the leadership in the face of conflict (Hardjaka, 1994, in Wahyudi, 2008). Effective conflict management can achieve the optimal level of conflict are: foster creativity members, create innovation, drive change and be critical of the development environment. Conflict must not only accepted, but also encouraged because the conflict is the power to bring change and progress within the institution (Hardjono, 1994, in Wahyudi, 2008). According to Douglas (1979, in Monica, 1999) says that conflict is always there, a leader must have the power to move the conflict into a constructive settlement (constructive).

Edmunds (1979, in Monica, 1999) says the most constructive way to deal with conflict is verbal communication, by verbal communication, things like mistrust, misperception, increased emotional charge that can form destructive conflict can be avoided. Constructive settlement that includes an open and honest dialogue, listen to what is disclosed to understand others so that the problem can be solved effectively.

2. Performance nurses

According Sutoro (1999) performance is the result of work that can be achieved person or group of people within an organization in order to achieve organizational objectives within a specific time period. The results of the performance of 34 people found the majority of nurses (76%) perform well and only 11 people (24%) performing adequate, and no poor performers. Of the various respondents' answers about the performance, it was found that the aspect of sharing the vision, initiative and independent is an aspect that needs attention.

a. Sharing the vision

Someone in the organization must know the vision of their organization. Based on the results of

research it turns out there are data obtained in part by 22% of respondents (10 people) who do not know the organization's vision. According to the researchers assumed a person's vision is the framework within an organization to achieve organizational goals, so that someone who works without knowing the vision of organization showed less understanding about the purpose of organization, consequently work to be ineffective and less focused. According to Elias (2002: 154) all personnel should know each other's personal vision of the organization or group. Vision provides a reference framework or guidelines for how should organizational behavior.

An organization will be developed and advanced if it has adequate resources, including human resources. Human resources that support the advancement of an organization must know the vision of the organization in which a personal being, because vision is a framework or guidelines for behavior within an organization. Without knowing a personal vision will work unfocused, so the result of ineffective and inefficient work that will ultimately reduce the quality of the organization. Ignorance of a personal vision of the organization caused by many things such as has not considered the importance of a vision within the organization.

b. Initiatives

The initiative must always be owned by each person in the organization. The results showed respondents Part of the initiative in the works is still lacking, where the prior work did not check the readiness of the equipment required by 33% (15 people) and if there is faulty equipment left alone because they think there are parts of their own care by 29% (13 people). According to the researchers assumed the officer who does not check the equipment to be used and let the faulty equipment shows a lack of understanding about the needs of workers in the work, since fluency in working one of them is the readiness of equipment. According to Elias (2002:102) Initiative is a personal ability to make decisions, measures, and implement in accordance with the actions required in carrying out basic tasks without waiting for orders from superiors.

At a certain moment we are often faced with problems that require us to make a decision, steps and carry out actions without waiting for orders from superiors, it is necessary for the existence of an initiative

for in a personal. But in every personal initiative is not always the same, there is a high initiative, there is even less initiative. See the results above can be said nurse initiative is still lacking, it is caused by many factors, among others, the factors of education, experience, perceptions and environmental factors that support the development of such initiatives.

c. Independent

Independent of running job does not rely on anyone else. From the results of research showed the level of independence of nurses in providing nursing care to patients was still lacking and still hanging with other professions, i.e. a doctor. Of the 45 respondents who researched on the independence of nurses in performing nursing care results obtained, when the patient arrives nurses still waiting for the doctor to check first, to act on the orders of physicians and more than happy to sew on the conduct of nursing care. According to the researchers assumed a level of independence is lacking in nurses influenced many factors, among others, the factors of knowledge, skills, motivation, personal perception, personality, environment and one's position within an organizational structure. In the Installation Emergency SD dr. Jember Soebandi Emergency room which is where we must act quickly and precisely while the number of physicians are limited, so a lot of medical acts delegated to nurses. This is the Part of nurses there is a difference of perception who consider medical treatment as a nursing action that was more than happy to perform medical procedures on the conduct of nursing care. According to Elias (2002: 102) independence or autonomy is an essential element of professional nursing, in which someone rationally independent in taking the role, self-regulation in decision-making, collaboration and practice, as well as accountability and responsibility. As a professional nurse who shall have independence in providing nursing care to patients, in addition to measures based on the results of collaboration and delegation by other health team. A nurse to be independent and not dependent on other professions if they have the knowledge, skills, attitudes, perceptions, motivations and personality adequate. Based on the results of research that says the nurses who lack independence and are still hanging by a physician due to lack of proper perception of self-care tasks, delegate tasks and collaboration tasks.

3. Role conflict relationship with performance

The results of the performance of the majority of nurses (76%) are good. Conflicts are most of the nurse's role in conflict is the role, amounting to 89%. Conflict of roles nurses who most felt was the conflict between the role of feeling do not work duties and responsibilities, role of centrality (was not considered important by other professions, felt to be useless because there are no people who ask for its support, seldom or not been entrusted to work on specific tasks and are rarely consulted by his friends), role conflict and growth: the lack of development given the opportunity to attend seminars and trainings to increase knowledge. While the performance of the problem does not know vision, lack of initiative and independence of nurses. Performance relationship of nurses with nurses role conflict based on the results of research are: (a) on inter-role conflict that is felt to do the job instead of duties and authorities of 23 people, who experience conflict between the role of 16 people perform well, 7 people enough performance while the performance is less in no. (b) On the role conflict of centrality was not considered important by other professions than 28 people, a good performance by 20 people; its performance is quite eight people, while the poorer performers were not there. Role conflict of centrality felt to be useless because no people who ask for its support of 36 people, whose performance is good for 27 people, its performance is enough for 9 people and nothing is underperforming. In role conflict of centrality was rarely or never be trusted to do the special tasks of the 29 people who perform well for 19 people, its performance is enough for 10 people and whose performance no less. Role conflict of centrality are rarely consulted by his friends of 28 people, a good performance by 20 people, its performance is enough for 8 people. (c) On the conflicting roles of growth and lack of self-development seminars to increase knowledge of the 20 people who perform well for 15 people, its performance is enough for 5 people, whose performance no less. Conflicting roles of growth and development given the opportunity by the lack of leadership to follow the training of 31 people whose performance is good for 22 people, its performance is enough for 9 respondents and whose performance is nothing less.

According to the researchers assumed that the majority of nurse's performance remains good despite experiencing role conflict. Role conflict can be caused by several factors: (1) self-assessment requires honesty

from a nurse, so that what is disclosed in accordance with what is perceived and reality, (2) the majority of conflicts experienced by nurses is conflicting roles are, so little annoying performance, (3) performance is not only influenced by the conflict, but there are other factors that also affect performance, among other factors rewards, personality and work motivation. In general, the relationship between conflict with the performance is, when conflict is at a low and a high level, the nature of conflict becomes dysfunctional, whereas during the conflict at the optimum level (on top), the conflict becomes functional (Sopiah, 2008: 63). Management of conflict is the way in which the leadership in the face of conflict (Hardjaka, 1994, in Wahyudi, 2008: 47). Conflict must not only acceptable

but also should be encouraged because the conflict is the power to bring change and progress within the institution (Hardjono, 1994, in Wahyudi, 2008: 47).

CONCLUSION

- 1) Conflict role of nurses in the Emergency unit of hospitals RSD dr. Soebandi Jember mostly in the category of role conflict were 89%, while the lightweight category by 11%.
- 2) Performance of nurses in the Emergency unit of hospitals RSD dr. Soebandi Jember mostly good by 76%.
- 3) There is a relationship between role conflicts with the performance with very high correlation strength.

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