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## Nursing Management in an Era of Disruption in the Perspective of Kurt Lewin

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### Abstrak

Dalam ulasan singkat ini akan dibahas bagaimana pengelola instalasi keperawatan di sebuah rumah sakit mengelola fungsi kerja keperawatan ini di tengah perubahan yang semakin lama semakin berubah dari waktu ke waktu. Penelitian ini menggunakan metode penelitian konseptual (conceptual research methods). Menurut Camp, penelitian konseptual didefinisikan sebagai metode ketika penelitian dilakukan dengan mengamati secara rinci dan menganalisis dengan baik informasi yang ada pada suatu topik tertentu. Perubahan lingkungan kerja, menurut Lewin, mengutamakan individu atau manusia sebagai akar atau dasar terjadinya perubahan melalui identifikasi faktor pendorong yang paling mendorong terjadinya perubahan. Model atau gaya kepemimpinan sangat berorientasi pada keterlibatan, komitmen dan dukungan serta berbagi pengetahuan. Juga fokus pada orientasi pikiran untuk suksesnya proses perubahan yang baik di organisasi kita.

Kata Kunci: *Keperawatan, Manajemen, Lewin*

## Abstract

In this brief review, we will discuss how nursing installation managers in a hospital manage this nursing work function in the midst of changes that are increasingly changing from time to time. This study uses conceptual research methods (conceptual research methods). According to Camp, conceptual research is defined as a method when a research is conducted by observing detailly and analyzing well to the existing of information on a given certain topic. Changes in the work environment, according to Lewin, prioritize individuals or humans as the root or bottom of change occurred via identifying the most driving factors that drive a change. The leadership models or style is oriented exatly towards to the involvement, any commitment and support by as well as knowledge sharing. Also focus on orientation for the mind of success of the good change process in the our organization.

Kata Kunci: *Nursing, Management, Lewin*

## INTRODUCTION

Nurse is a profession that is responsible for providing holistic, safe and quality nursing care. The impact of developments in the globalization era poses a major challenge to service quality, where client needs are increasingly varied and the rate of change in health services is increasingly rapid and unpredictable. Facing various changes and still maintaining professional services, nurses are required to participate in developing knowledge, skills and personal attributes. ability to lead and make decisions (Fauziyyah et al., 2021).

The nursing management system is in accordance with an open systems approach where each component is interconnected and interacts and is influenced by the environment. The nursing management process is a system consisting of five elements, namely input, process, output, control and feedback mechanism. Input from the nursing management process includes information, personnel, equipment and facilities. According to Kuntoro, the abilities that must be possessed by leaders or managers of health service organizations include the ability to determine the direction of the organization (vision and mission), determine organizational goals (goal setting), work based on plans (planning), use time effectively (time schedule), empower staff capabilities, motivational abilities, effective communication, supervision and independence (Meirawaty & Yudianto, 2019).

The problem of nursing management cannot be separated from leadership in the work unit or nursing installation within the hospital institution. Strategic management is a vital domain for organizational leadership so that the performance of patient care services can run optimally. In the main contemporary discourse, an effective leadership style for improving patient safety is a transformational leadership style (Mulyatiningsih & Sasyari, 2021). Conclusion Transformational leadership styles contribute positively to a safety climate. Management in a broad sense also has the meaning of planning, organizing,

directing, and controlling (P4) organizational resources to achieve goals effectively and efficiently. Management is usually identified with how to manage things properly and in accordance with the objectives. Arrangements are made so that the things regulated run in a balanced, smooth manner, and achieve the expected goals (Aini, 2018).

In the context of modern organizations, nursing management is no different from being in a vessel of change towards what we later became with management disruption. Now we see that one of ancient theories in managing or ordered change is Kurt Lewin's theory. For nowing it very known as the called as Lewin Model. This model actually describes the fixed stages in carrying out of planned changes and also continuous actively improvements to help in long-term duration of sustainability in the an organizational management planed (Mellita & Elpanso, 2020).

From this background, the need for patients to receive satisfactory care cannot be separated from the changing behavior of consumers (read: patients). Families of patients are now also increasingly critical, courageous and spontaneous, as reported by the media regarding the various cases that have occurred. In this brief review, we will discuss how nursing installation managers in a hospital manage this nursing work function in the midst of changes that are increasingly changing from time to time.

## METHODS

This study uses conceptual research methods (conceptual research methods). According to Camp, conceptual research is defined absolutely as a method in which the research is conducted by well observing and good analyzing to the existing information on a given topic (Mellita & Elpanso, 2020). Specifically, this research will first describe the stages in the Lewin Model. Next, it will be described how the activities and processes within the organization are carried out in each of its stages. This section also describes the various opinions of experts who can ensure that this classical theory is appropriate in dealing with the current era of disruption.

## RESULTS AND DISCUSSION

### A Thoughts of Kurt Lewin

Kurt Lewin introduced a planned model of change in 3 fase or stages, namely the first is Unfreeze, the second is Change (Movement) and the third is Refreeze. So according to Mr Lewin, the first step exactly in behavior change rapid process is to create dilute the existing real situation or fact about status quo. The reality of status quo in here is considered as the shape of prevailing state of balance condition or situation. The disbursement process

is a necessary well process to make a deal with pressure of individually and in a groups and conducted out by 3 methods, the first is by increasing or adding the driving main factors that can distance the individuals or a groups from the actually current status quo condition or situation (Mellita & Elpanso, 2020). Secondly, reduce well the negative or bad forces that can make a restrain movement far away from the current or actually state of balance. While the third is method to find a model combination of the two ways or methods above. In this factually condition, there are very much or at least several activities exactly that can help a disbursement process, and including a motivating change object or participants by preparing them for change, building trust and recognizing the need for change and actively participating in identifying problems and discussing in groups to find solutions (Robbins, 2005).

The second of stage in Lewin's formula is change or you can said movement . In this level or stage, it is very important to move on from the targeted part of system towards a new or best equilibrium at that. There are three models of activities and that ready help in this important movement process, you called with convincing the employees or the participants. In this step the status quo fact or conditions they are actually currently living in, are not useful and motivating them to know problems from a other new and absolutely different perspective, working together on new view and things, having relevant and important of information and having more good relationships with another one and got mutual respect and having more wise leaders who hardener support these changes.

The third stage of the Lewin model is refreezing. This stage very needs to be carried out after the change has been implemented with the aim of maintaining its sustainability. If this step or stage is not carried out, the all of changes that occurs will take some effects so briefly and the behavior of wokers will return to the old situation of balance. This level or stage is a certain process of joining or integration of new values to apply to the existing mass or community. The main or genuine objective of this level of stage is to make stabilize in the new balance resulting from it's change by balancing between the old driving and the inhibiting factors of the change. One of all actions can be used to implement Lewin's third step. It will be strengthen a new models or patterns and able to establish these pola or patterns at formal and informal change mechanisms, that is including policies and all of procedures used to be(Robbins, 2005).

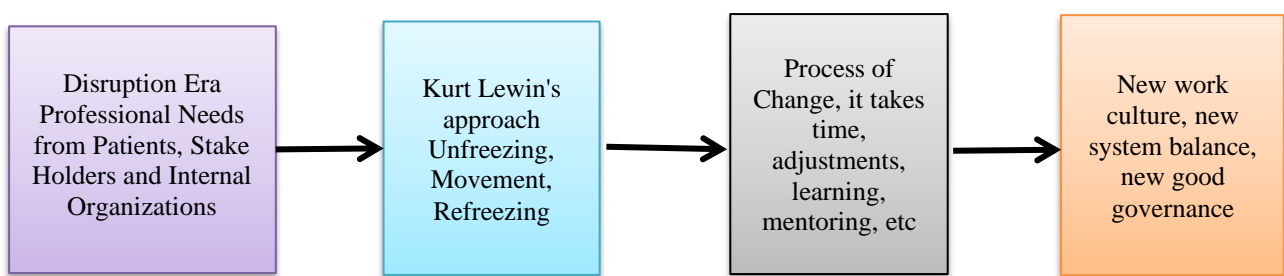
## B. Application of Lewin's Perspective in Nursing

The first phase in the change discourse is the unfreeze phase. The reality of unfreezing step or stage is so considered the very important and very critical level of stage in a very

dynamic and ever-changing an environment. This level of stage can be indicates a readiness moment to change and change includes an understanding the change itself, the very importance of the change and an preparing oneself and the others to get out from comfort zone and old paradigm that was previously deeply embraced before the real change sudenly came. The more aand more aware individuals in an organization can be feel that change is so important, then these model of changes need to be made exactly. Furthermore, the level of urgent changes we told must be made, the individuals workers in the organization will be more and more motivated to make a new and new changes (Mellita & Elpanso, 2020).

In this discourse, nurses as a human resource whose duty is to serve the community/patients must be aware of how the services they provide are one thing that can be compared. A critically advanced society will certainly compare the services provided by a health service unit or hospital. Basically this condition is a condition that reflects a change, which should motivate medical personnel or nurses to make changes. The nurse then observes and evaluates the client's response to the actions given, and communicates this information to other health workers and also their superiors (Yusuf & Sofia, 2021).

Next is the second stage, namely movement. Lewin's model emphasizes change as a transitional process and not an activity. The second stage in this model occurs when the organization makes a change or transition. The mindset of organizational individuals in this stage has changed from the old mindset and is motivated and ready for the changes that take place. In this stage it is important for the organization to be able to reduce fear, worry and individual disbelief in the changes that will be made. Because it is not easy and it is not the right time for members of the organization to learn and understand change, so it is necessary to give time to understand, understand and stand together with members of the organization in facing change (Mellita & Elpanso, 2020).



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However, changes require an adequate time frame, so that culture shock does not

occur, for example changes in work rhythms, changes in working hours, changes in service standards and other aspects related to patient care. Changes in service culture will generally be responded to in such a way by female paramedics. Women tend to pay more attention to others, are submissive, passive, express their feelings more, and are more responsible for taking care of the family. In contrast, men tend to be more individualistic, aggressive, impatient, more assertive, more self-confident, and more responsible for their work. This phenomenon is in line with general hospital policies, where female nurses usually behave and act according to or according to hospital policies and regulations (Efkelin et al., 2023).

In the context of this change or to be precise the process of changing the head of the room can influence strategies and efforts to mobilize nurses within the scope of their authority to jointly implement a patient safety culture (Anwar et al., 2016). A good leader must be able to convey his ideas concisely, clearly and precisely and be able to use his communication skills and influence to convince and direct others in achieving organizational goals (Widiyarta & Warsito, 2013).

This level of stage is more about an establishing the balance and the change has been very fully enforced and so embedded within an individuals as apart of the organization. In here the level changes have seen fully and truely accepted. It si become a new norms and declined status quo or it have been to be used as standart of work. Thei individuals in this situation and condition form a new model of relationships and feel more comfortable with their a new now routine , day by day (Mellita & Elpanso, 2020).

Thus the nurses and other nursing resources are already in a stable phase, in a new work cultural environment. Stability is the resultant of a structured process within the framework of change for the better.

## CONCLUSION

The disruption era will bring out even a better changes to an organization if the leadership model or style is more and focus on the oriented towards in very high level of involvement, best commitment and hard support for the change mode process. This is a dominant leadership can be role as well as the employee level of involvement in the active change of process is indispensable for an effectiveness of change in the field of management. But on the other face of hand, the Lewin Model has been identifies a significant model of relationship in activity of sharing the knowledge in the process of change, that is between leaders and individual, organizations or an employees being a strong of root at success of organizations undergoing change as a result of disruption.

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