ABSTRAK

Kepala perawat berperan sebagai manajer lini pertama yang berinteraksi paling erat dengan perawat pelaksana; artinya, pendekatan mereka dalam mengembangkan staf sangat menentukan apakah budaya pemberdayaan dapat mengakar di unit tersebut. *Coaching* (pembinaan) merupakan pendekatan yang relevan, namun bukti mengenai bagaimana kepala perawat menerapkannya untuk mendorong pemberdayaan di rumah sakit Indonesia masih terbatas, dan sebagian besar studi yang ada berupa survei kuantitatif *cross-sectional*. Studi ini bertujuan untuk mengkaji secara mendalam pengalaman kepala perawat dalam membangun budaya pemberdayaan *(empowerment)* perawat melalui praktik coaching, khususnya mengenai makna pemberdayaan menurut persepsi kepala perawat, cara mereka menerapkan praktik coaching, faktor pendukung dan hambatan yang dihadapi, serta signifikansi coaching bagi mereka, termasuk perubahan yang mereka amati pada perawat, unit kerja, dan peran mereka sendiri. Studi ini menggunakan pendekatan kualitatif dengan desain fenomenologi deskriptif. Delapan kepala perawat dari Rumah Sakit Martha Friska Multatuli di Medan dipilih melalui *purposive sampling* dan diwawancarai secara mendalam menggunakan panduan semi-terstruktur. Data dianalisis menggunakan metode Colaizzi. Analisis tersebut menghasilkan lima tema: pemberdayaan dipandang sebagai pemberian kepercayaan dan kesempatan kepada perawat; coaching merupakan proses membangun hubungan, memahami situasi, dan mendampingi perawat; hambatan, strategi, dan dukungan dalam mempertahankan proses coaching; coaching menumbuhkan kemampuan, kepercayaan diri, dan kemandirian perawat; serta transformasi peran kepala perawat dan makna coaching sebagai bagian dari budaya pemberdayaan. Kepercayaan diberikan secara bertahap disertai dengan pengawasan. Praktik coaching dilakukan tanpa model yang baku, dan penetapan tujuan bersama dengan perawat jarang dilakukan. Keterbatasan waktu dan beban kerja yang berat menjadi hambatan utama. Budaya pemberdayaan muncul secara bertahap dari interaksi sehari-hari antara kepala perawat dan perawat, bukan dari program tunggal tertentu, praktik saat ini dapat diperkuat melalui pelatihan coaching yang terstruktur dan dukungan dari organisasi.

Kata kunci: Kepala Perawat, Coaching, Pemberdayaan, Fenomenologi, Manajemen Keperawatan

Head Nurses' Experiences in Building an Empowerment Culture Through Coaching Practice: A Phenomenological Study

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ABSTRACT

Head nurses serve as first-line managers who interact most closely with staff nurses, meaning their approach to developing staff largely decides whether a culture of empowerment can take root in the unit. Coaching is a pertinent approach, yet evidence regarding how head nurses employ it to foster empowerment in Indonesian hospitals remains limited, and most existing studies are cross-sectional quantitative surveys. This study seeks to thoroughly investigate the experiences of head nurses in cultivating a culture of nurse empowerment through coaching practice, particularly the meaning of empowerment as understood by head nurses, the ways in which they implement coaching practice, the supporting factors and obstacles they face, and the significance of coaching for them, together with the changes they observe in nurses, the work unit, and their own role. The study employed a qualitative approach utilizing a descriptive phenomenological design. Eight head nurses from Martha Friska Multatuli Hospital in Medan were chosen through purposive sampling and interviewed in depth with a semi-structured guide. The data were examined through the use of Colaizzi's method. The analysis yielded five themes: empowerment is viewed as granting nurses trust and opportunities; coaching is a process of forming relationships, grasping conditions, and walking alongside nurses; obstacles, strategies, and support in maintaining the coaching process; coaching cultivates nurses' abilities, self-confidence, and independence; and transformation of the head nurse's role and the meaning of coaching as part of an empowerment culture. Trust was granted step by step and came with oversight. Coaching took place without a defined model, and setting shared goals with nurses seldom occurred. Limited time and heavy workload were the primary obstacles. A culture of empowerment emerged gradually from everyday exchanges between head nurses and nurses, not from any single program; current practice can be reinforced with structured coaching training and backing from the organization.

Keyword: Head Nurse, Coaching, Empowerment, Phenomenology, Nursing Management