

The Relationship Between The Leadership Style Of The Head Of The Room And The Work Motivation Of Nurses In The Treatment Room Of The Sheikh Yusuf Hospital, Kab. Gowa

Nurfadillah

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ABSTRACT

Keywords:
Leadership Style, Work Motivation

Today, if the motivation of nurses at work is still an actual problem, this does not mean that the implementing nurses are not good, maybe their organizations or leaders are not using the right way to motivate them to produce better performance. One way is to choose a leadership style that fits the situation at hand. This study aims to determine the relationship between the leadership style of the head of the room with the work motivation of nurses in the nursing room of the Sheikh Yusuf Hospital Kab. This research was conducted at the Regional General Hospital of Sheikh Yusuf Gowa. This research was conducted from June to July 2013. The population in this study were all nurses who served in the surgical, internal and pediatric care rooms at Syekh Yusuf Gowa Hospital. This study uses a descriptive analytical research design. The number of samples in this study was 52 people. To obtain information from respondents, researchers used a data collection tool in the form of a questionnaire. From the results of the study, it can be seen that the leadership style used by the head of the room is democratic and the work motivation of nurses is high. Analysis of the Relationship between Head of Room Leadership Style and Work Motivation of Nurses in the surgical treatment room, measured using the Fisher Exact Test (< 0.05). And the analysis of the relationship between the leadership style of the head of the room and the work motivation of nurses in the internal care room was measured using the Fisher Exact Test (< 0.05). In the pediatric ward, it was measured by the Fisher Exact Test = $0.077 (> 0.05)$. This shows that there is a relationship between the leadership style of the head of the room and the work motivation of nurses in the surgical and internal care rooms and there is no relationship between the leadership style of the head of the room and work motivation in the pediatric ward of RSUD Syekh Yusuf Kab. Gowa. It is recommended for the Sheikh Yusuf hospital that the heads of the treatment rooms can apply a democratic leadership style to get high work motivation for nurses.

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1. INTRODUCTION

The relationship between the leadership style of the head of the room and the work motivation of nurses in the treatment room of the Sheikh Yusuf Hospital, Kab. Gowa, Nurfadillah

Nursing services have an operational scope to plan, organize, and mobilize employees in providing the best possible nursing services to patients through nursing care [1]. The process of implementing nursing services through nurses' efforts to provide nursing care, treatment, and a sense of comfort to families and communities[2].

Arwani [3] explained that nurses are one of the implementers of health services in hospitals. In providing the best nursing services to patients, it is a standard as a target and a means of controlling these services. Other factors are nurse resources, wages received, available facilities, work environment, awareness of work goals, harmonious human relations, division of tasks and responsibilities, work interests, job characteristics, management policies, personality and leadership style used by nurses. leader. Leadership is how to involve individual efforts to influence others to provide professional, direct and individual nursing services. The leadership role is as an intermediary where the nurse manager's primary responsibility is to plan, nurses and other health support personnel in providing nursing services[4]. Many definitions of leadership reflect the assumption that leadership involves a process of social influence which in this case influences and is intentionally exercised by a person on others to structure activities and relationships within a group or organization[5]

There is an approach that a leader can use to understand the success of that leadership, in terms of the relationship in which we focus and on what the work leader does [6]. This approach is a leadership style. Leadership style is a way for leaders to approach or be used to understand the success of a job. An effective or good leadership style is a leadership style that can adjust to the maturity of subordinates, namely a situational leadership style so that it can increase the work motivation of subordinates [7]. Motivation is the drive, effort and desire that exists in humans that activates, empowers and directs behavior to carry out tasks well within the scope of work[3] [8]. The results of the research by Layari Tarigan who conducted research in the operating room of the Santa Elisabeth General Hospital Medan found that 46 percent of nurses did not have work motivation due to the leadership style of the head of the room. Communication with the head of the room is not good, the head of the room does not provide direction to the implementing nurse so that the implementing nurse gets bored easily, feels dissatisfied with something wrong and the workload given [9]. Implementing nurses feel that they have no emotional feelings about the problems and needs of others and are frustrated in carrying out their work, as well as other factors, namely age and length of work and also the psychosocial environment, namely personal relationships [7][10]. The total number of nurses in the surgical, internal and pediatric care rooms at the Sheikh Yusuf Gowa Regional Hospital is 58 people, consisting of 1 head of the room, 1 head of team A, 1 head of team B, 1 administrative employee in each treatment room. found from the researchers' initial data.

2. METHOD

2.1. Research design

Observation or data collection at once at one time. In this study, the researcher looked for the relationship between the leadership style of the head of the room and the work motivation of nurses in the treatment room of the Sheikh Yusuf Gowa Regional General Hospital by distributing questionnaires that were carried out at the same time.

Population is a generalization area consisting of objects or subjects that have certain qualities and characteristics determined by the researcher to be studied and then drawn conclusions. The population in this study were all nurses who served in the surgical, internal and pediatric care rooms at the Sheikh Yusuf Gowa Regional General Hospital, amounting to 52 people. The sample is part of the population selected by a certain sampling method to be able to meet or represent the population. The sample of this study was the implementing nurse who served in the surgical, internal and pediatric care rooms at the Sheikh Yusuf District Hospital. Gowa. The sampling technique in this study was a total sampling of nurses who were in the surgical, internal and pediatric care rooms at the Syekh Yusuf Gowa Regional General Hospital.

The data collection tool used in this study was a questionnaire. The questionnaire used in this study was developed by the researcher himself. The questionnaire consists of two parts, namely:

- a. Questionnaire I contains the leadership style of the head of the room. The questionnaire consists of 15 questions with answer choices A or B.

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- b. Questionnaire II contains the work motivation of nurses. Questionnaire of 10 questions with answer choices S, TS, KK, or TP.

The data processing procedures carried out by researchers are:

- a. Submit an application for the implementation of a research permit at the academic section of the Faculty of Health Sciences UIN Alauddin,
- b. Sending a research application letter to the research place (Syekh Yusuf Gowa Regional General Hospital),
- c. After obtaining approval from the Sheikh Yusuf Gowa Regional General Hospital, the researchers collaborated with the head of the room and the implementing nurse to collect research data,
- d. The prospective respondents were asked to sign an informed consent letter.
- e. Then the researcher explained how to fill out the questionnaire to the nurse who was on duty in the room so that it was conveyed to other nurses,
- f. After one week the researchers collected the questionnaires that had been completed by the nurses. If there are nurses who have not filled out the questionnaire, the researcher comes back the next day,
- g. The researcher checked the number of each nurse who worked in one room with the number of questionnaires collected,
- h. After the questionnaires have been collected, the researchers analyzed the data.

To obtain information from respondents, researchers used a data collection tool in the form of a questionnaire. This questionnaire consists of three parts, namely:

1. Demographic data of respondents

The demographic data questionnaire of the implementing nurses included name (initials), gender, age, education level, length of service and unit of work. The demographic data of the respondents were not analyzed only to find out the characteristics of the respondents.

2. Head of room leadership style questionnaire

Questionnaire to identify the leadership style of the head of the room. This questionnaire uses a Lippitts and K. White model questionnaire which is modified according to the characteristics of each authoritarian and democratic leadership style.

3. Questionnaire of nurses' work motivation

The nurse's work motivation questionnaire uses a Herzberg model questionnaire containing interests, feelings of pleasure at work, conformity with leader policies, work atmosphere.

2.2. Data processing

The data processing is carried out using the following methods:

Univariate Statistics is a procedure for analyzing data from a variable which aims to describe a research result. In this study, data analysis with univariate statistical methods will be used to analyze demographic data. Bivariate statistics is a procedure for analyzing the relationship between two variables. To see the effect of the independent variable on the dependent variable, the chi-square test is used because the independent variable is categorical in scale and the dependent variable is categorical in scale as well. The results of the analysis will be obtained p value. If the value of $p < 0.05$, this means that there is a relationship between the leadership style of the head of the room and the work motivation of nurses in the surgical treatment room of the Sheikh Yusuf Gowa Regional General Hospital. However, if the chi-square test does not meet, an alternative test will be used, namely the Fisher Exact Test.

2.3. Research Ethics

Before conducting the research, the researcher first submitted a research proposal or proposal to obtain a recommendation from the Dean of the Faculty of Health Sciences, Uin Alauddin Makassar. After getting a recommendation, then applying for permission to the parties related to the research process, in this case the Regional General Hospital of Sheikh Yusuf Gowa, the various participating parties, the researcher conducted research. By emphasizing the aspects:

1. **Informed Consent (agreement sheet to become respondent)**

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The consent sheet was given to the respondents. First, the researcher explained the aims and objectives of the research to be carried out and the impacts that might occur during and after data collection. If the respondent is willing to be scrutinized then he is given an application form to become a respondent (sheet one) and a consent form to become a respondent (sheet two) which must be signed, but if the respondent refuses then the researcher will not force him and will still respect his rights.

2. Anonymity

Anonymity namely not giving the name of the respondent on the sheet to be measured, only writing the code on the data collection sheet. To maintain the confidentiality of information and respondents, the researcher will not include the respondent's name on the data collection sheet, but by providing a code number on each sheet which is carried out by the researcher before the data collection sheet is given to the respondent.

3. Confidentiality

The confidentiality of participants is guaranteed by the researcher, only certain data are reported as research results, in this case data relating to boundaries in ethics or personal values in participants.

3. RESULT AND DISCUSSION

This research was conducted in the surgical, internal and pediatric care ward of RSUD Syekh Yusuf Kab. Gowa. The number of respondents in this study were 52 people, namely all nurses in the surgical, internal and pediatric inpatient rooms at Syekh Yusuf District Hospital. Gowa. The results of this study are divided into four parts, namely, the characteristics of the respondents, the leadership style of the head of the room, the work motivation of nurses and the relationship between the leadership style of the head of the room and the work motivation of nurses. The results of this study were obtained from the questionnaire sheet which is the primary data. The data that has been collected is processed by computer using the SPSS program in accordance with the research objectives. The following, The researcher will present a univariate analysis on each variable in the form of a frequency distribution table and bivariate analysis to determine the relationship between the independent variable (leadership style) and the dependent (nurse work motivation) using the Chi-Square test with values. However, if it does not meet the Chi-square test criteria, another alternative test will be used, namely the Fisher Exact Test.

3.1. Univariate Analysis

Univariate analysis in this study will describe the distribution of respondents' characteristics (Age, Gender, Last Education, Work Period, Work Unit)

a. Age Distribution of Respondents by Age

Table 1. Distribution of Respondents by Age in the Surgical, Internal and Children's Care Room at the Sheikh Yusuf Hospital Kab. Gowa

Age	Frequency	Percentage (%)
20-29	23	44.2
30-39	25	48.1
40-49	3	5.8
50-59	1	1.9
Total	52	100.0

b. Gender Distribution of Respondents

Table. 2 Distribution of Respondents by Gender in the Surgical, Internal and Children's Treatment Room at Syekh Yusuf Hospital Kab. Gowa

Gender	Frequency	Percentage (%)
Man	5	9.6
Woman	47	90.4
Total	54	100.0

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c. Distribution of Respondents' Last Education Level

Table. 3 Distribution of Respondents Based on the Last Education Level in the Surgical, Internal and Children's Care Room at Syekh Yusuf Hospital Kab. Gowa

Level of education	Frequency	Percentage (%)
DIII	31	59.6
Bachelor	8	15.4
Nurse Profession	13	25.0
Total	52	100.0

d. Distribution of Respondents Working Period

Table. 4 Distribution of Respondents Based on Period of Work in the Surgical, Internal and Child Care Room at the Sheikh Yusuf Hospital Kab. Gowa

Length of work	Frequency	Percentage (%)
1-10 years	43	82.7
11-20 years old	7	13.5
21-30 years old	2	3.8
Total	52	100.0

e. Distribution of Respondents' Work Units

Table 5 Distribution of Respondents Based on Working Units in the Surgical, Internal and Child Care Room at the Sheikh Yusuf Hospital Kab. Gowa

Working Unit	Frequency	Percentage (%)
Surgical Treatment Room	19	36.5
Internal Treatment Room	18	34.6
Child Care Room	15	28.8
Total	52	100.0

f. Head of Room Leadership Style

Table. 6 Distribution of Respondents Leadership Style of the Head of the Room in the Surgical, Internal and Pediatric Hospital Syekh Yusuf Kab. Gowa

Head of Room Leadership Style	Room Surgical Treatment		Room Internal Care		Room Child Care		Total	
	f	%	f	%	f	%	f	%
Democratic Style	7	36.8	10	55.6	11	73.3	28	53.8
Authoritarian Style	12	63.2	8	44.4	4	26.7	24	46.2
Total	19	100	18	100	15	100	52	100

Based on the table. 6 shows that the head of the room that uses the democratic leadership style the most is the child care room as much as 73.3%, while the room where the head of the room uses the authoritarian leadership style is the surgical treatment, as much as 63.2%.

g. Nurse Work Motivation

Table. 7 Distribution of Respondents Work Motivation in the Surgical, Internal and Child Care Room at the Sheikh Yusuf Hospital Kab. Gowa

Nurse Work Motivation	Room Surgical Treatment		Room Internal Care		Room Child Care		Total	
	f	%	f	%	f	%	f	%
High motivation	9	47.4	10	55.6	5	33.7	27	51.9
Low Motivation	10	52.6	8	44.4	10	66.7	25	48.1
Total	19	100	18	100	15	100	52	100

Based on the table. 7, it can be seen that the percentage of work motivation in the surgical treatment room is almost balanced with work motivation in the internal treatment room. Meanwhile, in the child care room, the highest percentage is low motivation.

3.2. Distribution of Respondents' Last Education Level

Respondent Characteristics:

Table 8 Frequency Distribution of Respondents' Characteristics at SDN 30 Kubu Dalam City of Padang (n = 110)

Characteristics of Respondents	Category	(f)	(%)
Gender	Man	42	32.8
	Woman	68	61.8
Age	9 Year	28	25.5
	10 Year	41	37.3
	11 Year	34	30.9
	12 Year	7	6.4
Class	IV	66	60.0
	V	44	40.0

Table. 8 shows that more than half of the respondents are female (61.8%). The most respondents were 10 years old, amounting to 41 students (37.3%).

3.3. Discussion

Based on the results of statistical tests conducted on nurses in the surgical treatment room, it was found that there was a relationship between the leadership style of the head of the room and the work motivation of nurses at Syekh Yusuf District Hospital. Gowa. Significance that generates value $p = 0,020 (p < 0.05)$, indicating that there is a significant positive correlation between the relationship between leadership style and nurses' work motivation or H1 is accepted. This can be seen from the results of the study, it was found that 85.7% of nurses with high motivation if the head of the room used a democratic leadership style, this was because if the implementing nurse had work problems, the head of the room's action was to discuss with the implementing nurse so that the implementing nurse felt more motivated in work.

Communication with the head of the room is not good, the head of the room does not provide direction to the implementing nurse so that nurses are easily bored, feel dissatisfied with something wrong and the workload given. Implementing nurses feel they have no emotional feelings about the problems and needs of others and are frustrated in carrying out their work, as well as other factors, namely age and length of work and also the psychosocial environment, namely personal relationships.

The democratic leadership style is that decision making is taken jointly between the head of the room and the implementing nurse, there is a joint discussion in problem solving. The democratic leadership style is that decision making is taken jointly between the head of the room and the implementing nurse, there is a joint discussion in problem solving. But there are also nurses who have low motivation as much as 14.3%. This is in line with McGregor's theory which in theory X assumes that in general humans do not like to work. 75.0% of nurses with low motivation if the head of the room uses an authoritarian leadership style in leading. According to the researcher's assumptions, when a person is not restrained and given more freedom to work, he will be more motivated to work. This is because in the authoritarian style the head of the room is not able to find problems that become

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obstacles to not achieving the work motivation of implementing nurses. By discussing together with their subordinates, to find solutions, and not finding fault with the implementing nurses. The authoritarian leadership style is the head of the room that determines absolutely without considering the advice of the implementing nurse. There were 12 respondents who perceived that the head of the room was more dominant in using an authoritarian leadership style because the head of the room did not exchange ideas with the implementing nurse about how to find new ways to overcome difficulties in the treatment room. The head of the surgical treatment room is 54 years old, female, married status,

Based on the results of statistical tests conducted on nurses in the child care room, it was found that there was no significant relationship between the leadership style of the head of the room and the work motivation of nurses in the child care room at the Sheikh Yusuf Hospital Kab. Gowa. Significance that generates value $p = 0,077 (p < 0.05)$, indicating that there is no significant positive correlation between the relationship between leadership style and nurses' work motivation or H1 is rejected. It can be seen from the results of the study that 81.8% of nurses with high motivation if the head of the room use a democratic leadership style, this is because in the child care room the implementing nurse already has an awareness of the importance of work motivation in achieving nursing care. and obtained the results of 18.2% nurses with low motivation. Meanwhile, the head of the room who uses an authoritarian leadership style results in 75.0% of nurses with low motivation and only 25.0% of nurses who have high motivation. The head of the room in the child care room is 43 years old with female gender, unmarried status, has worked for 21 years in the child care room with the last education being a nurse profession. In the child care room, there are 2 nurses who are aged between 50-59 years, the majority of the respondents are female, there are 11 nurses with the highest education level, namely DIII.

4. CONCLUSION

There is a relationship between the leadership style of the head of the room with motivation nurses work in the surgical treatment room at the Sheikh Yusuf Hospital, Kab. Gowa. There is a relationship between the leadership style of the head of the room with the work motivation of nurses in the internal treatment room of the Sheikh Yusuf Hospital.

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