

RELATIONSHIP OF LEADERSHIP STYLE WITH WORKING MOTIVATION OF NURSES AT INPATIENTS WARD RSUD DR. M. YUNUS BENGKULU

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ABSTRACT

Leadership style is a different combination of tasks and changes that are used to influence others to accomplish a goal. The aim of the study was to study the relationship between the leadership style of the head of the room and the work motivation of nurses in the Nursing Room of the RSUD dr. M. Yunus Bengkulu. This study uses descriptive quantitative using primary and secondary data. The population in this study were all nurses in the care room of the RSUD Dr. M. Yunus Bengkulu in 2018. The research sample used total sampling technique. Data were analyzed using univariate and bivariate analysis with the Spearman Rank Correlation Test. The results of the study 66.7% democratic style, 86.7% high motivation. There is a relationship between the head room leadership style and the work motivation of nurses in the RSUD dr. M. Yunus Bengkulu with a weak relationship category.

Keywords: *leadership style, work motivation*

1. INTRODUCTION

Work motivation is common in developing countries, but recently the results of international research on 43,000 nurses from 700 hospitals in the United States, Canada, England, Scotland, and Germany were conducted by Aiken et al (2001), which showed that the number of nurses dissatisfied with their jobs ranged from 17% in Germany to 41% in the United States, the percentage of nurses' willingness to increase attendance, their work varied from 17% in Germany, 39% in the UK. Many problems that occur around the work motivation of nurses in Pakistan are known to be 52.1% with low work motivation (Al, 2014).

Indonesia and developing countries with the issue of nursing work motivation are not much different, the lack of related statistical data causes difficulty in structuring and developing programs for human resources in the field of nursing nationally. In Indonesia, Budiawan (2015) reports that in hospitals there are 60% answers to nurses with low work motivation, In North Sumatra there are 19.7% nurses with low

work motivation, this is also a major problem in nursing services so that nurses have high work motivation well of course it will affect his work (Khasia, 2013).

According to Herzberg's theory, there are two factors that influence work motivation, namely: intrinsic factors and extrinsic factors, where intrinsic factors include interest and positive attitudes, While the extrinsic factors include: 1) wages and salaries 2) job security 3) honor and recognition 4) fair treatment 5) leadership style 6) work atmosphere. Based on several factors that influence work motivation, work motivation is influenced by leadership style. If the leadership style is good, the work motivation is higher and vice versa if the leadership style is not good, the work motivation will be lower, From this explanation it can be concluded that there is a dependence between work motivation on leadership, where the leader can affect the morale of job satisfaction, and the quality of work life in increasing motivation. (Sugiyarti, 2008).

Leadership style is a different combination of task behavior and relationships that are used to influence other people to complete a goal (Hubber, 2000). Hanafi (2011) emphasizes that leadership is a process of directing and influencing the task activities of people in the group. Meanwhile, according to Gillies (1996) in Nursalam (2007) based on the results of the power and authority, the leadership style is divided into 4, namely, Autocratic, Democratic, Participatory, and Laiser-faire leadership styles. The leadership style has a strong influence on motivation because the success of a leader in moving others to achieve a goal depends on how the leader creates work motivation in each employee (Kartono, 2008). According to research conducted by Ilham (2012), that between the variable leadership style and employee work motivation has a very strong and positive influence.

M. Yunus Bengkulu Province is one of the Regional General Hospital (RSUD) institutions and is an integrative and cooperative health service unit. RSUD dr. M. Yunus is the highest referral General Hospital in Bengkulu Province which has a role in improving the health of the people of Bengkulu Province, in order to help cure disease sufferers who come for treatment at the hospital. These efforts include promotive, preventive, curative, and rehabilitative. The results of the preliminary study found that nurses had less job engagement. This is evident from the strike action of nurses at RSUD M Yunus Bengkulu on October 1, 2012 demanding an increase in welfare and a medical and paramedic strike at RSUD M Yunus which also occurred on Thursday, October 7 2015 then demanding picket money in the evening and at night as well as a strike action for M Yunus Hospital employees also occurred Monday, April 3, 2017, a protest against late payment of salaries (News, Okezone, 2017). With the number of nurses in the Teratai care room 15 nurses, 15 nurses and Edelweiss 14 nurses Dr. M. Yunus Bengkulu has a total of 44 people, consisting of 1 head of room each, 1 team leader A, 1 team leader B, 1

Administration and Logistics staff in each treatment room found from the initial data of researchers at RSUD M Yunus.

2. MATERIALS AND METHODS

The research design in this study is descriptive quantitative with a correlational approach. The population of this study were the nurses who served in the nursing room of dr. M. Yunus Bengkulu. The sampling technique in this study used a total sampling of 45 treatments. The data collection technique used in this study is to use secondary data and primary data where secondary data is by looking at the documentation of the number of nurses in the nursing room of dr. M. Yunus Bengkulu, while primary data is by distributing questionnaires to respondents who are the object of research. Data were analyzed using univariate and bivariate analysis.

3. RESULTS AND DISCUSSION

Data Normality Test

The results of the data normality test using the Shapiro-Wilk test obtained sig. = 0.001 <0.05 for leadership style data, and sig. = 0.000 <0.05 for work motivation data. So that the two groups of data are not normally distributed, cannot be analyzed with simple linear regression and Pearson Product Moment correlation analysis, so the data will be analyzed with Spearman Rank Correlation.

Univariate Analisis

This analysis was carried out to get an overview of the frequency distribution of the independent variable (leadership style) and the dependent variable (work motivation) in the hospital ward dr. M. Yunus Bengkulu

Table 1

Description of the Frequency Distribution of the Room Head Leadership Style in the dr. dr. M. Yunus Bengkulu (N=45)

Leadership Style	Frequensi	Persentase
Autocratic	2	4,4
Participatif	13	28,9
Democratic	30	66,7
Total	45	100,0

From table 1 it can be seen that of the 45 nurses in the hospital ward dr. M. Yunus Bengkulu, there are 2 people (4.4%) autocratic leadership style, 13 people (28.9%) participatory leadership style, and 30 people (66.7%) democratic leadership style.

Tabel 2

Description of the Frequency Distribution of Nurse Work Motivation in the dr. dr. M. Yunus Bengkulu (N=45)

Work Motivation	Frequensi	Persentase
Low Motivation	6	13.3
High Motivation	39	86.7
Total	45	100

From table 2 it can be seen that of the 45 nurses in the hospital ward dr. M. Yunus Bengkulu above work motivation can be seen that there are 6 people (13.3%) low work motivation and 39 people (86.7%) high work motivation.

Bivariate Analisis

his analysis was conducted to determine the relationship between the independent variable (leadership style) of the head of the room with the dependent variable (work motivation) of nurses in the nursing room of dr. M. Yunus Bengkulu. The relationship between the leadership style of the head of the room and the work motivation of the nurses in the nursing room of dr. M. Yunus Bengkulu can be seen in the table below:

Table 3

Spearman Rank Correlation Test Results

Variable	N	rho	p
Leadership Style * Work motivation	45	0.303	0,043

*. Correlation is significant at the 0.05 level (2-tailed)

Based on table 3, the results of the Spearman Rank correlation analysis showed that the value of $\rho = 0.303$ with $\text{sig. (P)} = 0.043 < 0.05$ means significant, so H_0 is rejected and H_a is accepted. So there is a relationship between the leadership style of the head of the room and the work motivation of the nurses in the dr. M. Yunus Bengkulu with the weak relationship category because it is located in the interval 0.20-0.4

4. DISCUSSION

Based on the results of research conducted on 45 respondents in the hospital treatment room dr. M. Yunus Bengkulu regarding the type of leadership style of the head of the room found that there were 2 nurses (4.4%) who stated autocratic leadership styles, 13 nurses (28.9%) stated participatory leadership styles, and 30 nurses (66.7%) stated democratic leadership styles. So it can be concluded that more than half (66.7%) of the nurses in the hospital ward dr. M. Yunus Bengkulu stated that the leadership style of the head of the room is democratic.

There are 2 nurses (4.4%) stated autocratic leadership style, This can be proven from the respondent's questionnaire statement that the nurse assessed the leadership style of the head of the RSUD dr. M. Yunus Bengkulu pointed out that in determining all decisions made absolutely

in the delivery of regulations to be carried out (20%), then in deciding on delegation of duties the head of the room determines unilaterally or independently without discussion with subordinates (18%).

There are 13 participatory leadership styles (28.9%), this can be proven from the respondent's questionnaire statement that the head of the room in the hospital ward dr. M. Yunus Bengkulu in taking steps to direct subordinates towards the implementation of tasks with better planning (49%). Then the head of the room allowed the group's involvement in delegating Askep's actions (51%) and the head of the room also involved the nurse in introducing new planning methods (42%).

The democratic leadership style is known to have 30 nurses (66.7%) stated that the leadership style of the head of the room in the hospital ward dr. M. Yunus Bengkulu is a type of democratic leadership style, This can be proven from the respondent's questionnaire statement that the nurse assessed the head of the room to talk with subordinates in determining the room operational plan (60%) who then discussed determining long-term planning (56%) and the head of the room also collaborates with other groups of nurses in handling cases that occur to colleagues (51%).

The results of the above statement can be concluded that the head of the room in the hospital treatment room dr. M. Yunus Bengkulu has carried out a variety of leadership styles. The existence of a leadership style that is in accordance with the conditions and situation of the organization will encourage subordinates in carrying out their duties and obligations. This difference is caused by the different leadership styles of each leader. This statement is in accordance with the results of research where the leadership style of the head of the room is more than half of applying a democratic leadership style (66.7%), a participatory leadership style (28.9%) and an autocratic leadership style (4.4%).

Based on the results of the study, it was found that out of 45 nurses in the hospital ward dr. M. Yunus Bengkulu who have work motivation is known to be 6 people (13.3%) with low work motivation, and more than half of 39 people (86.7%) with high work motivation in the hospital treatment room dr. M. Yunus Bengkulu.

Based on the results of the study, more than half of 34 nurses (68.9%) have high work motivation which indicates that there is a high motivation and desire from within the nurse so that they can carry out an activity or job in accordance with the objectives. This can be proven from the respondent's questionnaire statement that as many as 34 nurses in the hospital ward dr. M. Yunus Bengkulu said he agreed with the current salary received (71%), and as many as 32 nurses said that they strongly agreed that the head of the room always gave work motivation, encouragement to nurses to achieve a desired goal (69%).

Low work motivation is known to have 6 nurses (13.7%), this can be proven from the questionnaire statement that the nurses in the hospital ward dr. M. Yunus Bengkulu stated that he did not agree because his daily needs were not being met to encourage better work (9%) Based on the results above, it is known that not meeting daily needs can lead to a decrease in work motivation. The results of the above statement can be concluded that the work motivation of the nurse at dr. M. Yunus Bengkulu, more than half have high work motivation (86.7%). Based on the results of the bivariate analysis of the 45 respondents there were 2 nurses (4.4%) autocratic leadership style, 13 people (28.9%) participatory style, 30 people (66.7%) democratic leadership style and 6 people (13, 3%) low work motivation and 39 people (86.7%) high work motivation.

The results of the Rank Spearman's Rho correlation analysis test showed the value of $\rho = 0.303$ with sig. (P) = 0.043 < 0.05 which means significant, so H_0 is rejected and H_a is accepted, the better the leadership style of the head of the dining room will provide higher work motivation.. So there is a relationship between the leadership style of the head of the room and the work motivation of the nurses in the dr. M. Yunus Bengkulu with weak relationship category because work motivation is not only influenced by leadership style which is a factor that affects work motivation but there are many other factors according to Herzberg's theory that can affect work motivation.

Herzberg (Robbins, 2009) said that there are two factors that affect work motivation, Herzberg's Theory mentions the Motivator-Hygiene Theory. The factors that play a role as work motivation for employees according to Herzberg are those that are able to satisfy and encourage people to work well, namely motivating factors which include responsibility, opportunities for advancement, work itself, achievement, respect for work, growth. Meanwhile, hygiene factors

include company policies and administration, wages or salaries, interpersonal relationships, supervision, working conditions, security.

This can be seen from the results of the study that (67%) nurses with high work motivation if the head of the room uses a democratic leadership style, This is because the nurse executing has work problems, the action of the head of the room is to discuss with the nurse so that the nurse feels more motivated at work (71%), and the result is (2%) a nurse with low work motivation. The democratic leadership style in this study is a dominant leadership style compared to other leadership styles. This is in line with research conducted by Kontesa, (2014) that more than half of the nurses argue that a democratic leadership style can increase work motivation.

In this study, there were nurses who assessed the head of the room using a participatory leadership style and each had low (7%) and high (20%) work motivation. This result is in line with research conducted by Dimas (2008) that participatory leadership style has a positive relationship with work motivation, it means that the better the employee's participatory leadership style, the higher the work motivation, Likewise, if the employee's participatory leadership style is poor, work motivation will be low. Another result of this study is that nurses assess the head of the room using an autocratic leadership style that nurses have low work motivation (4%). The autocratic leadership style was not as prominent as the democratic leadership style. This is in line with research conducted by Zulfikhar, (2016) that autocratic leadership style has a negative relationship with work motivation. This means that nurses are not satisfied with autocratic leadership.

Of all respondents who have high work motivation (71%) are influenced by the democratic leadership style, of the three identified, the democratic leadership style is the most dominant compared to other styles applied in dr. M. Yunus Bengkulu. Thus the results of the analysis also show a significant relationship between the leadership style of the head of the room and the work motivation of nurses. These results are in line with the results of research by Abdul Kasir (2011) which states that the application of a democratic leadership style will result in high work motivation and based on research conducted by Hardiansyah (2013) there is a significant relationship between the leadership style of the head of the room and the work motivation of nurses with the category of moderate relationships. The relationship between the leadership style

of the head of the room and the work motivation of nurses is expected to maintain a leadership style that is in accordance with standard health service procedures so as to be able to encourage the work motivation of nurses in carrying out an activity or job we

5. CONCLUSION

1. Of the 45 respondents, there were 30 people (66.7%) democratic leadership styles.
2. Of the 45 respondents, 39 people (86.7%) had high work motivation.
3. There is a relationship between the leadership style of the head of the room and the work motivation of the nurses in the dr. M. Yunus Bengkulu with the weak relationship category because it is located in the interval 0.20-0.40.

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