



**THE RELATIONSHIP OF LEADERSHIP STYLE OF THE HEAD ROOM WITH NURSE'S WORK MOTIVATION**

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**ABSTRACT**

Most of the hospital employees are nurses. Nurses work 24 hours to provide nursing care. Nursing with this large number of course requires reliable leadership. Leadership is one of the managerial aspects in organizational life that aims to influence, move and direct one's actions in certain situations to achieve goals. Leadership will be reflected in the leadership style that will be applied to subordinates. Leadership style is a form of behavior from a leader that can affect a person's work motivation and become a driving force for work morale. The purpose of this study was to analyze leadership with work motivation of nurses in hospital inpatient rooms. The type of research is a quantitative method with a non-experimental approach, with a design *cross sectional* where data collection for the independent and dependent variables is carried out at the same time. The research sample consisted of 32 nurses with total sampling technique. The analytical test used is rank spearman. Results obtained are that the democratic leadership style affects the work motivation of high nurses with  $p$  value = 0.000 and  $Rho$  = 0.656.

**Keywords:** leadership; leadership style; work motivation

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**INTRODUCTION**

Globalization is unstoppable and Indonesia is starting to feel the impact. Therefore, it requires support and cooperation from all parts of the organization, one of which is Human Resources (HR) or often called employees (Artiningsih, 2016). Hospitals are organizations that are different from other organizations in general where hospitals are more complex and dense in human resources, capital intensive, technology and knowledge intensive, and regulations or regulations are dense (Mahendra & Brahmasari, 2014). Nursing services determine the value of a health service.

Health services are needed to improve optimal health degrees with the need for quality nursing services for a good organizational pattern, this will affect the performance of their subordinates in carrying out nursing actions (Rohayani, 2013). Improving the quality of nursing services is pursued through the empowerment of nursing staff in which the implementing nurses themselves are workers who interact 24 hours with clients, so that in their services there is a need for leadership to manage each task through their subordinates (Inayah et al., 2011). The success of an organization or hospital depends on the variety of nurses in it, besides that one of the determining factors is leadership (Mamonto et al., 2013).

Leadership is one of the managerial aspects in organizational life. According to George Terry, leadership is an activity that influences people to achieve goals voluntarily. Paul Hersey defines leadership as the process of influencing one's activities to achieve goals in certain situations. So it can be concluded from the two functions that leadership is the ability to influence, move, and direct one's actions in certain situations to achieve goals (Mahendra & Brahmasari, 2014). Leadership or the process of influencing others towards the achievement of goals, has long been recognized as a vital aspect of its management which in nursing, leadership is the use of the skills of a leader (nurse) in influencing other nurses who are under his supervision for the division of tasks and responsibilities. (Maryanto et al., 2013). In addition, leadership is also defined as an activity that uses communication to influence one's activities towards achieving goals in certain situations (Mamonto et al., 2013).

Good leadership can make nurses feel comfortable working, have commitment and loyalty, good leaders can also help nurses performance because it creates discipline and an extraordinary level of work motivation (Mahendra & Brahmasari, 2014). Leadership activities will show leadership styles with their respective patterns, in which the leadership style shows the type of leadership behavior that is commonly used (Sharon B. Buchbinder & Nancy H. Shanks, 2018). Leadership style contains the understanding as an embodiment of the behavior of a leader, this manifestation usually forms a certain pattern or form in which a leader has a strategic role, namely having competence in accordance with developmental and service guidance (Artiningsih, 2016). Leadership behavior will be reflected in the leadership style that appears when leading subordinates so that an effective leadership style is needed.

Leadership style is a pattern of behavior designed to integrate organizational goals with individual goals to achieve a goal and this style can be used by leaders to assess staff or subordinates one by one (Putra et al., 2014). The leadership style applied in an organization can help create positive work effectiveness for its members. The existence of a leadership style will influence its members to be more enthusiastic in carrying out their duties and obligations in order to achieve common goals in the conditions and situations of an organization (Mamonto et al., 2013).

The management of this leadership style is regulated by the head of the room who is responsible for laying down the practice concepts, principles, and theories of nursing management. The head of the room itself is a professional nurse who is given the responsibility and authority to manage activities (Wahyuni, 2017). The leadership style of the head of the room greatly affects the internal work motivation for achievement, individual potential development, and getting awards. While external work motivation is in the form of: regulations hospital and administration (Graduation, 2019). Motivation is a certain psychological state in a person that arises because of the urge to fulfill needs (Mahendra & Brahmasari, 2014). The world of nursing really needs high nursing motivation to carry out a health service provided to patients (Efa Novita Tawale, 2014).

Work motivation in work psychology is usually called a driver of work enthusiasm, the strength and weakness of a worker's work motivation will determine the size of the presentation (Graduation, 2019). According to Tawale et al., (2011), motivation is defined as a psychological need that already has a style or direction that exists within the individual that must be met so that his soul life is maintained, which is always in a comfortable balanced state. The need is in the form of basic strength which then turns into a vector called motivation, because it has both strength and direction. The direction that illustrates that humans do not have needs but the desire to achieve something that suits their needs. The low

motivation of nurses can affect their work productivity.

Research has proven that what is done by M Sujiono, (2012) states that there is a significant positive relationship between leadership and motivation. Research by Maulidar et al., (2012) found that the leadership variable had a significant positive effect on work motivation (Mahendra & Brahmasari, 2014). Based on research conducted by Graduation, (2019), it was found that the democratic leadership style of 38 nurses had a high democratic leadership style (60.5%) and a low democratic leadership style (39.5%). Based on the item analysis of the democratic leadership style questionnaire, it was found that less than half of the nurses stated that there was still a lack of consultation between the leaders and nurses (31.5%).

Based on the results of interviews with implementing nurses in a preliminary study conducted on December 29, 2020 in the Pre- and Post-Operation Inpatient Room of Baitussalam RSI Sultan Agung Semarang, there were 32 nurses in 1 room. The results of the interview method with 7 nurses showed that 5 (65%) nurses were motivated in carrying out their duties, meanwhile 7 (99%) nurses said they were satisfied with the results of the targets being met. Based on the results of these interviews, the researchers were interested in examining how the relationship between leadership style and work motivation of nurses in the Baitussalam room was. Based on the results of interviews with the head of the room, he found the results of the Leadership Style in the Baitussalam room using a democratic method in which every decision that will be taken is based on the suggestions and voices of all nurses and the target of the head of the room in completing his duties in one full day but will be continued the next day if within a certain period of time. one day the target is not resolved, by prioritizing the priority first. Work motivation that is prioritized by nurses is patient satisfaction because nurses feel that this work is the quality of service.

This research was carried out in the Baitussalam Room, RSI Sultan Agung Semarang in May 2021 with a total of 32 respondents. The instrument used in this study was to use a questionnaire in the form of a google form consisting of 2 questionnaires, including leadership style the ward questionnaire and the nurse work motivation questionnaire which had been tested by expert (valid) and reliability tests with judgments consisting of 20 statements from the questionnaire. leadership style of the ward head and 15 statements from the nurses' work motivation questionnaire, each questionnaire in the form of positive statements (*favorable*) and negative statements (*unfavorable*). The scoring system in this questionnaire is divided into 2 (two) assessment categories: positive statements with correct answers (score 5) and incorrect answers (score 1). While the negative statements with incorrect answers (score 5) and correct answers (score 1) with 3 categories in each questionnaire. The leadership style questionnaire for the head of the room has the categories of democratic (67%-100%), authoritarian (34%-66%), and liberal (0%-33%). Meanwhile, the nurses' work motivation questionnaire has 3 categories: high (67%-100%), moderate (34%-66%), and low (0%-33%).

## **METHOD**

Research used is a non-experimental quantitative correlation with a cross sectional approach. The entire population was sampled with a total of 32 people respondent with total sampling technique. The leadership style and work motivation questionnaire was taken from the Bayu (2018) questionnaire. Validity test with 35 questions consisting of 15 leadership style questions with a validity test result of 0.00 and consisting of 20 work motivation questions with a validity result of 0.02. Cronbach alpha reliability test 0.5. The data were analyzed using the Spearman Rank test

**RESULTS**

Table 1.  
Frequency Distribution of Respondents Based on Respondents' Characteristics (n=32)

	f	%
Gender		
Male	3	9
Female	29	91
Education		
SPK	0	0
DIII Nursing	27	84
Bachelor Degree in Nursing	5	16
Master Degree in Nursing	0	0
Work Time		
> 5 years	0	0
4-5 years	13	40
2-3 years	12	38
< 2 years	7	22
Salary		
< Rp 1.000.000	4	13
Rp 1.000.000-Rp 1.500.000	6	19
Rp 1.500.000 - Rp 2.000.000	13	40
> Rp 2.000.000	9	28

Based on table 1 show most of the respondents are female as many as. the education of each respondent is mostly DIII Nursing. length of work is 4-5 years,

Table 2 .  
Frequency Distribution of Head of Room Leadership Style (n=32)

Leadership style	f	%
Democratic	29	90,6
Otoriter	2	6,3
Liberal	1	3,1
Total	32	100

Based on table 2, it shows that most of the leadership styles of room heads are Democratic as many as 29 people (90.6%), Authoritarian as many as 2 people (6.3%) and Liberal 1 person (3.1%).

Table 3  
Distribution of the Frequency of Nurse Work Motivation in Baitussalam Room, RSI Sultan Agung Semarang June 2021 (n=32)

Work Motivation	Total	%
High	29	90,6
Moderate	2	6,3
Low	1	3,1
Total	32	100

Table 3 shows that most of the respondents' work motivation is high as many as 29 people (90.6%) and moderate as many as 2 people ( 6.3%) and as low as 1 person (3.1%).

Based on table 4, it shows that respondents with democratic leadership style who have high motivation are 29 respondents (90.6 %). Respondents with democratic leadership style who have moderate motivation are 2 respondents (6.3%) while those with democratic leadership style who have low motivation are 1 respondent (3.1%). From these data, the majority of the leadership styles applied to the respondents are Democratic by producing a high work

motivation of 29 respondents (90.6%).

Table 4.  
Relationship between Leadership Style and Work Motivation of Nurses (n=32)

Leadership Style	Work Motivation						Total		P value	r
	High		Moderate		Low		f	%		
	f	%	f	%	f	%				
Democratis	28	87.5	1	3,1	0	0	29	90,6	0.656	0,000
Otoriter	1	3.1	1	3,1	0	0	2	6,3		
Liberal	0	0	0	0	1	3.1	1	3,1		

## DISCUSSION

Female gender is more dominant because globally in the health sector, women are more closely related to their social spirit. The type of nursing job is described as a job that tends to be women's work because of its higher sensitivity in human relations, so that's why there are more women than men. However, according to research by Alhidayah et al., (2020) gender in the world of work is not a determinant of differences in nurse compliance during work because they will work according to existing SOPs.

The education level of the respondents was dominant in DIII Nursing because DIII Nursing education was more focused on field practice which served as practitioners. The existence of an education level is the last level of education that has been taken by someone Tiyan Ika, (2012) so that hospitals recruit more with DIII Nursing education, but this does not rule out the possibility that hospitals will also recruit nurses with undergraduate education. A high education nurse will provide optimal health services because nurses themselves are an important part of hospitals that are required to provide good behavior to patients so that the higher the level of education, the wider the knowledge. The length of work of the dominant respondent is more at 4-5 years because the length of work of a nurse will affect a person's performance in carrying out each task or job. Or it can be concluded that the longer a person works, the more experience he gets. However, a person's working period for too long in an organization is also an unhealthy symptom, such as boredom due to working together for a long time, passive nature and decreased motivation and initiative in work and affects one's creativity because there are no significant challenges. , 2018).

The respondent's salary is Rp. 1,500,000 – Rp. 2,000,000 more because, the possibility of getting a salary according to the level of each nurse in a room, which is also possible for each person or several nurses to get remuneration or salary allowances received because of the person's achievements (Indah et al. , 2021). This usually affects the patient's level of work motivation, because the higher the award received, the higher one's enthusiasm for work, and can affect the impetus for employees to work with enthusiasm. The results showed that the leadership style applied was democracy with a total of 29 respondents (90.6%). This means that each leader has their own style or way of leading to achieve organizational goals (Veithzal Rivai Zainal, 2014). Another theory explains that a leader must have constructive traits such as having intelligence, self-confidence, initiative, assertiveness, ability to supervise, and understand the need for achievement in work (Maria, 2017). Likewise, the findings according to Alhidayah et al., (2020) state that if a leader can provide direction, supervision and coordination to nurses properly, good conditions will also be created which can increase everyone's work motivation.

This is in accordance with the statement according to Bayu Indra Sugiharto, (2018) if the democratic leadership style is due to communication factors, problem solving, the relationship between leaders and subordinates is quite good. Communication is a process for sharing messages through the activities of sending and receiving messages. Problem solving is a decision taken by superiors to solve a problem. While the relationship between leaders and subordinates is a style that shows concern that prioritizes relationships with human factors.

This is in accordance with the statement of Trihastuti, (2016) if the leadership style is a leader's behavior with low relationship support and high task direction. Leadership style also influences nurses in documenting nursing care. The results of this study indicate that the leadership style applied in the Baitussalam room of the Sultan Agung Hospital in Semarang is a democratic leadership style. The way of communication between leaders and subordinates in the Baitussalam room of the Sultan Agung Semarang Hospital tends to be good or two-way. With good communication later problem solving will be resolved. The democratic leadership style can encourage respondents to develop a high sense of work motivation. Data on the distribution of leadership styles in the Baitussalam Room of the Sultan Agung Hospital Semarang shows that in addition to a democratic leadership style, a small number of respondents choose an authoritarian leadership style where every decision or organization goes one way with holding joint meetings even though the decisions are not taken jointly between the head of the room and the head of the room. nurses, but held by the leader, that's why a small number of respondents answered authoritarian, but the other small part answered liberal in which respondents felt there was no supervision from superiors and responsibility for the success of the organization was in the hands of individuals, but this cannot rule out the possibility if the leadership style democracy has a greater influence on the work of each nurse.

According to researchers, the high work motivation of nurses is influenced by the leadership style that has been given. Likewise, if it is found that medium or low work motivation is based on someone's self or enthusiasm during or at work, this is determined from the results or answers from the questionnaires that have been distributed. Theoretically, nurses who have high, medium or low work motivation are also influenced by other factors such as basic needs, related or growth), the theory of justice, the theory of hope, the theory of reinforcement, and the theory of achievement.

According to Maslow in Nursalam (2011), dissatisfaction is owned by every individual, because when one need has been fulfilled, another need will arise and so on. However, this is the same as what was described by Maria, (2017) where motivation becomes a psychological impulse that can lead to certain behaviors and makes these drives participate in determining the intensity, direction, persistence and resilience of their behavior in accordance with the goals or targets set because basically everyone has their own needs that must be created through a motivation. As for the research conducted by Lapena et al., (2017) regardless of the type of leadership style applied, the high work motivation of nurses depends on how nurses perceive the importance of the leadership style being applied that can be beneficial for nurses.

The results of this study are in line with research conducted by (Bayu Indra Sugiharto, 2018a), where most of the nurses' work motivation is 47 respondents (70.1%) out of a total of 67 respondents. Nurses' work motivation apart from the influence of leadership style can also come from psychological processes within a person, including physiological needs, a sense of security at work, social needs, appreciation, self-actualization, internal and external factors.

The results of this study are in line with research conducted by (Arifki Zainaro, Usastiawaty Cik Ayu Saadiah, 2017), where the results showed that most of the respondents had good work motivation, as many as 32 respondents (53.3%). The level of a person's motivation is determined by three components, namely expectations of success on a task, instrumentalists, namely an assessment of what will happen if successful in doing a task. High motivation if the effort produces something that exceeds expectations while low motivation if the effort produces less than expected. The results of this study are in accordance with research conducted by Hasniah, Nurhayani, (2013), where the results of the study show that 78.9% of respondents have high work motivation as well.

Based on table 4 shows that respondents with democratic leadership style who have high motivation are 29 respondents (90.6%). Respondents with democratic leadership style who have moderate motivation are 2 respondents (6.3%) while those with democratic leadership style who have low motivation are 1 respondent (3.1%). From these data, the majority of the leadership styles applied to the respondents are Democratic by producing a high work motivation of 29 respondents (90.6%). This can happen because the applied leadership style tends to be more cooperative in establishing a job between superiors and subordinates. While the research with the results of an authoritarian leadership style is due to nurses who are new to work who are still adapting to the room as well as the liberal leadership style. The data is strengthened by the results of statistical tests with the spearman rank test (*Spearman Rho*) which serves to measure the level or closeness of the relationship between two variables on an ordinal scale (Hidayat, 2014), with the results of the rho value = 0.656, and the p value = 0.000 which means  $H_a$  received. This shows that there is a strong relationship between the leadership style of the head of the room and the work motivation of nurses in the Baitussalam room of the Sultan Agung Hospital Semarang.

The results of the p value = 0.000 ( $p < 0.05$ ) means that there is a significant relationship between the leadership style of the head of the room with the work motivation of nurses and there is a straight comparison between the two variables, which means leadership style applied to a democracy where every decision is taken together and fastened together which makes the higher work motivation nurse.

## CONCLUSION

Style of leadership in space Baitussalam RSI Sultan Agung Semarang applied is the Democratic Leadership Style in which every problem is solved together and every decision is made together. Work Motivation of Nurses in Baitussalam Room, RSI Sultan Agung Semarang, which is high, where there is a reward or appreciation for every nurse who in carrying out their duties is able to complete well, this is what increases the motivation of every nurse. There is a relationship between leadership style and work motivation of nurses in the Baitussalam Room, RSI Sultan Agung Semarang, where the leadership style applied is democratic and the work motivation of each nurse is high.

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