Leadership Style And Its Impact On Nurses Level Of Work Motivation

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Abstract

Work motivation is the spirit that can drive nurses to perform their activities or duties in order to achieve organizational goals, and motivate every nurse to have not only personal needs but also the advancement of nursing services in an institution. The purpose of this study is to analyze the leadership style and work motivation of nurses at the Pesantren II Kediri Community Health Center. This research is quantitative in nature with a descriptive correlational research design. The population in this study consists of all employees of the Pesantren II Kediri Community Health Center, totaling approximately 21 individuals. Primary data collection was conducted through questionnaires. The results of the study indicate that the leadership style applied by the head of the department includes democratic, participative, authoritarian, and laissez-faire styles. The performance of nurses, including the stages of assessment, diagnosis, intervention, implementation, and evaluation, is categorized as good. There is an influence of participative, authoritarian, and laissez-faire leadership styles on the performance of implementing nurses. The conclusion of this study is the presence of an influence of leadership style on the performance of implementing nurses at the Pesantren II Kediri Community Health Center. The leadership should apply an appropriate leadership style tailored to the working conditions and the needs of implementing nurses in order to enhance the performance of nursing care services in the healthcare facility.

Keywords: Head of department leadership style, performance, implementing nurses.
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INTRODUCTION

Nursing services include the operational scope of planning, organizing and mobilizing staff to provide the best nursing care to patients through nursing care (Arwani, 2015). The process of implementing nursing services involves nurses' efforts in providing nursing care, treatment and comfort to families and the community (Gillis, 2005). Arwani (2015) explained that nurses are important health service providers in hospitals. Providing the best nursing care to patients serves as the standard and control tool for that service. Other factors that contribute to the quality of nursing care include nursing resources, compensation received, available facilities, work environment, awareness of work goals, harmonious interpersonal relationships, division of tasks and responsibilities, interest in work, job characteristics, management policies, as well as the personality and leadership style used by leaders.

Leadership is about engaging individual efforts to influence others in providing nursing services in a professional, direct, and individual manner. The leadership role functions as an intermediary where the main responsibility of the nurse manager is to plan, organize, motivate, and control the work of nurses and other health service providers in providing nursing services (Monica, 2018) . There are many definitions of leadership that reflect the assumption that leadership involves a process of social influence which, in this case, intentionally influences and is exercised by one person on another to regulate activities and relationships within a group or organization (Joamla, 20 1 8) .

A leader can adopt an approach to understanding leadership success, focusing on what the leader does (Winardy, 20 1 0). This approach is a leadership style. Leadership style is a way for a leader to approach or understand the success of a particular job. An effective or good leadership style is one that can adapt to the maturity of subordinates, known as situational leadership, to increase subordinates' work motivation (Thoha, 20 1 7).

Motivation is the drive, effort, and desire within a person that activates, provides energy, and directs behavior to carry out tasks effectively within the scope of his work (Hakim, 20 1 6) . Research conducted by Layari Tarigan (20 1 4) in the operating room at Santa Elisabeth General Hospital in Medan found that 46 percent of nurses lacked work motivation because of the leadership style of the head of the room. Poor communication with the head of the room and lack of guidance from the head of the room makes the nurse easily bored, dissatisfied with mistakes and workload, emotionally disconnected from the problems and needs of other people, frustrated in carrying out their duties, and influenced by factors such as age, length of time work, and the psychosocial environment, including personal relationships.

Today, if nurses' motivation to work remains an ongoing problem, it does not mean that practicing nurses are any less good. It is likely that organizations or their leaders are not using the right methods to motivate them to achieve better performance. One of these methods is choosing a leadership style that suits the existing situation.

Based on the initial survey, it was noticed that the head of the room communicated inadequately with the charge nurses and did not reward their performance, which caused a lack of motivation among them. The number of nurses in the internal and pediatric care rooms at the Pesantren II Inpatient Health Center in Kediri City is 20 people, consisting of 1 head of room, 1 team leader for Team A, 1 team leader for Team B, and 1 administrative staff in each room. , as determined from the researcher's initial data.

METHODE

This research uses a Descriptive Analytical research design with a Cross Sectional Study approach. This research aims to understand the relationship between the leadership style of the head of the room and the work motivation of nurses in the treatment room of the Islamic Boarding School II Health Center, Kediri City . The Cross Sectional Study method was used to collect data at one particular time, and in this case, we distributed questionnaires to respondents simultaneously. The population in this study were all executive nurses who served at the Islamic Boarding School II Community Health Center in Kediri City , totaling 67 people . We used a total sampling technique, so that all implementing nurses in the treatment, internal and pediatric wards at the Islamic Boarding School II Health Center in Kediri City became the research sample. The research location was Islamic Boarding School II Kediri City , and the research was conducted from April to July 2021. The data collection tool used was a questionnaire developed by researchers. The questionnaire consists of two

parts, namely questions about the leadership style of the head of the room and the nurse's work motivation. Data processing includes editing, coding, and data tabulation. Data analysis was carried out using univariate statistics for respondent demographic data, and bivariate statistics, such as the *chi-square test* or *Fisher Exact Test* , to analyze the relationship between the head of the room's leadership style and nurses' work motivation. A p value <0.05 will be considered significant in determining the relationship.

RESULTS

Tabel 1 Frequency distribution of respondent characteristics at Islamic Boarding School II Health Center, Kediri City

Variable	Category	Frequency	Per percentage (%)
Gender	Man	7	33.3
	Woman	14	67
Education	IN	1	4.8
	DIII	12	10
	S1	8	38.1
Length of working	>5 years	10	48.0
	4-5 years	4	19.0
	2-3 years	5	24.0
	<2 years	2	9.5
Employee status	Civil servants	10	47.6
	Non civil servant	11	52.4
Wages	1,000,000 - 1,500,000	7	33.3
	1,500,000 - 2,000,000	8	38.1
	>2,000,000	6	28.6
Total		**21**	**100**

Source: Primary Data

Based on the data in Table 1, the majority of respondents are women, reaching 14 respondents (67%). Most of them have a DIII education, namely 12 respondents (10%). Almost half of the respondents had work experience of more than 5 years, namely 10 respondents (48.0%). Most of the respondents had non-PNS employment status, reaching 11 respondents (52.4%), and almost half of them had salaries in the range of 1,500,000 to 2,000,000, namely 8 respondents (38.1%).

Tabel 2 Style leadership of Islamic Boarding School II Health Center, Kediri City in 2021

Variable	Category	Frequency	Per percentage (%)
Leadership Style	Democracy	1 0	47.6
	Participative	5	23.8
	Authoritarian	6	28.6
Total		**21**	100

Source: Primary Data

Table 2 indicates that the majority of leadership styles at the Islamic Boarding School II Health Center in Kediri City are democratic, with the number of respondents being 10 (47.6%).

Tab el 3 . Work motivation for employees at Islamic Boarding School II Health Center , Kediri City in 2021

Variable	Category	Frequency	Per percentage (%)
Work motivation	Tall	18	86.0
	Currently	3	14.0
Total		**21**	100

Source: Primary Data

Table 3 reveals that the majority of work motivation levels at the Islamic Boarding School II Health Center in Kediri City are high, with the number of respondents being 18 (86.0%).

	Leadership Style			P Value	Correlation Coefficient
	Democracy	**Participative**	**Authoritarian**		
Work Motivation					
ion	8	4	6	0	0.377
Tall	2	1	0	.	
Currently				0	
				0	
				2	
Total	**10**	**5**	**6**		

Source: Primary Data

Data in Table 4 indicates that of the total 21 respondents who have a democratic leadership style, 8 respondents (38.1%) showed a high level of work motivation. Bivariate analysis using the Spearman Rank test with a significance level of 5% produced a p-value of 0.002, which shows that there is a relationship between leadership style and employee work motivation at the Islamic Boarding School II Health Center in Kediri City.

DISCUSSION

Based on the research results , it can be seen that the majority of respondents have a different leadership style The majority of leadership styles at the Islamic Boarding School II Community Health Center in Kediri City are democratic, with the number of respondents being 10 (47.6%). This democratic leadership style can be caused by factors such as good communication between the head of the room and the nurse, problem solving abilities, and harmonious relationships between leaders and subordinates. Good relationships between leaders and subordinates can be influenced by the length of work of nurses, where most respondents (48.0%) have work experience of more than 5 years.

In the context of communication, effective communication between leaders and subordinates is an important factor. Communication is the process of sending messages and receiving messages, and has a significant role in organizations (Suprapto, 20 1 9). Problem solving is a decision taken by a superior to resolve a problem, which results in a solution (McLeod & Schell, 20 1 8). The relationship between leaders and subordinates reflects attention to human aspects (Fiedler in Siagian, 20 1 3), and interactions between leaders and subordinates can create an environment that motivates employees to continue to perform well in the organization.

Based on Table 3 , the majority of work motivation levels at the Islamic Boarding School II Health Center in Kediri City are high with the number of respondents being 18 (86.0%) . Nurses' work motivation can be influenced by internal and external factors. Internal factors include physiological needs, safety, social needs, esteem, self-actualization, and other internal factors. Apart from that, external factors such as working environmental conditions, adequate compensation, good supervision, career security, status and responsibility, and flexible regulations can also influence work motivation (Saydan in Sayuti, 20 1 7) .

Data analysis using the Spearman Rank p test showed a *p-value* of 0.002 which is smaller than the significance level α = 0.05. These results indicate a relationship between leadership style and employee work motivation at the Islamic Boarding School II Community Health Center, Kediri City . The correlation coefficient value of 0.377 shows a positive relationship between leadership style and work motivation, which means that the stronger the leadership style, the higher the work motivation. Thus, the hypothesis (H1) is accepted, and it can be concluded that there is a relationship between leadership style and work motivation at the Islamic Boarding School II Community Health Center, Kediri City .

The results of this research support the findings of previous research, which shows that a leadership style that is in line with superiors' expectations and behavior, leadership characteristics that pay attention to subordinates, good communication, and other factors can influence work motivation. However, it is important to remember that a strong leadership style must also be balanced with a good relationship between the leader and subordinates, an appropriate task structure, and the appropriate assignment of power. High work motivation can be obtained if the leadership style matches individual needs and expectations, which in turn will improve work performance and organizational performance.

CONCLUSION

The majority of the dominant leadership style seen within the Islamic Boarding School II Community Health Center in Kediri City is a democratic leadership style, which shows that the participation and involvement of team members in decision making is important. Apart from that, the majority of employees at the Community Health Center have a high level of work motivation, indicating that they tend to have strong drive and enthusiasm in carrying out their duties. Furthermore, data analysis revealed that there was a positive relationship between leadership style and the performance of implementing nurses at the Islamic Boarding School II Community Health Center in Kediri City, indicating that leaders who apply an appropriate leadership style can positively influence the performance of their team members.

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