

**The Relationship Between the Leadership Style of the Head of The Room and The Work Motivation of Nurses in The Internal Medicine Inpatient Room at The Guido Valadares National Hospital, Dili 2022**

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**Abstract**

**Introduction:** Leadership is the ability to exert constructive influence on others to make one cooperative effort to achieve a planned goal. Motivation is something in the form of strength, energy or power, or a complex state and willingness is an impulse in the individual to move towards a certain goal. The motivation of a nurse can also undergo changes caused by factors that affect her. **Methods:** This research uses correlational quantitative methods, which will be carried out at, Hospital Nacional Guido Valadares Dili. Data collection techniques use questionnaires, data analysis using the *Spearman Rank* correlational formula. **Objective:** The purpose of this study is to find out a good leadership style so that the nurse's work motivation increases. **Results and Discussion:** Of the 48 respondents with orthocratic leadership style with percentage (22%), democratic leadership style with presentation (27%), laissez-faire leadership style with percentage (25%), participatory leadership style with percentage (26%), and from respondents 48 people with good work motivation with a total of 29 people (60.4%), Unkind motivation totaling 2 people (4.2%), moderate motivation 10 (20.8%), Motivation was excellent for 7 people (14.6%). **Conclusion:** The spearman rank correlation statistical test value gets a result of  $p=0.037<0.05$ , the correlation of the coefficient with the value of 0.401 means that there is a significant relationship.

**Keywords:** Leadership Style; Work motivation; Nurses;

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**Introduction**

Leadership style is a way that is carried out in the leadership process that is implemented through one's leadership behavior to influence others or subordinates to act in accordance with what is desired to achieve goals, Leadership styles applied in an organization can help create positive work effectiveness for members. Leadership style that is in accordance with the situation and conditions of the organization, members will be more enthusiastic in carrying out their duties and obligations (Deniati & Yanti, 2019)

The leadership style of the head of the room according to Lippits and K. White, namely authoritarian, democratic, laissez faire (action-free), from the leadership style applied by the leader affects the performance of the nurse. Each of the leadership styles has its advantages and disadvantages. A leader will use a leadership style according to his abilities and personality (Habibi, Giyanti, & Sriningsih, 2019)

Leadership style is closely related to motivation, because the success of a leader in moving others in achieving predetermined goals depends on the authority of the leader in creating motivation within each subordinate. In this case, the leadership style applied by the head of the room is expected to be able to arouse the work motivation of nurses (Pitasari & Prihandhani, 2017)

Motivation is a feeling or thought that drives a person to do work or exercise power, especially, in behavior. Motivation is an important factor to raise the spirit of work, maintain behavior, and channeling behavior in positive activities. A nurse must be motivated to do a job, to develop the efficiency of the nurse in doing the work. Motivation is formed from the attitude of a nurse in dealing with work situations (Irena, 2017)

Leadership is a very important basis in an organization, but in reality many individuals are unable to become leaders due to the lack of a good mentality to lead. The results of Aiken's research (Aiken et al., 2012) show that many nurses are less motivated than leaders and this can lead to poor nurse services. Lack of communication and motivation from the head of the room towards work performance, nurses feel uninspired to carry out work, feel dissatisfied with problems with the emphasis of the work done, (Siagian, 1991)

The results of Kontesa's research (Kontesa, 2014), with the title of the relationship between the leadership style of the head of the room with the work motivation of nurses in the inpatient room of Dr. Rasiding padang., with the results showing that the head of the room uses

Democratic leadership styles (44.7%), orthocratic (34.2), participatory (18.4%), laissez-faire (2.6%). And moderate nurse work motivation (44.1%), high motivation (38.4%), less motivation (17.6%). Data from the statistics of KABID Humas Hospital Nacional Guido Valadares shows that the results of the evaluation of the leadership and work motivation of nurses at the Guido Valadares National Hospital in (2020-2021), showed that it was very good 57.6%, good 70%, not good 15%. According to Kotter in Kelly's book (2012), said that a leadership style that shows the relationship and motivation

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of nurses to strengthen in order to achieve work goals and a vision of money has been set. The head of the room in the hospital seeks to learn to form a systematic strategy to bypass the obstacles that will occur (Suyanto & Kep, 2008)

## Method

This study uses the correlational quantitative method to be conducted at the Hospital Nacional Guido Valadares Díli. The population of nurses working in internal medicine inpatient rooms, the sample in this study was 48 people. *Non probability* sampling technique with *Saturated sampling* type. Data collection techniques using questionnaires, Data analysis using the *Spearman Rank* correlation formula.

## Results and Discussion

### 1. Result

Respondent Characteristic Data

**Table 1**  
Distribution of Respondent Characteristics

Characteristic	Total	Presented
<b>Age</b>		
24-35	32	66.7%
36-45	10	20.8%
46-55	3	6.2%
56-65	3	6.2%
<b>Gender</b>		
Male	18	37.5%
Female	30	62.5%
<b>Education Level</b>		
SPK	3	6.2%
D3	14	29.2%
S1	31	64.6%

Based on table 1 of the results of the study above, the data obtained showed that the characteristics of respondents were more dominant with the age of 24-35 with a percentage of 66.7% and minimal with the age of 46-65 years as many as 3 people with a percentage (6.2%). In the data, sex is more dominant female with a total of 18 people with a percentage (37.5%). In the data, the level of education is more dominant with undergraduate education totaling 30 people with a percentage (64.6%), and the lowest education is SPK which is 3 people with a percentage (6.2%).

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**Distribuis Frequency Summative Value Interval Categories of respondents 48 people against Orthocratic, Democratic, Laissez-Faire and Participatory leadership styles.**

**Table 2**

Head of Room Leadership Style

Leadership Style	Total Respond	Summative Value of total category interval	Percentage %
Autocratic	48	139	22%
Democratic	48	165	27%
Hands off	48	152	25%
Participatory	48	163	26%

Based on table 2 of the data results on 48 respondents, it shows that the head of the room carries out a leadership style that is dominant in the Democratic style with a total percentage (27%), and the lowest uses an Orthocratic leadership style with a percentage (22%).

**Distribution of Frequency of Nurse Work Motivation in the Internal Room, HNGV, Dili 2022.**

**Table 3**

Nurse Work Motivation

Work Motivation	Frequency	Pursentase %
Bad	2	4.2
Medium/Sufficient	10	20.8
Good	29	60.4
Excellent	7	14.6
<b>Total</b>	<b>48</b>	<b>100</b>

*Reference: HNGV Research Results, Dili 2022. SPSS version 16.00*

Based on table 3, it shows the results of a study that said that nurses' work motivation was more with **good** work results totaling 29 people with a percentage (60.4%), and **Not Good** was 12 people with a percentage (4.2%).

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**Table 4.**

The Relationship between the Leadership style of the Head of the Room Against Motivation

	<b>Spearman's rho</b>	<b>Leadership Style (x)</b>	<b>Work Motivation (y)</b>
<b>Leadership Style</b>	Correlation Coefficient	1.000	0.401
	Sig. (2-tailed)		0.037
	N	48	48
<b>Work Motivation</b>	Correlation Coefficient	0.401	1.000
	Sig. (2-tailed)	0.037	
	N	48	48

*Reference: Sperrank Rank Correlation Analysis Results with spss program version 16.00*

Based on table 4 of the results of the study showed that the correlation result of a large *Sperman Rank* with a value of 0.401 showed a moderate degree of relationship with a value of  $p = 0.037$  where it is smaller than 0.05 ( $p < 0.05$ ),  $H_a$  was received with results that said there was a significant relationship between the work style of the head leader of the room to the work motivation of the nurse, in the internal medicine room of the Hospital Nacional Guido Valadares, Dili.

## **2. Discussion**

### **Characteristik Age**

Age characteristic data from the results of the study said that respondents were dominant with an age of 24-35 total 32 people with a percentage (66.7%). From the results of the study above, it obtained the same results as the research that has been carried out by (Pitasari & Prihandhani, 2017), with a total of 34 respondents with the results of the study showing dominant with an age of 26-35 with a percentage (55.9%). The productive age has a high initiative to work, and has the competence to do a good job, and they have innovation and work creativity when compared to those who are old (Asmadi, 2008).

### **Characteristik Gender of Respondents**

Based on the results of sex studies obtained, it showed that 48 respondents were predominantly female with a total of 30 people (62.5%). The results of the study above are the same as the results of research that has been conducted by Bayu Indra Sugiharto (Sugiharto, 2018), with 67 respondents who are more dominant are women as many as 48 people with a percentage (71.6%). Thus showing the results in general that the nursing profession is dominated by women. Thus, the existing reality says that sometimes jobs such as nurses or nursing services are done better by a woman than men (Asmadi, 2008).

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**Character of Respondent's Education Level**

The level of education in respondents totaling 48 people, from the results of the study showed that it was more dominant with Undergraduate Education which amounted to 31 people with a percentage (62.5%). The results of this study are different from the results of research that has been conducted previously by Sayuti (2007), with 51 respondents with more dominian research results being D3 with a percentage (76.1%).

Education level is a very important characteristic which is a barometer because it can influence a person's perception to perform an action or action in the work environment. Education Level is also a learning process where it can increase or improve one's education so that it can increase knowledge and information (Astuty, 2011)

**Variavel Frequency Distribution of Leadership Styles**

Table 2 of the results showed that the head of the room was dominant in the Democratic leadership style with a total of 48 respondents with a percentage (27%). The results of this study are different from the results of research conducted by Meria Kontesa (Kontesa, 2014), with a total of 38 respondents with a percentage (44.7%). According to the theory of Lippits & K. White (2015), said that the democratic leadership style is where the leader gives opportunities and values subordinates and includes bahawan in every decision to be taken.

**Variavel Frequency Distribution of Work Motivation.**

In table 3 with the results of the study showed 48 respondents with good work motivation with a total of 29 with a percentage (60.4%). The results of this study are the same as the research conducted by Olehe Meiniyari MA (2012), with a total of 71 respondents with a percentage (60.6%). According to Nursalam's theory (Nursalam, 2016) says that motivation has the characteristics of a person's psychology which contributes to the level of commitment of a person or individual.

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From the results of the study in table 4 studies on nurses with 48 respondents with results showing that most chose the head of the room with a democratic leadership style with a percentage (27%), with good work motivation with a total of 29 people (60.4%). Based on Table 4.4.1 the results of data analysis using the *Sprimank rank* correlation statistical test by showing that the correlation value is high with a value of 0.401 by showing that the relationship level is moderate, with a p value = 0.037 where less than 0.05 ( $p < 0.05$ ),  $H_0$  is accepted thus there is a significant relationship between the leadership style of the head of the room to the work motivation of the nurse, in the internal

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medicine room of the Hospital Nacional Guido Valadares, Dili. From the results of this study in contrast to the results of previous studies conducted by (Pitasari & Prihandhani, 2017), data analysis using the *Sprimank Rank* correlation statistical test with correlation research results with a high value of 0.795 showed a strong relationship with a p value = 0.00 smaller than the value = 0.05 ( $p = 0.05$ ),  $H_0$  accepted thus there is a strong relationship between leadership style and nurse work motivation, in the treatment room of Premaga General Hospital. Maximum service to patients. According to the theory of Mifta Thoha (Miftah, 2010), says that the leadership style is a kind of norm or attitude used to influence the attitude of others, and the leadership style also exerts a great influence on the work motivation of the nurse.

The leader has the goal of supporting and influencing subordinates in carrying out work and motivating subordinates to achieve the desired work goals. The purpose of leadership is to provide support and be able to influence subordinates. When the leadership style of a room head can provide good work motivation to subordinates (nurses) then naturally the performance (nurses) will increase and in the end can provide optimal work service results to patients.

### **Conclusion**

The Relationship between the Leadership Style of the Head of the Room to the Work Motivation of Nurses in the Internal Medicine Room Hngv, Dili 2022. The head of the room uses the Orthocratic style of work with a percentage (22%), democratic with percentage (27%), laissez-faire with a percentage (25%), participatory with a percentage (26%). Nurses' work motivation is good with percentage (60.4%), moderate/sufficient (20.8%), excellent (14.6%), not good (4.2%).

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