



The Influence of Leadership on Work Motivation and Its Effect on Nurses' Performance in Ward Unit of Morotai Island District Hospital

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ARTICLE INFO	ABSTRACT
<p>Published Online: 19 February 2020</p> <p>Corresponding Author: Sunardi Idi Mobile: +62 821-8930-5738</p>	<p>Background: Performance of nurses in hospitals is very important because it affects the quality of patient services and overall hospital performance. The purpose of this study was to determine the effect of the leadership of nurses on nurses' work motivation and their impact on nurse performance.</p> <p>Subjects and Method: This study uses a quantitative approach. Samples were 100 nurses in the inpatient room of RSUD Kabupaten Pulau Morotai. The sampling technique is simple random sampling. Data collection techniques using a questionnaire. Data analysis techniques using path analysis.</p> <p>Result: The results of the path analysis show that there is a positive influence on the leadership of nurses on nurse work motivation, there is no influence on the leadership of nurses on the performance of nurses and there is a positive influence on work motivation on the performance of nurses inpatients at the RSUD Kabupaten Pulau Morotai.</p> <p>Conclusion: Nurse performance can be improved through a good leadership role that is able to motivate nurses to work optimally.</p>
<p>KEYWORDS: Leadership, Work Motivation, Performance, Nurses</p>	

I. INTRODUCTION

Nurses must have high performance so that they can provide services precisely and quickly according to the established procedures.[1] States that performance is the actualization of achieving maximum work results.[2]

There are many factors that affect nurse performance. One of them is leadership. Effective leadership is very important in an organization. Stated that leadership is an important component in making an organization effective.[3] Leadership can be interpreted as a process (action) of a leader that influences organized group activities in its effort to achieve the stated goals.[4]

The second factor is work motivation. Work motivation has an important role in improving nurses' performance, because nurses who have motivation will have higher spirit and responsibility in working than nurses who does not have high motivation.[1] As expressed states that performance is an evaluation tool because it can improve individual work experience, therefore psychological factors such as motivation can improve nurse performance.[5]

This research aims to analyze head nurse's leadership, work motivation and performance of ward nurses in Morotai Island District Hospital and to analyze the influence of the head nurse's leadership on the performance of nurses as well as the

influence of work motivation on the performance of nurses in the ward unit of Morotai Island District Hospital.

Furtwengler in Basalamah states that performance is the actualization of achieving maximum work results.[2] The theory provides an understanding that the achieved work is a manifestation of an individual's or groups of people's actualizations who executed an activity. Performance can also be interpreted as encouraging managerial units to work both in quality and quantity, where the leader supervises the tasks performed by subordinates and provides compensation to subordinates so that they can work effectively.[6]

Nurse performance is measured by indicators of Standard of Care for Nursing at the Hospital (Instrument A) which includes assessment, diagnosis, action planning, implementation, evaluation and records of nursing care.

Head Nurse Leadership

Leadership can be interpreted as a process (action) of a leader that influences organized group activities in an effort to achieve the stated goals. [4] The state that leadership is a social phenomenon that is easily found everywhere. [7] Mention that leadership is not about "one size that fits all", many managers have to adjust their leadership style to suit the conditions and their groups.[8]

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The indicators of leadership of head nurses are measured with five good leadership practices according to Kouzes & Posner, which are being a model in the work methods (model of the way), giving inspiration to a shared vision (inspire a shared vision), challenge the process (challenge the process), enabling others to act (enable others to act), and encouraging the heart (encouraging the heart) of the nurses.[9]

Nurse Motivation

The definition of motivation from an individual behavior aspect is to encourage individual to do certain actions or change their actions as a desire to perform certain behaviors in order to achieve certain goals. [6] States that motivation as an effort carried out by someone in achieving organizational goals, where the effort is related to the fulfillment of one's needs. [10] mentioned that motivation as a push for someone to do something or task effectively with a feeling of excitement and feeling happy in doing work.[11]

Nurse's work motivation in this study was measured by indicators that refer to Herzberg's motivation theory, which are hygiene and motivation factors.

Research Hypothesis

H1: There is a positive influence of the leadership of the head nurse on the work motivation of nurses in Morotai Island District Hospital.

H2: There is a positive influence of the leadership of the head nurses on the performance of nurses in the Morotai Island District Hospital

H3: There is a positive influence of work motivation on the performance of nurses in Morotai Island District Hospital

II. RESEARCH METHOD

This research is an explanatory research with a quantitative approach. The subjects in this study were nurses in the ward room of Morotai Island District Hospital. The object of this research is the leadership of the head nurse, work motivation and performance of nurses.

The population in this study is all nurses in the ward room of Morotai Island District Hospital, which are 100 people. The sample used are nurses on duty in the ward room of Morotai Island District Hospital who meets the inclusion and exclusion criteria.

The sampling technique used is total sampling.

Research Instruments

1. The head nurse's leadership is measured by indicators:

Challenge the process

Inspire a shared vision

Enable other to act

Model the way

Encourage the heart

2. Work motivation, measured by indicators:

Hygiene factor

Motivational factor

Nurse performance is measured by indicators:

Assessment

Diagnosis

Action planning

Implementation

Evaluation

Records of nursing care

Data collection techniques using a questionnaire.

Data analysis

Descriptive Analysis

Descriptive analysis is done by categorizing the data obtained from the questionnaire result, and then interpreted with qualitative sentences.

Inferential Analysis

To test the hypothesis, path analysis is used

III. RESULT AND DISCUSSION

A. Age of Respondents

Age	f	%
≤ 25 years old	41	41.0
26-35 years old	56	56.0
36 - 45 years old	1	1.0
> 45 years old	2	2.0
Total	100	100.0

The table above shows that the majority of respondents aged between 26-35 years were 56 people (56.0%).

B. Gender

Gender	f	%
Male	31	31.0
Female	69	39.0
Total	100	100.0

The table above shows that the majority of respondents were female, which are 69 respondents (69.0%).

C. Marital status

Marital status	f	%
Married	44	44.0
Single	54	54.0
Widow/widower	2	2.0
Total	100	100.0

The table above shows that the majority of respondents were single, which are 54 respondents (54.0%).

D. Education

Education	f	%
DIII	89	89.0
S1	11	11.0
Total	100	100.0

The table above shows that the majority of respondents were graduated from DIII, which are 89 respondents (89.0%).

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E. Length of work

Length of work	f	%
<2 years	48	48.0
3-5 years old	34	34.0
6-8 years old	17	17.0
> 8 years	1	1.0
Total	100	100.0

The table above shows that the majority of respondents have worked less than 2 years, which are 48 respondents (48.0%).

F. Descriptive Analysis

Here are the descriptions of each research variable.

Head nurse leadership

Table 1. Description of the Leadership of Head Nurses

Information	f	%
Very bad	7	7.0
Not good	18	18.0
Enough	12	12.0
Well	37	37.0
Very good	26	26.0
Total	100	100.0

The table above shows that the majority of nurses in the ward room of Morotai Island District Hospital stated that the head nurse's leadership was good, which is as much as 37%.

Work motivation

Table 2. Description of Work Motivation

Information	f	%
Very low	0	0.0
Low	4	4.0
Enough	46	46.0
High	43	43.0
Very High	7	7.0
Total	100	100.0

The table above shows that the majority of nurses in in the ward room of Morotai Island District Hospital has enough work motivation, which is as much as 46%.

Nurse Performance

Table 3. Description of Nurse's Performance

Information	f	%
Very low	2	2.0
Low	0	0.0
Enough	6	6.0
High	55	55.0
Very high	37	37.0
Total	100	100.0

The table above shows that the majority of nurses in the inpatient room of the Palau Morotai Hospital shows high performance, which is as much as 55%.

Path Analysis

Effect of Leadership on Work Motivation

Table 4. Summary of Path Analysis Sub-Structure 1

Independent Variable	Beta coefficient	Sig value	R Square
Leadership	.371	0,000	.138
Dependent variable: Work Motivation			

Sub-structure equation 1

$$Y = 0.371X + 0.928$$

The nurse head leadership variable has a beta coefficient of 0.371 and a sig value of 0.000 < 0.05, which means the nurse head leadership variable has a positive effect on nurses' work motivation.

The influence of leadership and work motivation on nurse performance

Table 5. Summary of Path Analysis Sub-Structure 2

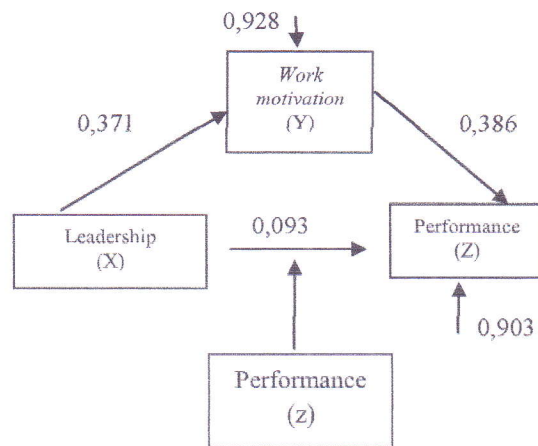
Variable	Beta	Sig
Leadership	0.093	0.350
Motivation	.386	0,000
R square 0,184		
Dependent variable: nurse performance		

Sub-structure equation 1

$$Z = 0.093X + 0.386Y + 0.903$$

The nurse head leadership variable has a beta coefficient of 0.093 and a sig value of 0.350 > 0.05, which means that the nurse head leadership variable has no effect on the nurse's performance.

Work motivation variable has a beta coefficient of 0.386 and a sig value of 0.000 < 0.05, which means that work motivation has a positive effect on nurse performance. Summary of path analysis results:



Direct and Indirect Effects

1. Direct effect of X to Y, the direct effect of the head nurse's leadership variable on work motivation is 0.371.
2. Direct effect of Y to Z, The direct effect of work motivation variable on nurse performance is 0.386.
3. The indirect effect of X to Z through Y, The influence of the head nurse's leadership on the nurse's performance through work motivation is $0.371 \times 0.386 = 0.143$.

The path analysis results show that the direct influence of the head nurse's leadership on the nurse's performance is 0.093. This value is smaller than the indirect effect of head nurse's leadership on the performance of nurses through work motivation that is equal to 0.143. This means that work motivation is able to mediate the relationship between the head nurse's leadership and the nurse's performance.

DISCUSSION

The analysis showed that the leadership of the head nurse had a positive effect on work motivation. Leadership is an interpersonal process where a person is able to influence the activities of individuals or groups to achieve the goals set through communication. With leadership someone can provide motivation to workers, become a bull for workers, maintain integrity, act as an intermediary and parental approach. Based on these descriptions, leadership can increase the motivation of subordinates. The results of this study are in accordance with the research of Muhammad et al, which shows that there is a relationship between the leadership of the head of the room on the motivation of the nurses.[12]

The analysis shows that leadership does not affect nurse's performance. The insignificance influence of the head nurse's leadership on the nurse's performance is because the leader has not been able to influence the activities of the nurse to achieve the stated goals. During this time, according to nurses, the leader has implemented five leadership practices, but the implementation neither is nor maximized, so that the hospital's goals have not been able to be implemented properly by nurses. The results of this study are consistent with research by Rompas et al, which shows that leadership style does not affect employee performance.[13]

The analysis shows that work motivation has a positive effect on nurse performance. Work motivation is an encouragement for someone to do something or work tasks effectively by feeling excited and happy while working. People who have work motivation will be seen from their behavior at work, where they will be serious when working so that it will improve their performance. The results of this study are consistent with a research by [6] which shows that motivation affects nurses' performance.

IV. CONCLUSION

Based on the results of research and discussion, it can be concluded that the head nurse's leadership in the ward unit of the Morotai Island District Hospital is good, nurses' work

motivation in the ward unit of the Morotai Island District Hospital is adequate, the performance of nurses in the ward unit of Morotai Island District Hospital is high, there is a positive influence of head nurse's leadership on nurses' work motivation in the ward unit of Morotai Island District Hospital, there is no effect of head nurse's leadership on the performance of nurses in the ward unit of Morotai Island District Hospital. There is a positive influence of work motivation on nurses' performance in the ward unit of Morotai Island District Hospital.

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