EFFECT OF HEADROOM GUIDANCE WAY TOWARDS LABOR MOTIVE AND IMPLEMENTATION OF NURSES AT RSUD PANEMBAHAN SENOPATI BANTUL

Hafiidz Fatisch Rosihan¹, Aini Qurratul²
¹²Magister Administrasi Rumah Sakit, Universitas Muhammadiyah Yogyakarta, Yogyakarta
Email: hafiidzsmansapa@gmail.com

ABSTRACT

Background: World Health Organization (WHO) has recognized nurses as a center healthiness human assets and own underlined the demand to give strength to the nursing workforce to make health output increased worldwide. An effective strategic key component addressed to the nurses labor force is to sharp on the stimulation of nurses into live in its labor territory (Spence, et al., 2014). Research that has been conducted states that leadership has a significant influence, either partially or simultaneously, on employee performance. This means that the better application of leadership, the more optimal employee’s performance will be (Muizu, 2014). High work motivation can increase performance up to 55.1%. Motivation are important because with motivation, it is expected that each individual will work hard, be disciplined in obeying various policies and regulations and be enthusiastic to achieve high productivity. Differences on the performance of nurses based on level of leadership style and work motivation pioneered the applied structure where good performance was found when the leader leads well (Aini, 2018). Assessment of the performance of nurses conducted by the Nurse Performance Evaluation Team at RSUD Panembahan Senopati Bantul at February 2017, using the nurse performance evaluation instrument, the results of the production of nurses on the inpatient ward were not optimal. As a result, an exemplary leader is required to increase the motivation of nurses in order to provide excellent service to the community especially in the inpatient room of the hospital and to enhance employee efficiency. Therefore, the researcher wanted to examine whether the leadership approach of the chief of the inpatient ward affected job motivation and accomplishment of nurses at RSUD Panembahan Senopati.

Research Purposes: The aim of this study is to look into the impact of the headroom's leadership style on nurse motivation and results, as well as to make follow-up recommendations to improve patient satisfaction at RSUD Panembahan Senopati Bantul.

Method: The impact of the leadership process and labor motivation on the implementation of nurses in RSUD Panembahan Senopati Bantul was investigated using a survey method and quantitative analysis approaches.

Result and Discussion: The use of a leadership style can generate a significant amount of work motivation for the nurses at Panembahan Senopati Hospital Bantul. This can be seen from the relationship between the two variables of 0.384 and unidirectional where the observed effect is 14.7%. The leadership style has a strong enough relationship with the nurse's performance that is equal to 0.330. The observed direct effect was 20.5%, and the observed indirect effect was observed (through the work motivation variable) of 29.2%

Conclusion: The result of this research is a specific and notable impact within the leadership approach of headroom on labor stimulation and nurse’s implementation at inpatient ward in Panembahan Senopati Bantul Hospital and a positive and significant influence between work motivation on the performance of nurses in the inpatient room of RSUD Panembahan Senopati Bantul.

Keyword: Leadership Style, Work Motivation, Nurse’s Performance.
I. INTRODUCTION

The complexity of the current health system challenges hospitals to provide safe, patient-oriented, and cost-effective services. However, the hospital has moved by hierarchic supervision, even extending to requirement for employee empowerment, demanding chief who pay deficient attention to directing subordinates than their support and empowerment to appear and there are proof such like empowerment definitely related to attitude and output behavior (Snape and Fong, 2013). Research shows nurses which shows labor environment for reinforcing or strengthen, own increased labor gratification and gratification of patient, result in bigger grade take care of, own higher quality patients output, and increasingly connected (DiNapoli, et al., 2016). Improving quality of hospital services, especially nursing care, it is necessary to improve the quality of human resources for nurses, both soft skills and hard skills. A hospital that is able to compete in the market is a hospital that able to provide good quality product or services (Aini, 2018). Job or career gratification is described for effective sentimental direction againsts the production done after workers (Price, 2001). Career satisfaction includes support from a leader or supervisor, recognition and appreciation for contributions, communication, employee relations, work atmosphere, employee productivity and effectiveness (Cicolini, Comparcini, and Simonetti, 2014). Laschinger examined the career satisfaction and change in intention of 342 nurses who had just graduated and 2 years in their first work environment, and founded 31% -60% of labor variation, career gratification with change in intention were due to structural empowerment factors (Bawafaa, Wong, and Laschinger, 2015). Former researchers stated that a key component of an effective strategic address to nurse’s laborforce is to centralize toward implementation of nurses in order to stay at theirs labor environment (Spence, et al., 2014). Assessment of the performance of nurses conducted by the Nurse Performance Evaluation Team at RSUD Panembahan Senopati Bantul at February 2017, using the nurse performance evaluation instrument, the results of the implementation of nurses in inpatient ward were not optimal.

II. RESEARCH METHODOLOGY

This type of research uses a survey method with a quantitative study path examining effect of the guidance way chief of the inpatient ward toward work motivation and performance of nurses at Panembahan Senopati Bantul Hospital. The subjects of this study were nurses who worked in the inpatient room at RSUD Panembahan Senopati Bantul. All sample at this research was 41 nurses who had met the inclusion and exclusion criteria. The sampling technique in this study used total sampling, which is the whole sampling. The data collection technique used a questionnaire to determine the effect of guidance way and motive toward improving nurse implementation. Processing and analysis of research data was carried out using path analysis. Then for the purposes of testing the research hypothesis used inferential statistics with simple and numerous regression method and correlation. Many variable used in this study are:

**Independent variable:** Guidance Way (X1), Labor Motive (X2)

**The dependent variable:** Nurse’s Implementation (Y)

III. RESULTS

Characteristics each respondents based on gender in this study were predominantly female respondents (90.2%). Characteristics of respondents based on age were dominated by the age range of 26-30 years as many as 22 respondents (53.7%). Characteristics of respondents based on employment status in this study were dominated by civil servant respondents (73.2%). Characteristics of respondents based on the latest education in this study were D3 dominant as many as 31 respondents (75.6%). Characteristics of respondents based on length of work were dominated by working periods of around 1-2 years and more than 4 years as many as 8 respondents each (19.5%). Characteristics of respondents based on work places in inpatient rooms are dominated by adult inpatient rooms, namely as many as 11 people (26.8%).

3.1 Path Analysis between the effects of each variables

Path analysis testing between guidance way variable (X1) with variable labor motive (X2). The magnitude of the influence by guidance way variable (X1) of the head of the room on work motivation (X2) can be seen by looking at the R square value. The value of R square (R2) is 0.147, which means that the guidance way variable

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(X1) has an influence of 14.7% on work motivation (X2). The Standardized Coefficient Beta value of the guidance way variable (X1) is 0.384. This value is the path coefficient of the guidance way variable on work motivation ($\rho_1$). The guidance way variable have sig grade of 0.013 which is smaller than 0.05, so it can be decided that H0 is refused and H1 is approved, meaning it is significant. It is proven that there are any effect among guidance way variables on labor motive variables.

Path analysis testing between guidance way variable (X1) and labor motive (X2) in nurse’s implementation (Y). Sig value. F Change is 0.001 where the value is ≤ 0.05, it can also be seen that the variable guidance way (X1) and labor motive (X2) contribute simultaneously and notably to nurse’s implementation variable (Y). Variable of guidance way and labor motive at the same time has an influence by 29.2% on the nurse’s implementation variable. Whilst remainder (70.8%) are impacted to another variables thereout of this study. Standardized Coefficient Beta value of the guidance way variable (X1) is 0.330. This figure is the path coefficient of the variable leadership style on nurse performance ($\rho_2$). The probability number (Sig.) = 0.032. Then the decision was made lest H0 was refused while H1 was approved (Sig ≤ 0.05) which means significant. It is proven that the leadership style variable has a significant effect on the nurse performance variable.

The Standardized Coefficient Beta value of the guidance way variable (X2) is 0.320. This figure is the path coefficient of the variable guidance way on nurse’s implementation ($\rho_3$). The probability number (Sig.) = 0.037. Then the decision was made lest H0 was refused while H1 was approved (Sig ≤ 0.05) which means significant. It is proven which guidance way variable have important impact toward nurse’s implementation variable. Direct influence by the variable guidance way variable (X1) at Nurse’s implementation variable (Y) produces a path coefficient $\rho_2$. The indirect effect of guidance way (X1) toward Nurse implementation (Y) through labor motive variable (X2) produces path coefficients of $\rho_1$ and $\rho_3$, in order to the total effect among guidance way variables on nurse implementation could be formulation below this:

Direct impact $X_1$ to $Y$ = $\rho_2$

The indirect effect of $X_1$ to $X_2$ to $Y$ = $\rho_1 \times \rho_3$.

Total effect ($X_1$ to $Y$) = $\rho_2 + (\rho_1 \times \rho_3)$

The results above can be summarized into the following table:

<table>
<thead>
<tr>
<th>Variable influence</th>
<th>Causal influence</th>
<th>Direct</th>
<th>Indirect</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Through variable X2</td>
<td>Total</td>
</tr>
<tr>
<td>$X_1$ toward $X_2$</td>
<td>0.384</td>
<td>-</td>
<td>0.384</td>
</tr>
<tr>
<td>$X_1$ toward $Y$</td>
<td>0.330</td>
<td>0.384 x 0.320 = 0.12288</td>
<td>0.4528 8</td>
</tr>
<tr>
<td>$X_2$ toward $Y$</td>
<td>0.320</td>
<td>-</td>
<td>0.320</td>
</tr>
<tr>
<td>$\varepsilon_1$</td>
<td>0.924</td>
<td>-</td>
<td>0.924</td>
</tr>
<tr>
<td>$\varepsilon_2$</td>
<td>0.841</td>
<td>-</td>
<td>0.841</td>
</tr>
</tbody>
</table>
IV. DISCUSSION

1. Characteristics of Respondents

a. Gender

The gender characteristics of the participants were dominated by women as many as 37 respondents (90.2%). The majority of nurses in the inpatient room of RSUD Panembahan Senopati Bantul are female. In general, female nurses have a more conscientious and nurturing attitude in providing services. And the work of nurses itself is more often occupied by women so that the services and nursing care provided are maximized so that they can improve better performance.

b. Age

The age characteristics of the respondents were dominated by the age of 26-30 years as many as 22 respondents (53.7%). The majority of respondents are in average productive age. This shows that in that age range the morale and responsibility for work is very high even though they do not have much experience in their work. In addition, in their productive age, nurses are more innovative and creative in creating and making new ideas to improve their performance and the hospital where they work.

c. Employment Status

The employment status of respondents in this study, the majority of nurses at Panembahan Senopati Bantul Hospital, were civil servants, as many as 30 respondents (73.2%). This happened because when the research was carried out there was a change in policy requiring nurses to become civil servants, to be able to work at the RSUD Panembahan Senopati Bantul.

d. Recent Education

The most recent education of respondents in this study was D3, namely 31 respondents (75.6%). Education is often seen as a condition that reflects a person's intellectual and abilities. D3 education is a practical education that emphasizes expertise and capabilities, so that in providing service it is hoped that it can be more competent and professional according to existing standards.

e. Working Time

The working period of the respondents varied with the majority having a work period of 1-2 years and more than 4 years, as many as 8 respondents each (19.5%). This shows the persistence of respondents in pursuing their work as nurses at Bantul Hospital. With a long working period, it is hoped that the nurse will have a lot of experience so that they can improve their performance and innovate in their work.

f. Patient wards

Inpatient room where the respondent works every day, it is found that the majority of nurses work in adult inpatient rooms, namely 11 respondents (26.8%). Respondents from the four inpatient rooms did not have a significant difference in number so that the data obtained varied and objective answers to each question given because the workload of each inpatient room was different.

g. Leadership Style

Leadership style is a leader's way of bringing his subordinates to maximum performance, in accordance with the expected work goals. From the inpatient ward at Panembahan Senopati Bantul Hospital, it is known that there are several different leadership styles such as directive, participative, and delegative. Directive leadership is a leader who focuses power and decision-making for himself, a leader arranges complicated work situations for nurses, who do whatever he is told. Participatory leadership is defined as equal strength and sharing in problem solving with subordinates through consultation before making decisions. Delegative leadership is a leadership style that is
carried out by the leader to his subordinates who have the ability, so that they can carry out their activities for a while, it cannot be done by the leadership for various reasons.

h. Nurse Performance

Nurse performance is a series of activities of nurses who have competencies that can be used and demonstrated from the hassle of applying knowledge, skills and effective considerations in providing nursing care. Nurse performance can be improved by providing incentives or rewards to outstanding nurses, so that nurses will be motivated to improve their performance because nurse performance is important for the quality of progress and quality of the hospital. This also proves that motivation plays an important role in increasing job satisfaction and performance of nurses (Miswan, 2012). There is no reward system if there are nurses in the inpatient room at Panembahan Senopati Bantul Hospital who excel and there are policies that are considered detrimental to nurses so that they can reduce the performance of nurses (Hakim, Sugiyanto and Irawati, 2015).

2. Path Analysis Testing

The results of this study prove that leadership style and motivation have a positive and significant effect on the performance of nurses at Panembahan Senopati Bantul Hospital, meaning that leadership is an effort to influence many people through the communication process to achieve organizational goals, in order to achieve goals and make work plans, provide direction and work motivation as well as supervise organizational members so that can reach organizational targets (Hakim, Sugiyanto and Irawati, 2015).

From outcome of this research, it was found that guidance way and labor motive can own a significant influence toward implementation inpatient nurses. This means that work motivation is very important for improving good performance and neglect of obligations at the workplace or organization will cause fatal losses. Work motivation referred to in this study is measured by 3 (three) indicators, namely motives, expectations and incentives. Outcome of this research shows the three indicators there is only one indicator that has an average answer to disagree, namely the incentive indicator. Lack of incentives for employees will affect nurses 'motivation so that it will have an impact on nurses' performance.

This also means that chief's conduct is the crucial elements which can influence implementation Close relationships and reciprocal assist within teammates and with chief are very important and have a significant connection within employee implementation, the better the leader is in supervising employees, the better the employee's performance in doing his job, and vice versa (Miswan, 2012).

Based on this study, it was found that the indirect effect of leadership style on performance through the medium of work motivation was stronger at 0.12288 compared to the direct outcome of guidance way towards nurse implementation 0.330. However, directly impact of guidance way on nurse implementation has stronger effect on work motivation by 0.384 compared to the direct impact of guidance way on nurse performance or labor motive on nurse implementation. This means that a leadership style that always motivates employees, communicates well and provides rewards and bonuses as well as pressure that triggers the motivation of nurses to improve the performance of these nurses.

Based on the results of the path analysis, it is proven that the leadership style has a strong impact on labor motive, by comparing value by its direct effect. Leadership style also has a large indirect effect on nurse performance through work motivation. This is consistent with SEM analysis in previous studies, the performance of employees or nurses is influenced by commitment, leadership and motivation. These three factors have a specific and important impact on manager work (Aini, 2018). From the review, it is found that the value of the direct influence between leadership style on work motivation is smaller than the value of the indirect effect. From the conclusion of this research's results, this known that work motivation has a contribution or influence that is almost the same as the guidance way of the inpatient ward chief in influencing the implementation and performance of nurses in inpatient ward at RSUD Panembahan Senopati Bantul. This illustrates that the role of the agency here is very important to maintain the level of work motivation or better yet to increase the work motivation of its employees. How is the leadership style of an inpatient head in leading and treating employees and the awards given so as to increase work motivation and willingness to work of inpatient nurses that encourage maximum performance.

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The application of a leadership style is able to trigger a large enough work motivation for the nurses in the RSUD Panembahan Senopati Bantul. This can be seen from the relationship between the two variables of 0.384 and unidirectional where the observed effect is 14.7%. The leadership style has a strong enough relationship with the nurse's performance that is equal to 0.330. The observed direct effect was 20.5%, and the observed indirect effect (through the work motivation variable) was 29.2%. Work motivation has a strong relationship with the nurse's performance, which is 0.320. The direct effect that was observed was 19.9%.

Motivation is the element among the powerful impact on nurse’s implementation. Motivation is powerful influencing factor on nurse’s implementation. The heavy impact behind motive is responsibility and guidance. The strong influence of work motivation with performance because individuals need encouragement to do and achieve a goal. A strong organizational or hospital commitment makes individuals or nurses in the hospital provide the best for their workplaces (Aini, 2017). The leader in the hospital, namely the head of the inpatient room, includes the nurse in every decision, of course subordinates will feel appreciated for getting the same opportunity in determining policies in the hospital so that this motivates nurses to provide maximum performance. The application of a leadership style that is in accordance with the character of the nurse, the job and the existing conditions can make a big contribution to improving the performance of nurses. The balance of nurse performance in terms of work performance, responsibility, obedience, honesty and good teamwork between the head of the inpatient room and fellow nurses will encourage good performance (Aini and Sosilo, 2014). If this continues, it will make the patients in the inpatient room at RSUD Panembahan Senopati Bantul feel satisfied with the performance given.

V. CONCLUSIONS
1. The result of this research is a specific and notable impact towards leadership approach of the inpatient ward chief againsts work motivation of nurses at inpatient ward of the RSUD Panembahan Senopati Bantul.
2. The result of this research is a specific and notable impact towards leadership approach of the inpatient ward chief on the implementation of nurses at inpatient ward of the RSUD Panembahan Senopati Bantul.
3. There is a positive and significant effect of labor motive on the implementation of nurses at inpatient ward of the RSUD Panembahan Senopati Bantul.

REFERENCES