The Influence of Leadership and Satisfaction Work on..

by Sunardi Sunardi

The Influence of Leadership and Satisfaction Work on Nursing Performance Through Motivation as an Intervening at a Public Hospital

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ABSTRACT

This study examines four variables namely leadership style, job satisfaction, motivation, and nurse performance. The purpose of this study is to analyze and explain the effect of leadership and job satisfaction on nurse performance by testing individual motivation as intervening. The research respondents were nurses with government employees who worked at Regional Public Hospital (RSUD) Dr. Wahidin Sudiro Husodo Mojokerto city, Indonesia. A total of 117 were sampled for this study. The analysis technique is descriptive and linear regression for confirmation on a structural equation model built by the researcher. The quantitative approach was chosen to explain the influence between research variables. Data collection used a questionnaire. The results of this study found that the leadership style had led to individual motivational behaviour which ultimately had a positive impact on nurse performance. Nurse Job satisfaction affects individual motivation and nurse performance.

Keywords: Leadership Style, Job Satisfaction, Motivation, Nurse Performance

INTRODUCTION

Hospital is a health service institution that organizes health services for the community and provides inpatient, outpatient, and emergency services and has medical staff and medical support that has competence by statutory provisions (RI Law No. 44, 2009). Good service is a manifestation of the success of human resources at the hospital.

Regional Public Hospital (Dr. Wahidin Sudiro Husodo) is the only government hospital in the city of Mojokerto and is a type B general hospital and is a referral center for all Public health centers, type C and type D hospitals in Mojokerto area. Thus, the role of this hospital has a big responsibility in terms of better service compared to the referring hospital. Competence Human resources and equipment are the key to the success of health care problems.

Nurses are the most human resources in health service work in hospitals. Nurses are ready to help patients at any time and most of them work extra hours beyond standard hours. Nurses work in turns and continue to provide comprehensive and professional nursing care (Department of Health, 1994).

In the current era of globalization, consumers, in this case, our patients, free to determine which service products are relevant to their desires, patients are more oriented to the level of service and affordable prices (Respati,2010). Hospital management always strives to improve employee performance including nurses. The performance of nurses is demanded to perform optimally for health services and the satisfaction of patients and their families first. To improve the performance of

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nurse hospital management must find and find out what factors influence it. In general, the factors that influence performance are internal and external. Internal factors are factors that originate in nurses, for example, intellectual ability, work discipline, work experience, job satisfaction, educational background, and motivation. External factors are factors supporting work as nurses from the environment in which they work, such as leadership style, career development, work environment, training, compensation, and management systems in the company (Hasibuan,2017).

This research, starting from the curiosity that is one of the opinions of Hasibuan (2017) about internal and external factors is a theoretical problem for hospitals in the Regional Public Hospital (Dr. Wahidin Sudiro Husodo). Researchers are interested in testing external factors namely Leadership Style and internal factors namely Job Satisfaction as exogenous factors causing Nurse Performance. Some facts show that hospital success is largely determined by the Leadership Style. Many of the hospital managements fail and are taken over by third parties due to leadership factors. Besides, job satisfaction of employees in all business and non-business organizations is a key consideration for accelerating performance.

The results of empirical studies on the influence of leadership style and job satisfaction on employee performance show different results. Profita et al. (2017) and Iqbal et al. (2015) proved that leadership style has a significant effect on employee performance. The results of Sukarja and Machasin's research (2015); Salutondok and Soegoto (2015); Sari and Hendro (2017) prove that leadership does not affect employee performance. This *research gap* encourages researchers to find out the right position between leadership style and individual performance, especially in hospitals.

Besides, the relationship between job satisfaction and performance is also unclear in previous empirical studies. The results of research by Chugtai and Zafar (2006), Al-Hussami (2008), Mrayyan and AlFaouri (2008), Al-Ahmadi (2009) and Khan et al. (2010) explain and prove there is a positive influence between job satisfaction and employee performance. This opinion is opposed by research conducted by Petty et al. (1984), Crossman and Zaki (2003), Muthuveloo and Rose (2005) and Chen et al. (2007) prove that there is no relationship of job satisfaction on employee performance, this happens because there is a unique phenomenon that is not informed.

Explanation of gap research on the influence of leadership and job satisfaction on individual performance, then individual motivation becomes a solution that is expected to solve theoretical problems. Therefore, a structural equation model needs to be built in this study. This study places individual motivation as an intervening variable. The individual motivation as a target to be achieved by the leadership style and job satisfaction of employees to improve the performance of nurses in the hospital.

Based on the phenomenon explained that the nurse's performance target of the General Hospital (Dr. Wahidin Sudiro Husodo) is targeting achievement for several performance indicators in the range of 90%. This number is a perfect number of nurse performance. The achievement of the success of nurses' performance in the range of 80-81% each year. This figure is quite good for a hospital management measure. The implementation of human resource management in hospitals is included in the successful category. This study wants to test the truth of individual motivation as an effect that can affect nurses' performance by considering other effects namely leadership style and job satisfaction of nurses in hospitals.

LITERATURE REVIEW

Nurse Performance

Nurse performance is the activity of nurses to carry out well on an authority, duties, and responsibilities to achieve the objectives of the main tasks of the profession as a nurse and also to realize the goals and objectives of the organization. According to the Regulation of the Minister of Health of the Republic of Indonesia Number 1 of 2019 the performance evaluation of nurses consists of achieving performance targets and work behavior. Performance targets include work plans and targets to be achieved by a government employee. Work behavior includes behavior, attitudes or actions taken by government employees or not doing something that should be done by statutory provisions.

Motivation

Motivation is a psychological characteristic of humans that contributes to one's level of commitment. This includes the factors that cause, channel, and maintain human behavior in a particular direction of determination (Suarli,2009). Landy and Becker (1987) classify many modern approaches to motivational theory and practice, one of which is Achievement Theory

(McClelland). He proposes that individual needs are obtained over time and are shaped by one's life experience. Achievement Theory describes three types of motivational needs namely Need for Achievement, Need for Affiliation and Need for Power.

Leadership

Leadership, in general, can be interpreted as art, influence, or the process of influencing others. So that requires willingness and effort toward achieving an organizational goal. So leadership is defined as someone who has the task to direct and guide subordinates and be able to get support from subordinates so that it is easy to move subordinates towards achieving an organizational goal (Mangkunegara,2006). A person's leadership style tends to be very varied and different. According to the experts, several leadership styles can be applied in organizations, one of which is the leadership style according to Robert House. This theory tries to explain how the behavior of a leader affects the satisfaction and performance of subordinates (House,1971). By House(1971) put forward four leadership styles, namely: Directive, Supportive, Participatory, and Achievement-Oriented.

Job Satisfaction

According to Luthans (2006), Job satisfaction is a pleasant state or positive emotion resulting from the assessment of one's work or work experience. According to Smith et al. (1969), there are several dimensions of job satisfaction that are used to express important characteristics regarding work. These indicators include Supervision, Coworkers, Promotions and Salaries / Pay.
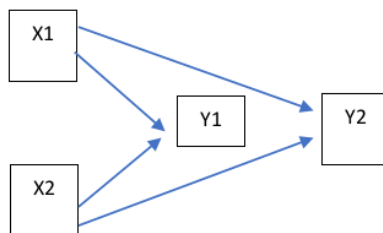
Research conceptual framework

Image1. Structural Equation Model

Note: X1= Leadership style; X2= Job satisfaction; Y1= Individual Motivation; Y2= Nurse Performance

RESEARCH METHODS

Research Design

The design of this study is quantitative with two research hypotheses. Description analysis is used to explain the description of each variable under study and multiple linear regression analysis is used to determine the effect between the variables tested. The questionnaire was used to collect primary data. Respondents only chose five answers according to the Likert scale on choice 1 is strongly disagree, 2 disagrees, 3 is neutral, 4 agrees and choice 5 strongly agrees.

Population and Sample

The research respondents were all civil servant nurses who worked in hospitals as many as 165 nurses. The study was conducted in the period of 6 January 2020 to 10 January 2020. The Solving formula is used to determine the sample by considering an error rate of 5% so that a sample of 117 respondents from a population of 165 nurses is obtained. The sampling technique uses a simple random sampling technique with the consideration that each nurse has the same opportunity to answer the research questionnaire.

Variables and Indicators

Leadership style is measured by four indicators namely directive leadership style, supportive leadership style, participative leadership style, and achievement-oriented leadership style. Job satisfaction is measured by five indicators namely the job itself, salary, promotion opportunities, coworkers, and superiors. Motivation is measured by three indicators namely the need for achievement, the need for affiliation, the need for power, while the nurse's performance is measured by two indicators

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namely performance goals and work behavior. The structure of variables, indicators and the number of research instruments is presented in Table 1.

Table 1. Variables, indicators, and research instruments

Variables and Indicators	Number of instruments
Leadership style (x_1)	
Directive leadership style ($x_{1,1}$)	5
Supportive leadership style ($x_{1,2}$)	5
Participative leadership style ($x_{1,3}$)	5
Achievement oriented leadership style ($x_{1,4}$)	4
Job satisfaction (x_2)	
The job itself ($x_{2,1}$)	4
Salary ($x_{2,2}$)	3
Promotion opportunities ($x_{2,3}$)	4
Coworkers ($x_{2,4}$)	3
Superiors ($x_{2,5}$)	3
Motivation (y_1)	
The need for achievement ($y_{1,1}$)	5
The need for affiliation ($y_{1,2}$)	5
The need for power ($y_{1,3}$)	5
Nurse performance (y_2)	
Performance goals ($y_{2,1}$)	10
Work behavior ($y_{2,2}$)	5
Total	66

RESEARCH RESULT

Profile of respondents

The hospital (Dr.Wahidin Sudiro Husodo) in the city of Mojokerto is a health service institution that organizes health care activities by prioritizing treatment and recovery without neglecting the improvement of health and prevention of diseases carried out through the provision of inpatient, outpatient, emergency, medical treatment services, and medical support. The researcher measures respondents' perceptions about leadership style, job satisfaction, and motivation as intervening variables on nurse performance. The data collected were 117 questionnaire units. The profile of respondents is presented in Table 2.

Table 2. Profile of Respondents

Age	%	Level of education	%
21-30 years	18,8	Associate Degree (D3)	27,4
31-40 years	67,5	Bachelor (S1)	72,6
41-50 years	13,7		
Gender	%		
Male	24,8		
Female	75,2		

Most respondents are women, in the age range of 31 to 40 years means that respondents are at a high level of maturity with a good level of intelligence that is mostly educated graduates.

Analysis Result Description

Analysis of data processing using the SPSS (Statistical Package for Social Science) program. There are four research variables, 12 indicators, and 66 instruments in total. The results of testing the validity and reliability for 66 items proved to be valid as evidenced by the probability that each instrument did not exceed the error rate of 5%, meaning that the respondent

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understood the purpose of the measurements contained in the questionnaire (See Appendix). The reliability test results of the research instrument show a good level of reliability is evident from the Chronbach alpha value does not exceed the value of the r table (0.181). The results of the descriptive analysis for each research variable, indicators, and 66 research instruments are presented in the appendix.

The description of respondent perception can be analyzed from the average value generated by the indicators and instrument items. The indicator that best describes leadership style variables is a supportive leadership style, especially in establishing communication with nurses and in developing a more familial atmosphere in the work environment. The indicator that best describes the variable job satisfaction, namely coworkers is reflected in good communication between coworkers. For individual motivation variables, the indicator that best describes individual motivation is the motivation for affiliated needs, reflected in the ability of nurses to establish relationships with coworkers and patients. For nurse performance variables, the main indicator that can explain nurse performance is the ability of nurses to determine work goals. This is evident in the ability of nurses to do nursing work, especially in patients and patients' families.

Results of linear regression analysis

To build a structural equation model, a regression is carried out twice. The results of the regression model equation are as follows:

The first multiple linear regression model: $Y1=0,316X1+0,289X2+ e1$

The second multiple linear regression model: $Y2=0,158X1+0,295X2+ 0,381Y1+ e2$

Note:

X1= Leadership Style;
X2= Job satisfaction;
Y1= Individual Motivation;
Y2= Nurse Performance

The results of the structural equation model are presented in Figure 2.
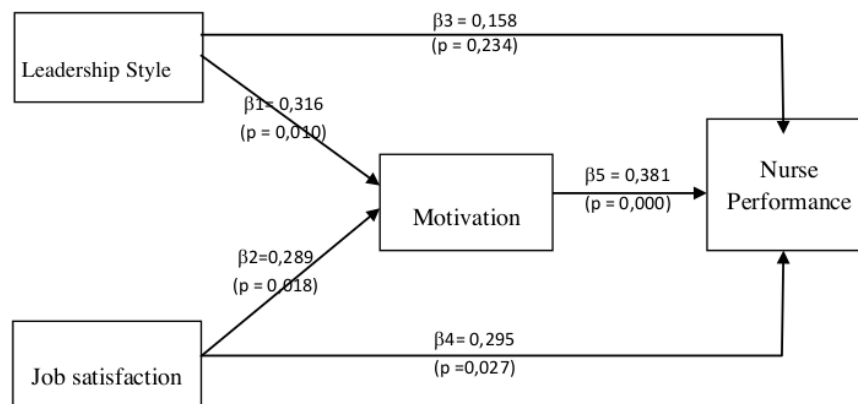
There are five regression coefficients in the structural equation model above. The leadership style regression coefficient on nurse performance showed no significant effect, while the other four regression coefficients showed a significant effect. The results of the path analysis evaluation are presented in Table 2.

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Table 2. Results of path analysis

Variable			Coefficients			result
Independent	Mediasi	Dependen	direct	indirect	Total	
Leadership Style →	Motivation	-	$0,316^*$	-	-	H1 accepted
Job satisfaction →	Motivation	-	$0,289^*$	-	-	H1 accepted
Leadership Style →	-	Nurse Performance	$0,158$	-	-	H2 rejected
Job satisfaction →	-	Nurse Performance	$0,295^*$	-	-	H2 rejected
	Motivation →	Nurse Performance	$0,381^*$	-		H2 rejected
Leadership Style →	Motivation→	Nurse Performance	$0,158$	$0,316^* \times 0,381^* = 0,120^*$	$0,120^*$	
Job satisfaction →	Motivation →	Nurse Performance	$0,295^*$	$0,289^* \times 0,381^* = 0,110^*$	$0,405^*$	

Note:
Significant level (p) less than 5%
Path X1 to Y2 shows no significant effect, so the coefficient value of 0.158 is considered Null

$(\beta3 = 0$ or H0 is accepted) so this path is not calculated.

DISCUSSION

Leadership Style, Job Satisfaction and Motivation

Confirmation of the first hypothesis shows leadership style influences motivation; supportive leaders make nurses cooperative towards their responsibilities because nurses feel valued. One way for leaders to increase nurse motivation is to have regular meetings every morning. It aims to discuss the patient's condition. In other leadership styles, the head of the room often gives praise to nurses who are performing well. This compliment affects the comfort of the nurse and they feel valued. Besides, the impact on the motivation of individual nurses is to work better. The results of this study are in line with the results of research Rizqiyah et al. (2013) which proves that there is an influence of supportive leadership style on employee work motivation.

The first hypothesis confirmation proposes that job satisfaction influences the motivation of individual nurses. The results of this study indicate that job satisfaction with coworkers has a positive effect on nurse motivation to make interactions with colleagues and patients in the hospital environment where they work. The findings of this study are in line with Afifah's research (2017) which proves that the welfare of the people is significantly positive and significantly motivates the motivation of the relative welfare.

Leadership Style, Job Satisfaction, Individual Motivation, and Nurse Performance

The test results show that the leadership style does not affect nurse performance. This finding shows the phenomenon in the hospital that the directive, supportive, participatory and achievement orientation leadership style that was carried out by the leadership in the hospital proved to not affect nurses' performance. This means that nurses directly do not need a leadership style. Nurses need stimulants, namely individual motivation to interact with colleagues rather than leadership style. Hospital management systems have succeeded in creating job satisfaction with nurses' work, salaries, and promotions so that they do not directly need leadership models/styles.

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On the other hand, this study is interesting that the application of leadership styles that occur in hospitals has proven to lead to nurses' motivation to interact with colleagues and patients. This interaction has a positive impact on the performance of nurses to complete the goals of nursing work. The relationship between leadership style and nurse performance is in line with research conducted by Hidayat (2011) research which says leadership style does not have a significant effect on performance.

The relationship between job satisfaction and nurse performance proves that there is an influence. This shows that organizations with more satisfied nurses have a higher level of performance than less satisfied nurses. The results of this study support previous research conducted by Al-Ahmadi (2009); Al-Hussami, (2008); Mrayyan & AlFaouri (2008); there is a positive relationship between job satisfaction and employee performance. The interesting thing is the nurse's job satisfaction for coworkers has an impact on individual motivation to establish good relationships with colleagues. This activity is proven to have an impact on the performance of nurses to complete their work goals.

CONCLUSIONS AND RECOMMENDATIONS

The results of the study prove that the leadership style in the hospital under study leads to individual motivation and ultimately has an impact on nurse performance. Leadership style directly has no impact on nurse performance. Nurse job satisfaction has a direct impact on nurse performance. Job satisfaction can grow individual motivation and ultimately have an impact on nurse performance. The management system in the hospital is suspected to have been able to create nurse job satisfaction. For this reason, researchers are advised to conduct an in-depth study of management systems such as quality control groups or the implementation of total quality management, which is primarily a system of continuous improvement and the commitment of leaders. So the following modeling that researchers suggest is presented in Figure 3.
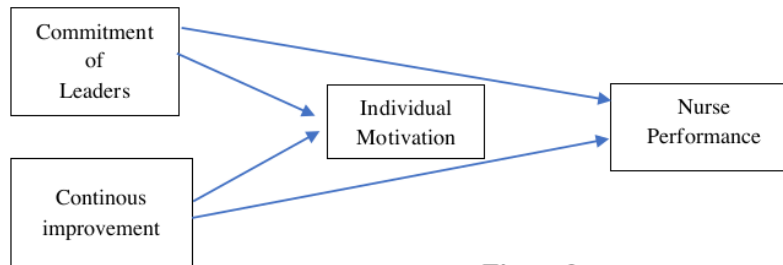

Figure 3
Structural Equation Model Proposal

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Appendix

The test results and the descriptive analysis instruments

Variables and Indicators	Instrument's code	Correlation coefficient	The reliability coefficient	mean	
Leadership style (X1)			0, 9579	4.03	
Directive Leadership Style (X1.1)	X1.1.1	.894		4.06	4.08
	X1.1.2	0,893		4.08	
	X1.1.3	.894		4.03	
	X1.1.4	0.865		4.09	
	X1.1.5	0,862		4.15	
Supportive Leadership Style (X1.2)	X1.2.1	.921		4.17	4.14
	X1.2.2	0.907		4.16	
	X1.2.3	0.847		4.16	
	X1.2.4	.902		4,05	
	X1.2.5	0.802		4.17	
Participative Leadership Style (X1.3)	X1.3.1	.852		4.00	4.02
	X1.3.2	0.884		3.92	
	X1.3.3	0,906		4.10	
	X1.3.4	.902		4.00	
	X1.3.5	0,844		4.07	
Achievement Orientated Leadership Style (X1.4)	X1.4.1	0.799		3.62	3.89
	X1.4.2	0.901		4.00	
	X1.4.3	.914		3.92	
	X1.4.4	0.895		4.01	
Job Satisfaction (X2)			.9042	3.93	
The job Itself (X2.1)	X2.1.1	.774		4.20	4.06
	X2.1.2	0.915		4.10	
	X2.1.3	0.872		4.11	
	X2.1.4	0.805		3.84	
Salary (X2.2)	X2.2.1	0.827		3.67	
	X2.2.2	0.911		3.58	3.58
	X2.2.3	0,877		3.47	
Promotion opportunities (X2.3)	X2.3.1	.434		3.92	
	X2.3.2	0.817		3.61	3.69
	X2.3.3	0.876		3.66	
	X2.3.4	.871		3.56	
Coworkers (X2.4)	X2.4.1	0.905		4.21	
	X2.4.2	0.941		4.28	4.24
	X2.4.3	0.905		4.23	
Superiors (X2.5)	X2.5.1	0.867		4.00	
	X2.5.2	0.931		4.11	4.08
	X2.5.3	.923		4.13	
Motivation (Y1)			0.8730	3.73	
The need for achievement (Y 1.1)	Y1.1.1	0,729		4.24	
	Y1.1.2	.838		3.71	
	Y1.1.3	0.785		4.16	3.98
	Y1.1.4	0.862		4.04	
	Y1.1.5	0,548		3.76	
The need for affiliation (Y1.2)	Y1.2.1	0.717		4.12	
	Y1.2.2	.673		3.64	4.00
	Y1.2.3	.788		4.11	

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	Y1.2.4	0.776		4.01	
	Y1.2.5	.757		4.09	
The need for power (Y1.3)	Y1.3.1	.808		3.02	
	Y1.3.2	0.821		3.17	
	Y1.3.3	.834		3.26	3.22
	Y1.3.4	.864		3.09	
	Y1.3.5	0,703		3.53	
Nurse Performance (Y2)			.6259	4.30	
Performance goals (Y2.1)	Y2.1.1	.777		4.64	
	Y2.1.2	0.345		4.41	
	Y2.1.3	.563		4.23	
	Y2.1.4	0.432		4.24	
	Y2.1.5	0,478		4.29	4.24
	Y2.1.6	0.481		4.13	
	Y2.1.7	0.513		4,05	
	Y2.1.8	.443		4.39	
	Y2.1.9	0,459		4.02	
	Y2.1.10	.419		3.97	
Work Behavior (Y2.2)	Y2.2.1	0.847		4.47	
	Y2.2.2	.811		4.44	
	Y2.2.3	0.722		4.22	4.36
	Y2.2.4	.793		4.29	
	Y2.2.5	.786		4.41	
r table ($\alpha = 0.05$; df = 117) was 0.181					

Note:

Leadership style (X1)		
Directive Leadership Style (X1.1) [7]	X1.1.1	My supervisor gives direct work directives
	X1.1.2	My supervisor explained what had to be
	X1.1.3	My supervisor gave instructions to the employees
	X1.1.4	My supervisor is being firm in making decisions
	X1.1.5	My supervisor involves the nurse in asking for advice/opinions
Supportive Leadership Style (X1.2) [7]	X1.2.1	My supervisor established communication with the nurses
	X1.2.2	My supervisor maintains a friendly working relationship with nurses
	X1.2.3	The supervisor provides work solutions when there are questions from nurses
	X1.2.4	My supervisor creates a pleasant working atmosphere
	X1.2.5	Supervisor develop a more familial atmosphere in the work environment
Participatory Leadership Style (X1.3) [20]	X1.3.1	Supervisor consider information from nurses in decision making
	X1.3.2	My supervisor involves subordinates in making a decision
	X1.3.3	The supervisor is responsible for decision making
	X1.3.4	My supervisor increased the nurse's ability to complete work assignments

	X1.3.5	My supervisor provides an opportunity for nurses to complete work assignments independently
Achievement Orientation Leadership Style (X1.4)	X1.4.1	My supervisor gave a challenging job to the nurse
	X1.4.2	The supervisor advises on performance to nurses
	X1.4.3	The supervisor gives direction on the achievement of minimum performance standards
	X1.4.4	Supervisor motivate nurses to work optimally
Job Satisfaction (X2)		
Work Itself (X2.1)	X2.1.1	Work experience adds better work techniques.
	X2.1.2	There is an opportunity to be creative at work
	X2.1.3	I was given responsibilities that were within my capabilities.
	X2.1.4	I feel there is career development in this work.
Salary (X2.2)	X2.2.1	Basic needs are fulfilled from my monthly salary
	X2.2.2	The reward system established by the hospital is my sacrifice.
	X2.2.3	I get a plaque award and compensation for achievement.
Promotion opportunities (X2.3)	X2.3.1	The opportunity to take part in training made my ability to work increase.
	X2.3.2	Hospitals provide opportunities for higher positions
	X2.3.3	The promotion system encouraged me to work more diligently.
	X2.3.4	I tried my best to complete my hospital duties to get a promotion
Coworkers (X2.4)	X2.4.1	Coworkers help each other when working
	X2.4.2	There is good communication between colleagues
	X2.4.3	My coworkers provide support and work-related advice.
Superior (X2.5)	X2.5.1	My supervisor oversees my work.
	X2.5.2	My supervisor can give advice and help when I have difficulties.
	X2.5.3	My supervisor can communicate well in the context of explaining work
Motivation (Y1)		
Need for achievement (Y 1.1)	Y1.1.1	I try earnestly to achieve the targets given.
	Y1.1.2	I enjoy challenging targets
	Y1.1.3	I want to add insight into the effort to achieve the target
	Y1.1.4	I like to set goals and achieve realistic goals.
	Y1.1.5	The hospital appreciated high work performance.
Needs affiliation (Y1.2)	Y1.2.1	I interact with people around about various things
	Y1.2.2	I am liked by others
	Y1.2.3	I build close relationships with colleagues and patients.

	Y1.2.4	I enjoy being part of groups in organizations.
	Y1.2.5	I enjoy working with others rather than working alone.
Need for power (Y1.3)	Y1.3.1	I enjoy the competition and victory.
	Y1.3.2	I have the urge to be responsible for work to get a promotion.
	Y1.3.3	I can influence colleagues and patients
	Y1.3.4	I worked hard to get a promotion.
	Y1.3.5	The hospital gave me a position that matched my work.
Nurses Performance (Y2)		
Target Performance (Y2.1)	Y2.1.1	I do nursing studies on patients
	Y2.1.2	I did a nursing study on the patient's family
	Y2.1.3	I give consultation on basic/advanced nursing assessment data
	Y2.1.4	I prioritize nursing diagnoses
	Y2.1.5	I do health education for patients/individuals
	Y2.1.6	I teach you how to improve the health of patients' family members
	Y2.1.7	I provide an opportunity to consult in terms of providing special/problematic nursing care
	Y2.1.8	I facilitate a safe and comfortable environment for patients
	Y2.1.9	I provide direction, example, and reprimand to nurses who do not carry out their obligations when serving as supervision
	Y2.1.10	I made a plan for the nurse's activity program
Work Behavior (Y2.2)	Y2.2.1	I completed the service as well as possible with a polite and very satisfying attitude
	Y2.2.2	I am honest, sincere, and never abuse my authority in carrying out my duties, and dare to bear the risk of the actions I take
	Y2.2.3	I tried hard to carry out my duties and put the interests of the hospital ahead of personal interests.
	Y2.2.4	I obey the provisions of working hours and be able to store and maintain the goods belonging to the hospital entrusted to me as well as possible
	Y2.2.5	I can work with colleagues and superiors in completing work.

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