

Leadership Relationship of The Head of Nursing with The Motivation of The Work of Implementing Nurses in North Sumatra Lung Special Hospital in 2021

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ABSTRACT

Leadership is the ability to give constructive influence to others to make a cooperative effort to achieve a planned goal. Motivation is something that is strength, energy, or power, or a complex situation and preparedness is an impulse in an individual to move towards a specific goal. A nurse's motivation can also experience changes caused by factors that affect her. The purpose of this study was to analyze the relationship between the leadership of the head of nursing to the motivation of the work of the implementing nurse at the North Sumatra Lung Special Hospital. This research is an analytical survey research using the cross-sectional method. The population in this study was 53 nurses. The sampling technique used is the total population. Data analysis using univariate, bivariate analysis with Chi-Square test of Chi-Square person value to multivariate. Statistic test results with analysis there is a relationship between the leadership of a nursing head based on the soft skills of respondents $\rho = 0.012$ and hard skills respondents with a value of $\rho = 0.004$ (ρ value < 0.05) with the motivation of the work of the implementing nurse at the Lung Special Hospital North Sumatra. The test results concluded there was a significant relationship between the leadership of the head of nursing and the motivation of the work of the implementing nurse at the North Sumatra Lung Special Hospital. It is recommended to further increase the motivation of workers in order to achieve the vision and mission of the hospital and increase the sense of responsibility of nurses to the tasks carried out.

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1. Introduction

Hospitals are health care institutions that provide individual health services in a plenary manner that provide inpatient, outpatient and emergency services. The basic fact of the hospital is the fulfillment of the needs and demands of patients who expect to solve their health problems in the hospital. Patients see that only hospitals are able to provide medical services as an effort to heal and recover the pain they suffer. Patients expect a ready, fast, responsive, and comfortable service to patient disease complaints (Listiyono, 2015).

Hospitals and nurses are two things that cannot be separated. Nurses play a major role in running the wheel of life on hospital services. If the nurse has high productivity and motivation, then the wheel rate will run well, which will eventually result in good performance and achievement for the hospital. On the other hand, the wheels do not work well if the nurse works unproductively, meaning that the nurse does not have a high spirit of work, is not tenacious in working and has a low morale (Ministry of Health RI, 2018).

Suyanto (2011) stated that the scope of nursing management is in health care management and nursing care management. Nursing service management is a service in a hospital managed by the field of care through three levels of heading, namely top management (head of nursing), middle management (head of service unit or supervisor), and lower management (head of care room). The success of nursing services is strongly influenced by the head of nursing in carrying out its role and function. Structurally the head of nursing is as a leader and as the head of his field. The head of nursing must be able to create a conducive work culture, support each other, strengthen each other's energy to provide optimal services to the community. In carrying out the head function, the head of nursing must be able to meet the needs of patients and families through the implementing nurse.

Based on research conducted by Arif (2011) showed that the majority of implementing nurses perceive the head of the room has participatory leadership (53.4%), the majority of implementing nurses have high work motivation (70.5%), moderate motivation (29.5%), and no low work motivation.

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Medan Lung Special Hospital is the only lung-specific hospital in North Sumatra Province. North Sumatra Lung Special Hospital has outpatient and inpatient facilities, divided into Outpatient Installation, Inpatient Installation, Emergency Installation, Intensive Care Installation, Radiology Installation, Pharmaceutical Installation, Nutrition Installation, Medical Rehabilitation Installation, and Laboratory Installation. North Sumatra Lung Special Hospital is supported by 150 human resources who are civil servants consisting of various educational backgrounds, with the largest number of human resources is the nursing department as many as 53 people among others work as implementing nurses as many as 10 people who work in the inpatient room and 27 people are in outpatient services and the ER as many as 16 people. The head's function in handling nursing services in the inpatient room is coordinated by the head of the inpatient room and is directly responsible to the head of nursing through the head of the nursing section (Profile of Medan Lung Special Hospital, 2020).

One of the missions and visions owned by the Special Hospital paru North Sumatra is to improve the service of both quality and quantity of support capacity (governance, infrastructure and human resources) provided by the hospital to patients through improved service delivery, one of which is done by nurses. Nurses as health care providers in patients have a large role in determining the success of treatment, one of which is treatment in TB patients. Nurse behavior will affect the patient's behavior in integrating TB therapy program in daily life.

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Data of North Sumatra Lung Special Hospital in 2019 with the total number of patients visited as many as 13,480 people. Tb patient visit data is the most outpatient visits of 8,005 people (59.3%) with the achievement of healing 3,689 people (27.3%) and disconnected 4,316 people (32%). Data in 2020 decreased with the total number of patients visited by 11,120 people the number of TB visits only 4817 people (43.3%) in the third quarter (July - September) to the fourth quarter (October - December) with the achievement of recovery of 1,939 people (17.4%) and disconnected 2,878 people (25.8%). Other information found regarding outpatient visits was patient complaints obtained through a suggestion box of 30 letters. Of the 30 incoming letters found 85.6% of patients expressed complaints about nursing services, such as unfriendly nurses, empathy, slow service, and nurses not providing nursing care (Profile of Medan Lung Special Hospital, 2020).

Based on a preliminary survey conducted with interviews of 10 implementing nurses at the Lung Special Hospital north Sumatra obtained data that the implementing nurse was dissatisfied working in the hospital, feeling saturated with the work that was- that's all, the communication of the head of nursing, in this case, is the head of nursing with minimal implementing nurses especially in terms of motivating because more often the delivery of information is conveyed through the role tara head of the room, never earned an award from the work that has been achieved so far.

One of the nurses stated about how the motivation of the work of the nurses in the hospital, he also said that there are still other nurses working inappropriately at the time of entry to work, namely often come late and on the way home from work, that often comes home earlier than the schedule has been determined. In terms of division of work, it is not appropriate in every work unit that causes uneven workload of nurses (such as the division of shifts/morning, afternoon, and evening services), and the absence of reprimands from superiors and still the work that is not done. Then regarding the leadership, he said that the leadership is still less assertive in making decisions on the absence of reprimands when nurses arrive late, only sanctions on nurses who do not attend, and lack of oversight in terms of reports carried out.

This can have an impact on the performance achievement indicators of North Sumatra Lung Special Hospital. Not optimal performance of the hospital is certainly related to the leadership with the motivation of the work of health care workers one of them is a nurse. Based on the description above and the existing phenomenon, researchers are interested in researching the leadership

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relationship (judging by the soft skills and hard skills) of the head of nursing with the motivation of the work of the implementing nurse at the North Sumatra Lung Special Hospital.

2. Method

This type of research used is quantitative. The research design used is cross-sectional is research in which measurements or observations are made at the same time on independent and dependent variable data (once at a time). The population in this study is all the implementing nurses who served in the North Sumatra Lung Special Hospital implementing 53 people. The location chosen to be the research site is in the North Sumatra Lung Special Hospital in 2021. The sampling technique used in this study is total sampling. Measuring instruments using questionnaires, Analysis is channeled through SPSS Software Version 20.0.

3. Results and Analysis

3.1. Bivariate analysis

Table 1.

Tabusilang Leadership Relationship of The Head of Nursing With The Motivation of The Working Of Nurses Implementing Special Pulmonary Hospitals North Sumatra Year 2021

Variable	Motivation				Amount		P Value
	Less Good		Good		F	%	
	F	%	F	%			
Soft Skill							
Less Good	18	78,3	5	21,7	23	100,0	0,012
Good Enough	9	47,4	10	52,6	19	100,0	
good	3	27,3	8	72,7	11	100,0	
Hard Skill							
Less Good	13	92,9	1	7,1	14	100,0	0,004
Good Enough	14	41,2	20	58,8	34	100,0	
good	3	60,0	2	40,0	5	100,0	
Amount	30	56,6	23	43,4	53	100,0	

3.2. Analysis

Based on the results of bivariate analysis between variables that include soft skills and hard skills with the motivation of the work of implementing nurses at the North Sumatra Lung Special Hospital found that:

a. Soft Skill

Of the 23 respondents who stated that the leadership of a head of nursing based on soft skills has poor skills with the motivation of the work of the implementing nurse is not good as much as 18 people (78.3%), and good as many as 5 people (21.7%). Of the 19 respondents who stated that the leadership of a head of nursing based on soft skills has good skills with the motivation of the work of the implementing nurse is not good as much as 9 people (47.4%), and good as many as 10 people (52.6%). And of the 11 respondents who stated that the leadership of a head of nursing based on soft skills has good skills with the motivation of the work of the implementing nurse is not good as much as 3 people (27.3%), and good as many as 8 people (72.7%).

The results of the analysis have a significant relationship between the leadership of a nursing head based on the ability of soft skills of respondents with the motivation of the work of implementing nurses at the North Sumatra Lung Special Hospital where using the Chi-Square test where the value of chi-square person has a value of $0.05 < \text{of } 0.012$.

This is by the results of research conducted by Arnis (2016) which suggests that in a health organization, leadership factors play an important role in moving and directing the organization in achieving optimal and sustainable health development goals. The lack of work motivation of nurses of Horas Insani General Hospital in Pematangsiantar city shows that the role of leadership significantly affects work motivation. Arcynthia (2013) also stated that

behavior affects employee performance improvement. This research proves that the ability of leaders can influence employees to do the job according to what is desired (Rivai et al., 2008). The influence exerted by a leader on his subordinates can be seen from his approach to behavior, attitudes, and skills (Ilyas, 2012).

Based on Purwoastuti and Walyani (2015), soft skills play an 80% role in improving the performance of a hospital, where soft skills are the skills of a person who is more concerned with the subtlety or sensitivity of one's feelings to the surrounding environment, the impact resulting from soft skills is invisible, but can still be felt such as polite behavior, discipline, and firmness of heart.

The results showed that soft leadership skills fall into the category of less good, this is accumulated from several predetermined indicators, namely behaving assertive, responsible, motivating, empathizing discipline, and communicating. From the existing indicators, one of the highest indicators of the percentage of respondents who stated that the leadership soft skills are quite good in the communication indicator that is the head of nursing provides understanding to the implementing nurse about the work by the Special Hospital Paru Sumatera Utara. The indicator illustrates that many respondents feel that the leader does not master his field as a leader who should set an example to his subordinates. Whereas a leader, should be able to set an example through words and actions.

The results of the study showed that almost every indicator in the soft skill has a fairly good answer level in the category and the category is not good enough. This is because respondents feel that the current leadership does not meet the expectations of its subordinates. The leader accepts all the opinions of his subordinates, but no changes are made by the opinions given by the subordinates. There is no training provided by the hospital to nurses, the training is only available to nurses who are close to the leadership only, so the nurses in the service feel there is an injustice. In addition, the leader does not fully provide support to subordinates when facing problems in work, the leader does not provide understanding to his subordinates about the work for which he is responsible, and the advice given by subordinates is only accepted without consideration for a need.

b. Hard Skill

Of the 14 respondents who stated that the leadership of a head of nursing based on hard skills has poor skills with the motivation of the work of the implementing nurse is less good as much as 13 people (92.9%), and good as much as 1 person (7.1%). Of the 34 respondents who stated that the leadership of a head of nursing based on hard skills has a good enough ability with the motivation of the work of the implementing nurse is not good as much as 14 people (41.2%), and good as many as 20 people (58.8%). And of the 5 respondents who stated that the leadership of a head of nursing based on hard skills has good skills with the motivation of the work of the implementing nurse is not good as much as 3 people (60.0%), and good as much as 2 people (40.0%).

The results showed that the leadership of a nursing head based on the ability of hard skills (planning, control, organizing, evaluation) has a relationship with the motivation of the work of the implementing nurse at the North Sumatra Lung Special Hospital with a p-value of 0.004. This is in line with research conducted by Islami and Ferdinand (2012), where the results of the research stated that hard skills have a positive and significant effect on the performance of salespeople. The higher the hard skill, the higher the performance produced. This is not by the results of research conducted by Annisa (2018) there is no significant effect on the variable control of work motivation with (value $p = 0.052$) and supervision aspect (value $p = 0.057$) and organizing aspect (value $p = 0.115$) has no significant effect on work motivation.

The results showed that respondents stated that the leadership's hard skills were not good. The results of this study accumulated from several indicators, namely planning, controlling, organizing and evaluating. From the existing indicators, one of the indicators is a fairly high percentage of respondents who state that the leadership's hard skills are good enough to be found in the question of the head of nursing can not control, and supervise activities on various issues related to hospital objectives. The indicator illustrates that the leadership's knowledge of the administration is poor.

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4. Conclusion

Based on research conducted to analyze the relationship between the leadership of the head of nursing and the motivation of the work of the implementing nurse at the Lung Special Hospital of North Sumatra can be concluded as follows:

- a. There is a relationship assessment of soft skills (motivation, communication, discipline, creativity, initiative) of a nursing head to the motivation of the work of implementing nurses at the Lung Special Hospital of North Sumatra.
- b. There is a relationship assessment of the ability of hard skills (planning, control, organizing, evaluation) of a head of nursing to the motivation of the work of nurses implementing the Lung Special Hospital north Sumatra.

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