

Relationship and Nurse Perception about the Leadership of Hospital Director towards Nurses Work Satisfaction at In-patient Installation Ratu Zalecha Hospital, Maratapura

Syamsul Arifin¹, Adenan^{2*}, Khairunnisa³

¹Vice of Dean II and Health Policy Administration Section of Medical Faculty, Lambung Mangkurat University
Banjarbaru City 70714, Indonesia

²Health and Policy Administration Lecturer of Medical Faculty, Lambung Mangkurat University
Banjarbaru City 70714, Indonesia

³Student of Public Health Department Medical Faculty, Lambung Mangkurat University
Banjarbaru City 70714, Indonesia

*corresponding author's email: [oputriandini \[AT\] gmail.com](mailto:oputriandini@gmail.com)

ABSTRACT— Successful hospital is a hospital that is capable of managing human resources, the results of the interviews 45% of nurses said lack of respect, recognition and working conditions they are very delicate and extra responsiveness that sometimes arises feeling lazy at work. Methods of observational analytic study using cross sectional approach. The study population was all paramedics in the number of inpatient sample of 163 nurses using sampling totality. The research instrument was a questionnaire and Analyzed using the chi-square test ($\alpha = 0.05$). The conclusion of this study is that there is a relationship between motivation on the job satisfaction of nurses (p-value = 0.000), and there is a relationship between perceptions of leadership on job satisfaction of nurses (p-value = 0.020). Suggestion is expected to Ratu Zalecha Martapura's hospital for maintain and improve human resource management especially through work motivation, leadership and job satisfaction in order to improve the performance and productivity of nurses that can be done through education, coaching, training and supervision

Keywords— human resource management, motivation, leadership and job satisfaction

1. INTRODUCTION

The development of public health services in Indonesia can't be separated from the history of the nation. Public health services developed in line with the government's responsibility to "protect" the people of Indonesia of health problems. Hospital as an organization that provides health services should have a commitment to providing health services, especially the completeness and quality of comfort for the people or patients. Nurse's role is quite important that assist physicians in patient healing plan. The nursing staff at the hospital the majority of power is 60-70% of the total number of health workers, other than that there are other sources which mention nurses ranks highest number of 40% of the number of health workers in hospital [1] [2]

Ratu Zalecha Hosipital accreditation have basic services among others are to improve the health in the plenary in the working area of the Hospital Queen Zalecha Martapura [3][4]. As for in-patient installation Ratu Zalecha Hospital amounted to 77.6% or 163 of the 210 staff nurses in the in-patient Instatallation. Documentation results of nursing care showed that of 526 patients who underwent hospitalization was only 42% of nursing care medical records filled with incomplete. Besides the complaints of patients and visitors through the suggestion box on the attitude of nurses who are less communicative, less friendly and it shows a lack of motivation to work is closely related to job satisfaction. The preliminary survey conducted through interviews with 10 head room showed that 60% of the room chief said the new policy system ahead of the rise of the issue of increasing the base salary rate of 7-7.5% which is accompanied by an increase in the workload of such a policy usually cause jealousy social among nurses so that no one complained and so on, while the non-civil servants their concerns before the contract expires so implication the physiological and affect their motivation and job satisfaction in a health institution.

Results of the interview 45% of nurses say the absence of awards, recognition and working conditions they are in dire need of precision and responsiveness that extra that sometimes arise laziness at work. Results of the interview, 20% less motivated nurses say they often work realized by late because leaders often come too late. Work absenteeism is one of the secondary data that is used to look at individual performance. Performance is a combination of ability, effort,

and opportunities associated with the effects or results will be achieved individuals in an organization. The presence of less could be due to lack of motivation to work, absent one of which could be due to a lack of job satisfaction both in terms of motivation and leadership, can be late due to other more urgent needs outside of work or unwillingness to work, and come home quickly could be due to lack of quality performance the impact of job satisfaction [4][5]. Based on this background and these studies have not been done, it is important to do research that looked at relationship of motivation and nurse perception about hospital director leadership toward nurse job satisfaction at Ratu Zalecha Hospital.

2. MATERIAL AND METHOD

This study was observational analytic with cross-sectional approach. The population in this study is a paramedic at the Ratu Zalecha Hospital Martapura as much as 210 people. Samples were nurses in in-patient installation determined based totality sampling of 163 respondents. The instrument used to obtain all relevant data variables of this research is through a questionnaire study that discussed the work motivation, perceptions of nurses regarding the leadership and job satisfaction. Data were analyzed using univariate to see the frequency distribution and percentage of each of the variables studied and bivariate to know the relationship between the variables studied.

3. DATA ANALYSIS

A. Work Motivation

Table 1: Frequency Distribution of Nurse Work Motivation

No	Nurse Work Motivation	Frequency	Percentage (%)
1	High	137	84,0
2	Low	26	16,0
Total		163	100

Table 1 shows that most of the nurses have a high motivation to work in the category as many as 137 respondents (84.0%) of the 163 respondents (100%).

B. Nurse Perception About the Leadership of Hospital Director

Table 2: Frequency Distribution of Nurse Perception

No	Nurse Perception	Frequency	Percentage (%)
1	<i>Task oriented</i>	42	25,8
2	<i>Human oriented</i>	35	21,5
3	<i>Combination oriented</i>	86	52,8
Total		163	100

Table 2 showed that the majority of nurses have the perception of nurses regarding the leadership of the Director RS based combination oriented as much as 86 respondents (52.8%) of the 163 respondents (100%).

C. Work Satisfaction

Table 3: Frequency Distribution of Nurse Work Satisfaction

No	Nurse Work Satisfaction	Frequency	Percentage (%)
1	High	135	82,8
2	Low	28	17,2
Total		163	100

Table 3 showed that the majority of nurses have higher job satisfaction in the category as many as 135 respondents (82.8%) of the 163 respondents (100%).

4. Relationships Between Work Motivation With Work Satisfaction of Nurse

Table 5: Relationships Between Work Motivation With Work Satisfaction

Work Motivation	Work Satisfaction				Total		P-Value
	Low		High		n	%	
	n	%	n	%			
Low	13	81,3	3	18,8	16	100	0,000
High	15	10,2	132	89,8	147	100	
Total	28	17,2	135	82,8	163	100	

Table 4 showed that there was a relationship between work motivation with work satisfaction of nurses (p=0,000)

5. Relationships Between Leadership Perception With Work Satisfaction of Nurse

Table 5: Relationships Between Leadership Perception With Work Satisfaction

Leadership Perception	Work Satisfaction				Total		p-value
	Low		High		n	%	
	n	%	n	%			
Task Oriented	7	17,9	32	82,1	39	100	0,020
Human Oriented	11	32,4	23	67,6	34	100	
Combination Oriented	10	11,1	80	88,9	90	100	
Total	28	17,2	135	82,8	163	100	

Table 5 showed that there was a relationship between work motivation with work satisfaction of nurses (p=0,020)

4. RESULT AND DISCUSSION

Based on the data analysis of this research is dominated by high motivation to do with high work satisfaction in nurses. This is partly due to the high motivation will increase work productivity. Workers who have high motivation will work in accordance with the applicable standards and in accordance with a predetermined time, requires little supervision, and building creates a working atmosphere that is conducive to work. Motivation is support, effort and desire in the individual that directs behavior to carry out the duties and responsibilities within the scope of his work. High motivation in the workforce characterized by high work satisfaction, which is characterized by work satisfaction which is expressed on pleasure to work especially if the work can be carried out properly, and employee needs are met then it will foster job satisfaction.

Based on research conducted by Ida Ayu and Agus S (2008), studies proved that the work motivation give positive influence and significant effect on employee job satisfaction, it means that the motivatio is definitely needed by an employee to be able to achieve a high job satisfaction though by its nature job satisfaction itself is very relative magnitude or differ from one person to another. But overall, the respondents stated that during work they feel satisfied with the motivation for this was given by the management to the employees of the company [6]. Other studies that support also be done by Erline (2012), these results prove that the work motivation give positive and significant effect on employee work satisfaction [7].

Supporting research was carried out by Suparman (2007) relating to motivation, organization as the policy makers must be able to motivate the employee to be able to carry out tasks and work well. It can be seen motivations have an influence on job satisfaction at 0,021 with a good level of significance (p=0.000). The task of the organization is to create a good environment such that employees in the organization are motivated by itself [8]. So, it is in line with research conducted by Ali (2007) which states that motivation influence on job satisfaction, nurses will be more satisfied if in the work always be motivated so that nurses will feel cared [9] Importance of motivation due cause, distribute, and support the nurse's behavior, so he would work diligently and enthusiastically to achieve optimal results. Motivation theory is a concept that is giving an explanation of one's needs and desires as well as to orientate actions. So that it can be done in an effort to improve the work satisfaction of nurses [10].

Based on the data analysis of this research, most respondents have the perception of leadership based combination oriented with high work satisfaction. This is partly due to the leadership of the Director of the Hospital is not only focused on the execution of tasks but also oriented towards subordinates so that it gives a comfort feeling that can be expressed with a sense of fun to work especially if the work can be carried out properly, and employee needs are met then it will raise satisfaction work. Generally, a leader can't do the job alone. The success of an organization is determined by the result of teamwork in one's vision, mission and goals. Associated with a concept of leadership that

states should be able to create a conducive atmosphere, giving sufficient attention, rewards the work performance, establish good communication with all employees in order to optimize the job satisfaction of nurses [11].

Supporting research was carried out by Suparman (2007), the role of leadership have influence on work satisfaction ($p=0.000$). The leader of the organizational unit has a mission and a strategy to maintain and enhance employee satisfaction in the future [8]. So the role of the leader in a very central agencies in achieving the goals of the various targets set previously. Leaders can not use the approach behavior patterns similar leadership in leading his subordinates, but must be adapted to the code level of proficiency in each subordinate task. The effective leader in applying a particular style of leadership must first understand who they lead subordinates, understand the strengths and weaknesses of subordinates, and understand how to harness the power of subordinate to offset the weakness that they have so that will provide for their subordinates work satisfaction [12][13].

5. CONCLUSION

There was a relationship between work motivation ($p=0,000$) and perception of leadership of hospital director ($p=0,020$) with work satisfaction of nurses at in-patient installation Ratu Zalecha Hospital, Martapura. Based on the result of this research we can expected that Ratu Zalecha Hospital can maintain and improve human resource management in particular through work motivation, leadership and job satisfaction in order to improve the performance and productivity of nurses that can be done through education, coaching, training and supervision.

6. ACKNOWLEDGMENT

Great appreciation and gratitude are addressed to the Ratu Zalecha Hospital, Nurses at In-Patient Installation and all those who helped this research project.

7. REFERENCES

- [1] Agus S. Analisis diferensiasi kepuasan kerja melalui hierarki kebutuhan maslow (studi kasus pegawai negeri sipil dan non pegawai negeri sipil Rumah Sakit Dr. H Marzoeki Mahdi Bogor). Skripsi. Bogor: Institut Pertanian, 2011.
- [2] Hong L. Job satisfaction and its related factors: a questionnaire survey of hospital nurses in mainland china. *International Journal Of Nursing Studies* 2007; 44 (2): 574-588.
- [3] Apoh IS. Analisis beban kerja, kompensasi dan kepuasan kerja karyawan puskesmas (studi kasus: Puskesmas Bogor Timur Jalan Pakuan No. 3). Skripsi. Bogor: Institut Pertanian, 2004.
- [4] RSUD Ratu Zalecha Marapura. Profil RSUD Ratu Zalecha Martapura: RSUD Ratu Zalecha, 2012.
- [5] Edy W. Hubungan antara kualitas kepemimpinan dan gaya manajemen dengan kepuasan kerja perawat di Rumah Sakit Umum Daerah Tugorejo Semarang. *Jurnal Keperawatan* 2010; 3 (1): 74-81.
- [6] Ida AB. Pengaruh motivasi kerja, kepemimpinan dan budaya organisasi terhadap kepuasan kerja karyawan serta dampaknya pada kinerja perusahaan (studi kasus pada PT. Pei Hai International Wiratama Indonesia) Surabaya. *Jurnal Universitas 17 Agustus Surabaya* 2008; 10 (2): 124-135.
- [7] Erline D. Pengaruh motivasi, kepemimpinan dan budaya kerja terhadap kepuasan kerja karyawan serta dampaknya pada kinerja perusahaan. seminar nasional teknologi informasi dan komunikasi terapan. Tesis. Semarang: Universitas Dian Nuswantoro Semarang, 2012.
- [8] Suparman. Analisis pengaruh peran kepemimpinan, motivasi dan komitmen organisasi terhadap kepuasan kerja dalam meningkatkan kinerja pegawai (studi pada pegawai di lingkungan pemerintah daerah Kabupaten Sukamara Di Propinsi Kalimantan Tengah). Tesis. Semarang: Universitas Diponegoro, 2007.
- [9] Ali K. Pengaruh lingkungan kerja, motivasi, dan budaya organisasi terhadap kepuasan serta dampaknya terhadap kinerja pegawai. *Jurnal Bisnis dan Manajemen* 2007; 01 (04): 310-322.
- [10] Eko I. Pengaruh motivasi, gaya kepemimpinan, dan budaya organisasi terhadap kepuasan kerja pada karyawan PT. Levias Indonesia. Skripsi. Semarang: Universitas Semarang, 2011.
- [11] Anwar P. Pengaruh motivasi terhadap kepuasan kerja pegawai badan koordinasi keluarga berencana nasional Kabupaten Muara Enim. *Jurnal Manajemen dan Bisnis Sriwijaya* 2005; 03 (01): 06.
- [12] Penny S. Analisis pengaruh kepuasan kerja, dukungan organisasi, dan gaya kepemimpinan terhadap motivasi kerja dalam meningkatkan kinerja karyawan (Studi Pada PT. Bank Mandiri (Persero) Tbk Kota Semarang). Tesis. Semarang: Universitas Diponegoro, 2009.
- [13] Biatna D. Analisis faktor gaya kepemimpinan dan faktor etos kerja terhadap kinerja pegawai pada organisasi yang telah menerapkan SNI 19-9001-2001. *Jurnal Standarisasi* 2007; 09 (01): 03