



# THE INFLUENCE OF LEADERSHIP AND WORK MOTIVATION ON JOB SATISFACTION OF OUTPATIENT NURSES TOTO KABILA HOSPITAL, BONE BOLANGO DISTRICT GORONTALO PROVINCE

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<p><b>Received:</b> 20<sup>th</sup> July 2023 <b>Accepted:</b> 20<sup>th</sup> August 2023 <b>Published:</b> 24<sup>th</sup> September 2023</p>	<p>Job satisfaction is a factor to consider in the maintenance of human resources in the hospital. The lack of job satisfaction can be seen from work absenteeism, indolence in the provision of nursing services, as well as the resignation of the job. The purpose of this study is to analyze the influence of leadership and work motivation on job satisfaction of outpatient nurses at Harapan Anda Islamic Hospital Tegal. The type of this research is explanatory research with a cross sectional approach and a sample of 20 people. Data analysis using logistic regression to determine the presence or absence of the independent variable influence on the dependent variable. The results of this research note that respondents who rated good leadership had job satisfaction as high as 46.2%. The results of logistic regression test Wald test p value (Sig) amounted to 0.037 &lt;0.05 meaning there is a significant effect of leadership on job satisfaction. Respondents whose rate of high motivation had job satisfaction as high as 53.8%. The results of the logistic regression test Wald test p value (Sig) amounted to 0.999 ≥0.05 means there is no significant effect of motivation on job satisfaction. It was concluded that there was a significant effect of leadership on job satisfaction while work motivation did not have a significant impact on job satisfaction. It is recommended for companies to facilitate training activities relevant to leadership and motivation of nurses to improve nursing services.</p>

**Keywords:** Job satisfaction, leadership, motivation, logistic regression

## INTRODUCTION

Job satisfaction is one of the factors that needs to be considered in maintaining human resources in hospitals. Lack of job satisfaction can be seen from absenteeism from work, slowness in providing nursing services, and resignation from work. The quality of hospital services that is not optimal makes patients not satisfied as expected by the patient, communication between health workers and patients, communication between health workers and patients does not go well so that patients are not comfortable with the hospital environment. One of the consequences is human error. For example, if a nurse receives instructions that are unclear, this can result in medical errors. room as quoted by Ahmad, MA Roshidi defines job satisfaction as a reference for an employee's effective orientation towards their role in the position they currently hold. A positive attitude towards work can conceptually be expressed as job satisfaction and a negative attitude towards work as dissatisfaction .<sup>(1)</sup>

According to Robin, leadership is the ability to influence a group towards achieving goals. <sup>(2)</sup> Leadership has been defined as the process of influencing the activities of a person or group to achieve goals in certain situations. In its essence, leadership is an effort to achieve goals with and through people.

Work motivation can be interpreted as a desire or need that motivates a person to work. <sup>(3)</sup> Motivation is an activity that causes, channels and maintains human behavior. In general, people want to work because they are driven by the desire to fulfill their physical and spiritual needs. Meanwhile, companies always expect their employees to work ready, comply with regulations or discipline and produce good work performance. Because only in that way can a company achieve its goals with a high level of work productivity. To unite the desires of employees and the interests of the company and create cooperation that provides mutual satisfaction for both parties, a method is needed and one of them is motivation.

Research conducted by Ratna Kusumawati at Roemani Hospital Semarang found that leadership style had an effect on job satisfaction. <sup>(4)</sup>

The hospital as a public health service institution has human resources whose quality plays a very important role in supporting these services. Therefore, human resource management is a very important part of hospital administration management. One of the human resources that has a vital role in providing services in hospitals is nurses who are the

largest number of all health workers. The outpatient installation at Toto Kabila Hospital has several processes that must be passed by prospective patients who wish to register for outpatient care.

The first process is taking the queue number automatically. After taking the queue number, prospective patients wait their turn to go to the registration counter. After going through the registration process, prospective patients wait in the waiting room to wait their turn so they can have their complaints checked by the hospital doctor. You have a special commitment in charge of conducting job satisfaction surveys for nurses and employees who work in hospitals, namely the PMKP (Quality Improvement and Patient Safety) Committee.

The patient reception area is the first place that patients visit when they want to go to a hospital for treatment. And starting from this place, a patient will judge whether the hospital is of good quality or not. Various problems occurred, including a lack of work motivation by the head of the room and a leadership style that was felt to be not in accordance with the nurses' wishes.

This can cause low job satisfaction for outpatient nurses at Darha Toto Kabila General Hospital.

Therefore, this researcher conducted research to find out whether there is an influence of leadership and work motivation on job satisfaction of outpatient nurses at the Toto Kabila regional general hospital.

**RESEARCH METHODS**

The theoretical framework used in this research refers to leadership theory according to Thoha referring to the results of Keith Davis's research which concluded that there are four general characteristics that influence the success of organizational leadership namely intelligence, maturity and freedom of social relationships, motivation and encouragement of achievement and relationship attitudes. humanity. (8) And Maslow's needs theory or the hierarchy of human needs theory which, if fulfilled, can increase job satisfaction includes physical, safety, social, self-esteem and self-actualization needs . This research is quantitative research. The type of research used is explanatory research *because* we want to know the influence between the research variables that have been determined. The research method used is a survey with a *cross-sectional approach* because the variables to be studied were taken at the same time.

**RESULTS AND DISCUSSION**

**A. Univariate Analysis**

TABLE 4.1 Frequency Distribution of Job Satisfaction among Outpatient Nurses at Toto Kabila Regional General Hospital

No	Satisfaction	Amount	%
1	Tall	14	53.8
2	Low	12	46.2
Total		26	100

Based on the results of the analysis, it can be concluded that there are more respondents who have high job satisfaction than respondents with low job satisfaction. This is because the respondent received sufficient support from other respondents, from the leadership, the respondent really enjoyed and was satisfied with his work and the respondent felt comfortable working in that place.

Table 4.2 Frequency Distribution of Leadership in Outpatient Nurses at Toto Kabila Regional General Hospital

No	Leadership	Amount	%
1	Good	13	50.0
2	Not good	13	50.0
Total		26	100

Based on the results of the analysis, it can be concluded that the same number of respondents rated leadership as low. Many factors influence poor leadership, including lack of motivation, trust, attention, poor communication and enthusiasm for respondents so that respondents are less comfortable with existing leadership.

Table 4.3 Frequency Distribution Work Motivation in Outpatient Nurses at Toto Kabila Regional General Hospital

No	Work motivation	Amount	%
1	High motivation	15	50.2
2	Low Motivation	6	25.8
Total		21	100

Based on the results of the univariate analysis, it can be concluded that there are more respondents who have high work motivation than respondents with low work motivation. Respondents feel comfortable with their work, have good relationships with fellow nurses and receive wages/salaries that are commensurate with the work they do.

**B. Bivariate Analysis**

TABLE.4.4 The influence of leadership on job satisfaction among outpatient nurses at Toto Kabila Regional General

Hospital	
Job satisfaction	
Leadership	Total %
Low	84.6
High	15.4
Total	100
F %	f %
Not good	11 84.6 2 15.4 13 100
Good	1 7.7 12 92.3 13 100

Based on the results of the cross table between leadership and job satisfaction, it is known that the better a leader's leadership, the higher his job satisfaction will be and vice versa. It is also seen that there is an influence of leadership on nurses' job satisfaction. The type of leadership that exists at the Toto Kabila Regional General Hospital is transformational leadership. However, there are several factors that are not yet fulfilled, including lack of motivation, lack of attention from the head nurse and lack of participation by the head nurse in completing the work of the implementing nurses.

**CONCLUSION**

Based on the results of the research and discussion in the previous chapter, the following conclusions can be drawn.

1. From these results it is known that respondents who had high job satisfaction were 53.8%. And respondents who had low job satisfaction were 46.2%.
2. For the leadership variable, it is known that respondents rated poor and good leadership equally, namely 50.0%.
3. Meanwhile, for the work motivation variable, it is known that the majority of respondents have high work motivation, namely 69.2%. And respondents who had low work motivation were 30.8%.
4. Respondents who rated leadership as good had high job satisfaction. The results obtained can be explained that there is a significant influence of leadership on job satisfaction .
5. Respondents who have high motivation also have high job satisfaction. Although according to the results of the regression test it is said that there is no influence of work motivation on job satisfaction, indirectly the majority of respondents who have high work motivation definitely have high job satisfaction too.

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