

Research Article

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## THE RELATIONSHIP A BETWEEN LEADERSHIP STYLE AND WORKING CONDITIONS WITH NURSES' WORKING SATISFACTION IN INPATIENT ROOMS, BAHTERAMAS HOSPITAL

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### Abstract

**Background:** From the preliminary study by the researcher with the inpatient nursing department through in-depth interviews, there were problems such as complaints from patients who were in pain, there were nurses who did not come immediately and provide nursing care. Through interviews with nurses, it was found that career development procedures had not been prepared in nursing management. In addition, there are nurses who are several times late more than the stipulated time. Then there are still complaints that the incentives received are still insufficient.

**Methods:** This type of research uses quantitative research with a cross sectional design. The population was 257 all nurses in the inpatient room at Bahteramas Hospital, with a sample of 141 samples using simple random sampling.

**Results:** Using the cramer coefficient, it is obtained a value of 0.732, this shows the strength of the relationship between leadership style in work and job satisfaction of nurses. And the cramer coefficient is obtained a value of 0.620, this shows the strength of the relationship between leadership style in work and job satisfaction of nurses in the inpatient room at Bahteramas Hospital in the strong relationship category.

**Conclusion:** There is a relationship between leadership style and working conditions on the job satisfaction of nurses in the inpatient room of the Bahteramas Hospital.

**Key words:** *Leadership, Style, Working, Conditions, Job, Satisfaction*



## INTRODUCTION

The concept of Total Quality Management (TQM) is all management efforts that lead to a main goal, namely the realization of customer satisfaction, both external and internal customers. Everything that management does is useless if it does not succeed in increasing customer satisfaction. Customers have an important role in building the quality of a product or service. Management is defined as the process of completing work through other people to achieve organizational goals in a changing environment (1).

Quality health services are the most important part of improving public health(2). So it takes a long time and a lot of effort to change people's behavior in line with the health development program(3). The hospital is a health service facility that aims to facilitate quality and affordable public health services currently health service support facilities have a very strategic role to accelerate the improvement of the health of the Indonesian people.(4)

Nursing is a profession that plays an important role in the success of providing services to improve the quality of health. One result of the greatest activity comes from nursing services that are carried out in hospitals, in theory(5).

Basically, someone's job satisfaction is what makes individuals feel happy when doing. Some things are. Significantly affects employee job satisfaction, namely conditions related to the job itself, working conditions, leadership, co-workers, surveyors, promotions and salaries.(6).

The quality of workers can never be separated from the role of the leader. According to(7), the role of superior leadership in contributing to employees to achieve good and optimal performance is carried out in five ways, namely: 1. The leader clarifies what is expected of each individual worker, specifically the goals and objectives of their performance. 2. The leader directs and explains how to meet

expectations that will be achieved. 3. the leader conveys the criteria for evaluating the performance effectively. 4. leaders provide and invite feedback when employees have achieved goals, and 5. leaders allocate rewards or salaries based on the results they have achieved.

Considering that employee job satisfaction is very important for the continuity of an organization's work, in this case the hospital, it is necessary to examine the relationship between leadership style and working conditions of nurses in the inpatient room of Bahteramas Hospital, Southeast Sulawesi Province.

## METHOD

This type of research uses quantitative research, analytic observational research. The research design used was a cross sectional study. The population was 257 all nurses in the inpatient room at Bahteramas Hospital, with a sample of 141 samples using simple random sampling. The research is located at Bahteramas Hospital. This research was conducted on 10 November - 10 December 2021

## RESULTS

Table 1 shows that the number of respondents who answered based on the leadership style questionnaire for the correct criteria was 945 and the wrong answers were 585.

Table 2 explains that the number of respondents who answered based on the work conditions questionnaire for the right criteria was 953 and the wrong answers were 577.

Table 3 shows that of the 49 respondents who answered lack of leadership style with less job satisfaction, 49 respondents (65.3%). From 57 respondents with sufficient leadership style, 36 people (46.2%) had sufficient job satisfaction. Meanwhile, of the 47 respondents who have a good leadership style with sufficient job satisfaction, 42 respondents (53.8%). This means that respondents with less leadership



style are more likely to have less job satisfaction. Based on table 18, it is found that the significance value (p) value is 0.000, which means that  $p < 0.05$  so that  $H_a$  is accepted and  $H_o$  is rejected, which means that there is a significant association or relationship between the leadership style of the head of the room with job satisfaction of nurses in the inpatient room of the Bahteramas Hospital. .

Table 4 shows that of the 42 respondents who answered less job security with less job satisfaction were 41 respondents (54.7%). Of the 79 respondents with sufficient job security, there were 50 people (64.1%) who had sufficient job

satisfaction, and of the 32 respondents who had good job security with sufficient job satisfaction were 5 respondents (6.7%). This means that respondents with less job security are more likely to have less job satisfaction. Based on table 21, it is found that the significance value (p) value is 0.000, which means that  $p < 0.05$  so that  $H_a$  is accepted and  $H_o$  is rejected, which means that there is a significant association or relationship between job security and job satisfaction of nurses in the inpatient room of Bahteramas Hospital. The results of the relationship closeness test using the Cramer coefficient obtained a value of 0,

**Table 1**  
**Variable Description of Leadership Style based on questionnaire questions**

NO	ITEM STATEMENT	YES		NOT	
		n	%	n	%
1	Describe assignments	96	62.74	57	37.25
2	Invite group members to formulate goals	121	79.08	32	20.91
3	Show things that can attract work interest	90	58.82	63	41.17
4	Gives the opportunity to discuss problems	97	63.39	56	36.60
5	Work together to organize tasks	86	56.20	67	43.79
6	Develop a friendly atmosphere	103	67.32	50	32.67
7	Reward and punishment	113	73.85	40	26.14
8	Opportunity to convey feelings	107	69.93	46	30.06
9	Pay attention to the conflicts that occur	75	49.01	78	50.98
10	Leaders give gifts to employees so that they are enthusiastic about working	57	37.25	96	62.74
	TOTAL	945	617.64	585	382.35

**Table 2**  
**Variable description of working conditions based on questionnaire questions**

NO	ITEM STATEMENT	YES		NOT	
		n	%	n	%
1	The working environment is good and comfortable	67	43.79	86	56.20
2	A harmonious relationship between nurses and superiors	125	81.69	28	18.30
3	A harmonious relationship between fellow nurses by providing mutual support	65	42.48	88	57.51
4	Clean room work environment	122	79.73	31	20.26
5	Clear work procedures in the implementation of work / actions in the room	84	54.90	69	45.09
6	Has a toilet that is worth using	77	50.32	76	49.67
7	Has a wash tofel that is suitable for use	116	75.81	37	24.18
8	Has a good ventilation of air	95	62.09	58	37.90
9	Has a special room for nurses	84	54.90	69	45.09
10	There is a bed for nurses during the late night	118	77.12	35	22.87
<b>TOTAL</b>		<b>953</b>	<b>622.87</b>	<b>577</b>	<b>377.12</b>

**Table 3**  
**Distribution of Leadership Style on Job Satisfaction in Bahteramas Inpatient Rooms**

NO.	Leadership Style	Job satisfaction				amount	P value	C
		Less		enough				
		n	%	n	%			
1.	Less	49	65.3	0	0	49	0.000	0.732
2.	Enough	21	28	36	46.2			
3.	Good	5	6.7	42	53.8			
<b>TOTAL</b>		<b>75</b>	<b>100</b>	<b>78</b>	<b>100</b>	<b>153</b>		

**Table 4**  
**Distribution of Working Conditions on Job Satisfaction in Bahteramas Inpatient Rooms**

NO.	Working Conditions	Job satisfaction				amount	P value	C
		Less		enough				
		n	%	n	%			
1.	Less	41	54.7	1	1.3	42	0.000	0.620
2.	Enough	29	38.7	50	64.1	79		
3.	Good	5	6.7	27	34.6	32		
TOTAL		75	100	78	100	153		

## DISCUSSION

### Relationship between Leadership Style and Nurse Job Satisfaction

This research shows that there is a relationship between leadership style and job satisfaction of nurses because according to the results of hypothesis testing using chi square analysis Based on table 18, it is found that the significance value (p) value is 0.000 which means that  $p < 0.05$  so that  $H_a$  is accepted and  $H_o$  is rejected, which means that there is a significant association or relationship between the leadership style of the head of the room with job satisfaction of nurses in the inpatient room of the Bahteramas Hospital. . The results of the relationship closeness test using the cramer coefficient obtained a value of 0.732, this shows the strength of the relationship between leadership style at work and job satisfaction of nurses in the inpatient room at Bahteramas Hospital in the strong relationship category.

Kjob satisfaction is closely related to the cooperation between subordinates and the leader, the better the cooperation carried out by the leadership, the better the job satisfaction of his subordinates. This is also supported by Hasibuan in(8) which states that one of the factors that affect job satisfaction is the attitude of the leader in his leadership, meaning that the attitude of a leader who is friendly, understands his employees, is fair and can increase employee job satisfaction. (9). Another study that supports this research is a study entitled the relationship between leadership style and job

satisfaction, concluding that there is a significant positive relationship between leadership style and job satisfaction.(10). In line with this research, research with the title of the influence of leadership style on job satisfaction proves that there is a positive and significant influence between leadership style on job satisfaction.(11).

### Relationship between working conditions and job satisfaction of nurses

This research shows that there is a moderate relationship between leadership style and job satisfaction of nurses because according to the results of hypothesis testing using chi square analysis. Based on table 20, it shows that of the 42 respondents who answered lack of job security with less job satisfaction were 41 respondents (54.7%). Of the 79 respondents with sufficient job security, there were 50 people (64.1%) who had sufficient job satisfaction, and of the 32 respondents who had good job security with sufficient job satisfaction were 5 respondents (6.7%). This means that respondents with less job security are more likely to have less job satisfaction.

Based on table 21, it is found that the significance value (p) value is 0.000, which means that  $p < 0.05$  so that  $H_a$  is accepted and  $H_o$  is rejected, which means that there is a significant association or relationship between job security and job satisfaction of nurses in the inpatient room of Bahteramas Hospital.

The results of the relationship closeness test using the cramer coefficient obtained a value of 0.620, this shows the



strength of the relationship between the leadership style at work and job satisfaction of nurses in the inpatient room at Bahteramas Hospital in the strong relationship category.

This research according to research results (12) about the influence of the work environment on employee job satisfaction at the BPS Probolinggo office shows that there is a positive influence between the work environment on job satisfaction, so it can be said that the higher the work environment, the higher the level of job satisfaction. Working conditions are a condition of the work environment that can affect work comfort, security and safety.

Similar results were obtained from the research conducted (13) in Sultan Agung Hospital, it states that there is a relationship between the variable working conditions and job satisfaction. Supporting working conditions will satisfy employees at work (14). The conditions of the work environment have an important meaning for workers in completing their duties because if the employee likes the situation in his work environment, the employee will feel at home in his workplace to carry out activities so that work time is used effectively and optimally so that job satisfaction can also increase (15). Based on the results of the research and theory above, the authors conclude that the conditions in the work environment greatly affect the job satisfaction of employees, so it is recommended that the hospital pay more attention to the planning and arrangement of the work environment because both physical and non-physical work environments cannot be ignored because they affect the nets of activity. profession.

## CONCLUSION

There is a relationship between leadership style and working conditions on the job satisfaction of nurses in the inpatient room of the Bahteramas Hospital. So it is hoped that the hospital, in this case the hospital leadership as the leader of the organization, can further increase job

satisfaction for inpatients so that the services provided to patients can also be improved, namely by increasing effective communication and establishing good relationships with inpatient officers.

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