

The Relationship Between Path-Goal Leadership Style and Work Motivation of Nurses at Pidie Regional Hospital

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Abstract: Leadership style can affect nurses' work motivation, where the dimensions of leadership style include directive, supportive, participative, and achievement orientation. This leadership characteristic is very unique and interesting to explore, where the style shown must be able to influence, encourage, manage, and regulate with leadership skills possessed. The purpose of this study was to analyze the relationship between leadership style and work motivation at Pidie Regional Hospital. This type of research is a correlation analysis with a cross-sectional study design with a total sampling method of 253 nurses. Data collection have collected through a questionnaire using the Path-Goal Leadership questionnaire. Bivariate results obtained directive leadership style with p-value 0,008, supportive leadership style with p-value 0,427, participative leadership style with p-value 0,000 and achievement-oriented leadership style with p-value 0,000. The multivariate test with logistic regression test showed the results of participative leadership style with an odds ratio value of 13,198 and an achievement-oriented leadership style sub-variable with an odds ratio value of 0,321. Based on the results of the study, it is expected that the leadership style that will be used to increase the work motivation of nurses is participative, the leader invites each other to achieve goals.

Keywords: leadership style, work motivation, nurses

I. BACKGROUND

Being a leader is not easy, you must have characteristics that are appropriate to the conditions and situations in the field, there are many challenges to be faced. The most significant partisipative leadership style is considered to be able to increase nurses' work motivation, where this style can provide real encouragement to nurses. In this style, the leader involves implementing nurses to participate in building and achieving goals. So that nurses feel valued by being included in hospital programs.

The leadership style used must be able to influence subordinates, must be able to regulate, must be able to manage, and lead subordinates with the expertise and strengths they have. Leaders must also be able to increase their passion His subordinates in carrying out their duties not only must be able to work together, work effectively, and be integrated with all efforts to achieve satisfaction. All of that is related to the leadership style used by a leader in leading an

agency that needs to develop its members and build a motivational climate that will result in high employee productivity (Widiyanti et al., 2019).

The leadership style was used for 292 nurses in five Rwandan hospitals using an instrument adapted from Path-Goal Leadership. The results of this study are more dominant using the directive leadership style (18.8) which has the most influence on job satisfaction. This is followed by a supportive style (17.3), a participative style (17.0), and a style that managers rarely use the achievement-oriented leadership style (15.8) (Ngabonzima et al., 2020).

In Indonesia, through research conducted by Kolomboy et al. (2021), the transformational leadership style tends to be used at Anutapura Hospital in Indonesia with a percentage of 63.6% and the transactional style at 27.3%. The dominant leadership style is used by the head of the room because it is considered effective in the modernization era.

From the results of interviews that the researchers conducted with 5 nurses in different rooms, it was found that 4 nurses stated that the new leader was humble and effective and listened to the complaints of his employees. Leaders also re-enable the existing buildings by considering the ergonomics of employees in carrying out their work. However, the work motivation of nurses is still not optimal, there are still nurses who come late, there are still nurses who sit in coffee shops during office hours, and there are still those who go home early before it's time to go home.

II. PURPOSE

The research purpose of this study is to analyze the relationship of path-goal leadership style with nurses' work motivation

III. METHOD

The research design of this study was analytic with a correlational approach. Data collection was carried out on 253 nurses in the inpatient room using a total sampling technique. Data collection tools in the form of questionnaires distributed using a paper-based method on leadership style using the Northouse path-goal Questionnaire, (2016) measured by

submitting 20 statements with seven choices, namely never, rarely, rarely, sometimes, often, usually, and always.

Data Analysis

The test used was chi-square which was conducted to determine the relationship between directive, supportive, participative, and achievement orientation variables with work motivation. Meanwhile, a logistic regression test was used to determine the dominant elements of the path-goal leadership style in the analysis



Conceptual framework

IV. RESULTS

Table 1. Characteristics of nurse at Pidie Regional Hospital

Gender		
Man	55	21.7
Woman	198	78.3
Age:		
Early Adults	199	78.7
Middle Adult	54	21.3
Education		
D-III Nursing	207	81.8
Nurse Profession	46	18.2
Employment status		
government employees	57	22.5
Contract	60	19.8
devotion	146	57.7
Years of service		
<1 Year	4	1.6
1-5 years	107	42.3
>5- 10 years	70	27.7
> 10 Years	55	21.7

Based on Table 1 shows the majority of the characteristics of the respondents in this study, from 253 respondents, (78.3%) were female respondents, (78.7%) were characteristics of respondents in early adulthood, education D-III Nursing as many as (81.8%) respondents, the employment status of the respondents was (57.7%) and (42.3%).

Table 2. Description of Path-goal Leadership Style at Pidie Regional Hospital (n = 253)

Leadership Style	F	%
Directive Leadership Style (x1)		
low	32	12.6
Normal	186	73.5
High	35	13.8
supportive leadership style (x2)		
low	139	54.9
Normal	102	40.3
High	12	4.7
Participative Leadership Style (x3)		
low	14	5.5
Normal	176	69.6
High	63	24.9

Achievement-Oriented Leadership Style (x4)	F	%
low	11	4.3
Normal	137	54.2
High	105	41.5

Based on the results of the study in Table 2, it is known that the majority of respondents in the directive leadership style sub-variable were normal 73.5%, the majority of the respondents were in the low category of supportive leadership style, 54.9% of the respondents in the partisipative leadership style sub variable, the majority of respondents were in the normal category 69.6% and the orientation leadership Style sub variable. Achievement is in the normal category 54.2%.

Table 3. Description of the work motivation of nurses at the Pidie Regional Hospital (n = 253).

Work Motivation	F	%
High	213	84.2
Low	40	15.8

Based on the results of the study in Table 3, the majority of respondents have high motivation as much as 84.2%.

Table 4. The relationship between leadership style and work motivation of nurses at Pidie Regional Hospital (n = 253).

Variabels	p-value
X1	0.008
X2	0.427
X3	0.000
X4	0.000

Based on the results of the study in Table 4, supportive leadership style has no relationship with nurses' work motivation with a p-value of 0.427.

Table 5 Logistic regression test

Variabel	p-value	95%CI	OR/Exp (B)
X3	0.002	2.232-6.874	9.072
X4	0.004	0.119-0.664	0.281

Based on the results of the study in Table 5, it is known that the leadership style most related to work motivation is the participative leadership style of 0.002 so it can be interpreted that the partisipative leadership style has 9,072.

IV. DISCUSSION

Relationship between Directive Leadership Style and Nurse's Work Motivation

The type of directive leadership style is an authoritarian leadership practice, subordinates do not have the opportunity to involve themselves to be included in expressing opinions, making decisions, and giving authority to give instructions to their subordinates about the specific work that must be completed (Putra et al., 2019).

The results of this study are the results of research conducted Ridwan (2019) where the directive leadership style in organizational situations is obedient. That the subordinate factors that will be influenced by the leader are the location of control/locus of control, ability, and willingness to accept influence from others.

Research conducted by Khairizah et al. (2016) states that the directive leadership style has a significant effect on employee performance by 0.031, meaning that when the leader gives firm orders to his subordinates, the task will be carried out appropriately. This is supported by the opinion of Famakin and Abisuga (2016), that the directive leadership style is the most effective style to use when employees are not sure about the task at hand. The purpose of the directive leadership style is to guide and structure the actions of group members as guidance and organization, clarify expectations, monitor motivate, plan, schedule, and establish structure.

The head of the room provides a performance assessment, determines the service schedule, and makes plans that will be carried out with the implementing nurse, the directive leadership style is the right leadership concept to determine this. At the Pidie Regional Hospital has directive leadership that appears when the leader issues strict regulations regarding discipline which causes violators to receive sanctions, both administrative sanctions, and criminal sanctions.

Relationship between supportive Leadership Style and Nurse's Work Motivation

Supportive leadership treats subordinates the same as showing about the existence of subordinates, status, and personal needs to develop pleasant interpersonal relationships among group members Ma'ruf Al, Sulaimah, and Nurmayanti (2018). The approach using a supportive leadership style carried out by leaders is believed to reduce conflict, dissatisfaction, and stress felt by their subordinates (Olowoselu et al., 2019).

The results of the study are not in line with the research conducted by Suyono, Dahniar, and Sugiati (2019) regarding supportive leadership style which has a significant effect on job satisfaction. It is said that the leadership must be more active in encouraging employees in the form of attention, communication, giving rewards to employees, and creating a work environment and a sense of kinship among employees. Leaders are also required to develop careers, specially dedicated or contract employees.

Supportive leadership provides support to members according to their needs. It is necessary to provide interventions that support worldly, non-resisting, and repetitive motivations (Bickle J.T, 2016).

Active nursing leaders who share the same vision and mission will advocate for their staff who are considered more effective than showing leadership characteristics, therefore today's leaders need to be supported by health care

organizations and educated about the concept of leadership (Kiwanuka et al., 2021).

In the results of this study there is no relationship between supportive leadership style and work motivation, where the head of the room more often carries out managerial duties, attends meetings, meetings held in training or the meeting room, so the head of the room rarely meets directly with the implementing nurse to do things. small things that can support nurses to increase work motivation. The head of the room only helps the implementing nurse if there are obstacles, if there are no obstacles during service, nursing care activities such as daily routines, coming to wait for the doctor to visit, giving injection drugs to patients, but sometimes the leader forgets that the implementing nurse also needs to be considered about needs. while doing work.

Relationship between Participative Leadership Style and Nurse's Work Motivation

The results of research conducted by Putra et al. (2019) stated that the participative leadership style has a T count of 2,004 while the T table value of 1,989 with alpha, the behavior of leaders who use a participative leadership style expects advice given from in making decisions, subordinates will feel valued by leaders because they are considered capable of playing a role in decision making.

The participative leadership style tends to give feelings and trust to the supervisory activities of the leader, which is distinguished from the psychological experience and trust given by the supervisor (Hu et al. 2019). Participatory leadership style has an influence on organizational behavior with intrinsic motivation $p < 01$ meaning that participatory leadership style will affect organizational change oriented to organizational growth (Sagnak, 2016).

This participative leadership style is often referred to as a persuasive leadership style (inviting) so that subordinates feel that the workload to be carried out will be equally resolved together with the leader because subordinates also want to create a harmonious working atmosphere and foster a sense of belonging to the organization.

The results of this study were seen from the age of the respondents, which obtained as many as 78.7% of nurses with early adulthood and 21.3% of respondents in the middle adult age category. This can explain why the application of a participative leadership style can increase work motivation because early adulthood is a productive age, so it will further increase work motivation, where it will be seen that the older you get, the more experience a person has.

This is in line with research conducted by Andjarwati (2015) that the older a person is, the lower their work productivity, but on the contrary, if the age of the nurse is in the productive category, work motivation will also increase. Thus, leaders who apply a participative leadership style to their subordinates, feel more appreciated and feel needed, so work motivation will also increase.

From the results of the study, it was found that there is a relationship between participative leadership style and work motivation, where the head of the room provides opportunities for his subordinates to participate in providing ideas and suggestions that will be used to achieve the goals/vision and mission of each inpatient room. In this case, the head of the room will hold monthly meetings in each inpatient room to plan and monitor activities that have been carried out in the previous month, so that at that time the implementing nurse will be free to give ideas and suggestions to meet work needs and obstacles when doing profession. Implementing nurses will feel more valued and feel their role as an effort to increase work motivation carried out by the head of the room.

Relationship between Participative Leadership Style and Nurse's Work Motivation

Achievement-oriented leadership is symbolized by leaders who challenge followers to complete work at the highest level. Leaders set high and superior standards and require employees to strive to achieve these standards and provide high confidence to achieve challenging goals (Northouse, 2016).

The results of this study are following the results of research conducted by (Afrizal, 2016) regarding the influence of leadership style on work motivation and job satisfaction as well as the impact of employee performance conducted in Yogyakarta, where achievement orientation leadership style has a significant relationship of $0.007 < 0,05$ with work motivation.

In another study conducted by Azizah (2021) where the significant value of achievement-oriented leadership style is 0.001, it means that achievement-oriented leadership style can significantly increase employee productivity. However, it is recognized that the concept of leadership is widely considered culturally universal, in practice it is considered culture-specific.

That there is a relationship between achievement-oriented leadership styles to increase motivation because the style used by the leader is following the achievement of goals, so the leader provides standards for his subordinates to achieve the predetermined targets, and the leader provides challenges to complete these challenges. As a reward, awards are given both in the form of financial and non-financial, it is better if the award is given when the award is needed by each team. Giving responsibility means accepting every challenge and trusting to advance an organization.

From the results of research that has been carried out that there is a relationship between achievement-oriented leadership style and work motivation, at Pidie Regional Hospital, performance values and remuneration distribution are evaluated using a logbook so that nurses in the inpatient room will be motivated to carry out activities following predetermined achievements. In the Pidie Regent's regulation

(2020) for the cost of increasing employee motivation and productivity through developing Human Resources a maximum of 4% of the remuneration fund allocation. So that the head of the room encourages nurses to carry out activities that are considered capable of meeting the challenges of the hospital to provide good hospital services.

V. CONCLUSIONS AND RECOMMENDATIONS

From the leadership style that researchers have done, the participative leadership style and orientation leadership style greatly affect the work motivation of nurses, even though there is no best leadership style, and no worst leadership style, a leader will show his leadership characteristics according to the situation. and conditions at work.

Ethical Clearance

Passed the ethical test conducted on the ethics committee of the Faculty of Nursing, Syiah Kuala University with the research code 112005230522.

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