

Participation Leadership Style, Workload, and Job Satisfaction for Improving Working Motivation among Nurses in Inpatient Room

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Abstract

Background. Work motivation is essential for employees to contribute to the company positively. The existence of positive work motivation will encourage nurses to give something more, increase productivity, and work effectively and efficiently in hospitals. **Objective.** The study aimed to analyze the effect of Participation leadership style and workload on the work motivation of inpatient nurses mediated by job satisfaction simultaneously. **Method:** A *explanatory research with a causality approach* was applied in this study. **Results:** The study results showed that the variables of participation leadership style, workload, and job satisfaction positively impacted work motivation with $p < .01$. Participation leadership style does not positively affect work motivation with a p -value = .138. The workload does not positively impact work motivation, with a p -value = .921. Job satisfaction positively affects work motivation with a p -value $< .001$. Participation leadership style positively impacts job satisfaction with a p -value $< .05$. Workload has a positive effect on job satisfaction with a p -value $< .05$. **Conclusion:** The variables of participation leadership style and workload have a positive impact on motivation work through job satisfaction

Keywords: work motivation, workload, job satisfaction, participation leadership style



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INTRODUCTION

Work motivation is essential to improve a positive contribution to the company. A positive contribution will enhance the performance of employees and the company in general. Work motivation is also critical to the health sector, especially in hospitals. It could increase the productivity of both employees and hospitals. A productive hospital would help people improve their health status(1)

Nursing organizations value leadership as playing a pivotal role in providing effective and efficient care. Therefore, it is crucial to identify and fill the gaps in leadership skills to positively influence healthcare professionals' job satisfaction and improve healthcare quality indicators (2).

A preliminary survey in September 2021 regarding the work motivation of health workers at Bhakti Asih General Hospital found that 33.3% of nurses were not motivated to work beyond the target. The same survey was asked about the salary received by nurses. It was found that 33.3% stated that they disagreed that the current wage received was following their workload.

The problem experienced by inpatient nurses at Bhakti Asih Hospital is that the motivation of nurses to continue their education is relatively low, as seen in the decreased interest of nurses to take regular training. Inadequate work facilities and frequent job mutations also affect the motivation of nurses. There is still no remuneration system regarding nurses' salaries that stimulates nurse dissatisfaction in carrying out daily activities in hospitals.

The relatively low motivation of inpatient nurses can be seen in implementing the daily duties of nurses in hospitals that have problems. Nurses tend not to complete work thoroughly. Nurses tend to pass tasks and work to the next shift. An increase must follow the demand for improving the quality of services in the professionalism of inpatient unit nurses at Bhakti Asih General Hospital. Job satisfaction as an intervention is a new thing that is different from previous research. This study measures the impact of job satisfaction

on increasing nurses' work motivation. Based on the reasons above, the authors are interested in research to analyze the influence of participatory leadership style and workload on the work motivation of inpatient nurses at Bhakti Asih General Hospital with Job Satisfaction as an Intervening Variable(3).

In this theory, it is found that the dimensions of work motivation are efforts, goals, and individual needs to meet the individual's expectations. Motivation is a willingness to expend a high level of effort towards organizational goals conditioned by the ability of that effort to meet individual needs. The element of effort is intensity. If someone is motivated, he will try to be strong(3).

Leadership is a complex phenomenon of social interaction and is often difficult to read. Leadership is an action taken by an individual or group to coordinate and give direction to other individuals or groups who are members of a particular container to achieve predetermined goals (4).

Hersey and Blanchard, 1996 said that the leadership style is effective if it can accommodate its environment (followers of superiors and co-workers). Of course, a leader must have authority, the power to govern others, and have obligations and responsibilities for what they have done(5).

The workload is an important thing that is felt beyond the ability of workers to do their jobs. The capacity of a person required to perform a task following expectations (expected performance) is different from the capacity available at that time (actual performance). The difference between the two shows the level of task difficulty, which reflects the workload(6).

Work overload occurs when the work overload and the individual's ability to perform the work require more time and resources. Work overload occurs when the workload that is carried out exceeds the capacity of an employee(7).

A quantitative workload arises because the tasks are too many or too few. While qualitative workload, if the worker feels unable to carry out the assignment or homework, does not use the skills or

potential of the worker(8).

The workload can be divided into several parts, including the existence of targets that must be achieved. Employees will feel that the target that must be completed is too high, so the burden felt while doing work will be high it interferes with employee performance. Then the working conditions within the company will support or even hinder employees from doing their jobs.

Conducive working conditions would make employees comfortable at work. The last is the standard of work. In the company, there are standards that every employee must meet. If the employee's capacity meets these standards, the work will be completed correctly, but on the other hand, it can become a burden if it does not match the employee's capacity(9).

Job satisfaction is a positive feeling about the job resulting from evaluating its characteristics. Someone with a high job satisfaction has positive feelings about his career, while someone with low job satisfaction has negative feelings about his job(10).

Previously found that there is an influence of leadership style on work motivation, workload, and job satisfaction. The finding also showed the positive effect of leadership style on job satisfaction. This study will examine the impact of participatory leadership style and workload on work motivation simultaneously mediated by job satisfaction as an intervening variable.

The latest thing from this research is that work motivation is the dependent variable that becomes the object. Job satisfaction is an intervening variable as a development of previous research. Previous research placed motivation as an independent variable along with job satisfaction.

In previous studies, more research has shown how the influence of work motivation on performance with the addition of leadership style, satisfaction, and workload of nurses. In particular, this

study makes work motivation the dependent variable with job satisfaction as the intervening variable. Participatory leadership style has not been explicitly studied.

OBJECTIVE

The study aimed to analyze the effect of participatory leadership style and workload on the work motivation of inpatient nurses mediated by job satisfaction simultaneously.

METHOD

Design

This study uses an explanatory causality research approach in the form of hypothetical causality users. The aiming to provide an overview of the influence of the independent variable participation leadership style (X1), workload (X2), as well as the dependent variable, work motivation (Y), and the intervening variable, namely, job satisfaction (Z).) in the inpatient unit of Bhakti Asih General Hospital.

Sample, Sample Size, & Sampling Technique

Seventy-seven nurses were selected from the total population. The samples were determined using the purposive sampling technique based on the inclusion criteria.

Ethical consideration

This research has obtained approval and has passed the ethical review issued by *Dewan Penegakan Kode Etik Universitas Esa Unggul Komisi Etik Penelitian* with letter number: 09 22 01 009/DPKE-KEP/FINAL-EA/UEU/I/2022, which was published on January 4, 2022

The instrument for data collection

Demographic questionnaire: The demographic questionnaire was used to measure respondents' demographic data. The questionnaire consisted of age, gender, education background, occupation, duration of work, and experience.

Participation leadership style questionnaire: This questionnaire measured the participatory leadership style assessment on work motivation. The

researcher modified the participatory leadership style instrument based on Hersey & Blanchard's theory. There are three dimensions of participatory leadership style: decisions, suggestions, and input. The measurement scale of the questionnaire used a Likert scale of 1-5, with 1 = strongly disagree, 2 = disagree, 3 = disagree, 4 = agree, 5 = strongly agree.

Workload questionnaire: This questionnaire was used for measuring workload assessment of work motivation. Researchers modified the workload instrument based on Wilhelm Kirch's theory. The workload dimensions consist of 3, namely targets to be achieved, working conditions, and work standards. The questionnaire measurement scale using a Likert scale 1-5, with 1 = strongly disagree, 2 = disagree, 3 = disagree, 4 = agree, 5= totally agree.

Job satisfaction questionnaire: This questionnaire is used to measure the assessment of job satisfaction on work motivation. The researcher modified the job satisfaction instrument based on the theory of Robin & Judge. There are five dimensions of participatory leadership style: satisfaction with the work itself, satisfaction with rewards, satisfaction with superior supervision, satisfaction with co-workers, and finally, satisfaction with promotion opportunities. The questionnaire measurement scale using a Likert scale 1-5, with 1 = strongly disagree, 2 = disagree, 3 = disagree, 4 = agree, 5 = strongly agree.

Work motivation questionnaire: used to measure the assessment of work motivation. The researcher modified the work motivation instrument based on Maslow's theory. There are six dimensions of work motivation: physiological needs (physiological needs) and the need for security (safety/security needs). Those needs include belonging and affection (social needs), the need for esteem (esteem needs), and the need for self-actualization (self-actualization needs). The questionnaire measurement scale using a Likert scale 1-5, with 1 = strongly disagree, 2 = disagree, 3 = disagree, 4 = agree, 5= totally agree.

Validity and reliability testing

In this study, validity and reliability tests were carried out on 92 indicators of all research variables. From the results of the validity and reliability tests, it shows that all of the calculated R indicators are greater than the R table, and for the reliability test, Cronbach's Alpha value is greater than 0.6, which is considered a reliable

Data Analysis

The data analysis technique used in this study uses the path analysis method. Path analysis is used to see the effect of partially or simultaneously between the independent variable and the dependent variable and to determine the direct and indirect impact of the independent variable on the dependent variable through the intervening variable.

RESULTS

Characteristic of respondents

Table 1 describes the characteristics of the respondents. According to gender, there are unequal proportions, namely 11 males and 66 females. Most of the respondents were aged 20 – 30 years (72.7%), while those aged 30 years and 40 years were 27.3%. The sample with a diploma and bachelor's education respectively is 85.7% and only 14.3%. More than half of respondents were new employees (64.9%) working for 5 years. 19.5% with a term of between 5-10 years. The remaining 3.9% of respondents have more than 10 years of work. Bhakti Asih Hospital has 77 inpatient nurses. For experience, it is divided into seniors (years of service (5 years) and juniors (5 years).

The direct effect of variable

Table 2 and Table 3 describe the direct and indirect effects of variables. Detailed explanations between variables can be explained as follows.

Table 2. The direct effect of variable

	Workload	Leadership style	Job satisfaction
Job satisfaction	.290	.524	.000
Work motivation	-.009	.137	.742

Table 1. Characteristic of respondents

No	Characteristic of respondents		n	%
1	Gender	Man	11	14.3
		Woman	66	85.7
2	Status	Married	42	54.5
		Have not married	35	45.5
3	Age	20 - 30 years old	56	72.7
		>30 - 40 years old	21	27.3
		> 40 years old	0	0
4	Education	High school	0	0
		Diploma/D3	66	85.7
		Bachelor	11	14.3
		Master	0	0
5	Duration of working	0 - 5 year	50	64.9
		> 5 - 10 year	15	19.5
		> 10 - 15 year	9	11.7
		> 15- 20 year	3	3.9

Table 3. The indirect effect of variable

	Workload	Leadership style	Job satisfaction
Job satisfaction	.000	.000	.000
Work motivation	.216	.389	.000

Hypothesis testing between variables

Table 4 describes the correlation between variables. The interactions between variables are significant ($p < 0.05$) with a strong correlation coefficient ($R^2 > 0.6$).

Table 4. Hypothesis testing between variables

Variabel	R ²	Std coefficient beta	p
Participation Leadership Style (X1), Workload (X2) on Work Motivation, and Job Satisfaction as an intervening variable (Z)	0.838	-	0.000
Participation Leadership Style (X1) on Work Motivation (Y)	0.784	0.173	0.138
Workload (X2) on Work Motivation (Y)		0.008	0.921
Job Satisfaction (Z) on Work Motivation (Y)		0.694	0.000
Leadership Style Participation (X1) on Job Satisfaction (Z)	0.694	0.707	0.000
Workload (X2) on Job Satisfaction (Z)		0.262	0.000

Discussion

The Influence of Participation Leadership Style and Workload on Work Motivation with Job Satisfaction as an intervening variable.

Based on the calculation, it is known that the leadership style variable has a less direct effect on work motivation than the indirect effect on job satisfaction. The results of the research described above are supported by the distribution of the participation leadership style variable on the target indicators that must be achieved with the statement, "Superiors and subordinates share ideas (discuss) in making a decision, so it takes longer time to make the decision (GK1). These results mean that the leadership style of participation, workload, and job satisfaction significantly affects work motivation(11).

The hierarchy of needs theory is the most famous motivation theory of Abraham Maslow. The hypothesis says that in all humans reside five levels of needs, namely as follows: physiological needs, security needs, social needs, esteem needs, needs for self-actualization or self-actualization(12)

The results of the research described above are supported by the distribution of workload variables on indicators of working conditions with the statement, "I am always required to be able to make decisions that must be right at all times (BK7)". These results indicate that the leadership style of participation, workload, and job satisfaction significantly affects work motivation.

The Influence of Participatory Leadership Style on Work Motivation

The results of the description above are supported by the distribution of the participation leadership style variable in the statement "Superiors and subordinates share ideas (discuss) in making a decision, so it takes longer time to make the decision (GK1)" which means the leader has given time to discuss with a subordinate. The leadership style will be very effective if it can accommodate the environment. A leader must have authority, power to govern others, and obligations and responsibility for their actions (13).

The leadership style will be very effective if it can accommodate the environment. A leader must have authority, power to govern others, obligations, and responsibility for their actions. Elements of leaders who apply a participatory style

cannot motivate the work of inpatient unit nurses. If they cannot play their role optimally to increase job satisfaction, create a conducive atmosphere and work discipline, which is essentially an effort to improve the quality of health services. These results mean that the participatory leadership style will not have a significant effect on work motivation without causing changes to the job satisfaction of inpatient nurses(1)

Effect of workload on work motivation

The result is in line with the participants' statement, explained that the number of patients is greater than the number of nurses. This is because simple tasks are sometimes not considered necessary, so nurses at Bhakti Asih Hospital are often missed, such as recording the time for an examination which is sometimes forgotten and not written on the examination form. It was due to a lack of supervision of inpatient nursing care by the head of the room or supervisor(14).

A nurse's workload can be calculated from the adequate time used to complete the tasks that become her burden. In carrying out nursing care, various factors affect a nurse's performance. The level of performance of nurses is influenced by factors from within the nurse itself and outside the nurse. Elements within the nurse include knowledge and skills, competencies following their work, work motivation, and job satisfaction. These results conclude that workload has no significant effect on work motivation. The connection between workload and work motivation positively impacts increasing job satisfaction(7).

The workload given to employees of organizations and institutions is an activity that has an essential role in determining the need for employees needed in the smooth completion of a job. Work overload occurs when there is excess work, and an individual's ability to perform the work requires more time and resources(11).

Effect of job satisfaction on working motivation

The distribution of research supports the research results described above. Job satisfaction variable at superiors does not appreciate employee in completing work assignments. This shows an understanding of

the readiness of inpatient nurses in achieving inpatient services. Even though the standards in the hospital even though it is still not optimal. These results conclude that job satisfaction significantly affects work motivation(15).

Jobs provide interesting assignments, opportunities to learn, and opportunities to accept responsibility. Employees prefer jobs that provide opportunities to use abilities and skills, freedom, and feedback. Employees who feel fast for their work will generate motivation in themselves to work even better. These results conclude that job satisfaction has a significant effect on work motivation(13)

The effect of participatory leadership style on job satisfaction

The research results described above are supported by the distribution of the leadership style variable. Participation in superiors always delegates authority while creating a pleasant working relationship. It can be assessed that the influence of participatory leadership style affects the job satisfaction of inpatient nurses to minimize barriers to service, which will affect the work motivation of inpatient unit nurses in hospitals(16).

The Effect of Workload on Job Satisfaction

The results of this study described the distribution of workload variables on job standards as consistent with the statement of participants "I am not comfortable because I have a minor role in decision-making decision by hospital management. This indicates that nurses also want to play a role in hospital decision-making that affects nurse job satisfaction(17). Participation leadership style, workload, and job satisfaction have a significant positive effect on work motivation. The heavier workload will impact the decrease in work motivation of inpatient unit nurses at Bhakti Asih Hospital.

Participation leadership style does not directly affect work motivation, so it requires job satisfaction as an intervention to impact work motivation positively.

The workload does not affect work

motivation directly. But job satisfaction has a significant positive effect on work motivation. More effective job satisfaction will impact increasing the work motivation of inpatient nurses at Bhakti Asih Hospital. The leadership style of participation and workload have a significant positive effect on job satisfaction.

Implication

- a. The hospital nursing organization system. This system regulates how the organization can provide a platform for subordinates to express their aspirations and suggestions on how nurses can complete their work. This system also regulates how organizations can provide ongoing training to nurses.
- b. Another system that can be improved is the nurse's remuneration system so that the wages received follow their background and education.
- c. The nurse performance evaluation system can also be of more concern for hospitals so that the workload can support the performance of nurses, especially inpatients.

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