

# The Relationship Between the Implementation of Room Head Management and the Work Motivation of Implementing Nurses in the Inpatient Ward of A. Makkasau Parepare Regional Hospital

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**Abstract.** *Motivation is all things verbal, physical, or psychological that make someone do something in response. The provision of maximum health services in hospitals can be achieved if the work motivation of nurses is high. The purpose of this study was to determine the relationship between discipline, effective communication and assertiveness training with the work motivation of implementing nurses in the inpatient ward of A. Makksau Parepare Hospital in 2022. The type of research used is a descriptive approach method using a Cross Sectional Study design. The population in this study were nurses in the inpatient room of A. Makkasau Parepare Hospital who had been registered as civil servants as many as 115 people. The sample in this study was 53 respondents with a sampling technique of purposive random sampling. Data collection was carried out using a questionnaire. The results of the study showed that there was a relationship between discipline ( $p=0.013$ ) and the work motivation of implementing nurses, there was a relationship between effective communication ( $p=0.020$ ) and the work motivation of implementing nurses, there was a relationship between assertive training ( $p=0.014$ ) and the work motivation of implementing nurses. The conclusion and suggestion in this study is that there is a relationship between discipline, effective communication, assertive training with the work motivation of implementing nurses, and it is suggested for the head of the room to further improve the work motivation of implementing nurses and for further researchers to be able to conduct further research on the relationship between discipline, effective communication, assertive training with the work motivation of implementing nurses.*

**Keywords:** *Work Motivation, Discipline, Effective Communication, Assertiveness*

Received: October 05, 2024

Received in Revised: October 17, 2024

Accepted: November 14, 2024

## INTRODUCTION

In nursing, management is related to planning, organizing, staffing, leading, and controlling nursing activities or nursing department divisions and sub-units of the department (Nursalam, 2014). Management according to Harold Koontz and Cyril O'donnel, is an effort to achieve a certain goal through the activities of others. Thus, managers coordinate a number of other people's activities which include planning, organizing, motivating and controlling

(Nursalam, 2014). According to R. Terry, management is a unique process consisting of planning, organizing, motivating and controlling actions carried out to determine and achieve predetermined targets through the use of human resources (Nursalam, 2014; Mahapatro, 2021; Rao, 2007).

According to research conducted in the USA, managers spend  $\pm 20\%$  of their time dealing with conflict. This includes conflicts where the manager is the main party and one of the people who are actively in conflict with others. It also includes conflicts where the manager acts as a mediator who tries to resolve the conflict to benefit the organization and the parties involved in the conflict (Winardi, 2007; Thakore, 2013). From the results of previous studies (Kristianawati, 2003) it was shown that there was a significant relationship between the discipline of the head of the room and the work motivation of the implementing nurses ( $p$  value = 0.007 with  $\alpha$  0.05). The correlation coefficient figure between discipline style and work motivation of 0.421 indicates a moderate level of relationship between discipline and work motivation.

Based on the results of research conducted by Yuliana (2020) at the Islamic Hospital Makassar, it was found that there was a relationship between Effective Communication and Work Motivation of Nurses in Treatment Room IV of the Faisal Islamic Hospital Makassar with a  $p$  value = 0.002 with a significance level of  $\alpha = 0.05$ . This shows that the  $p$  value  $< \alpha$ . And the results of the study showed that there was a relationship between Assertive Training and Work Motivation of Nurses in Treatment Room IV of the Faisal Islamic Hospital Makassar with a  $p$  value = 0.006 with a significance level of  $\alpha = 0.05$ . This shows that the  $p$  value  $< \alpha$  (Yuliana, 2020). Hospitals are an integral part of the entire health service system developed through a health development plan (Gabow et al., 2003). In a hospital, there are several supporting elements, including doctors as medical personnel, nurses, medicines, and employees as hospital managers. Hospitals require good management so that they can carry out their functions effectively and efficiently (Winardi, 2007).

RSUD A.Makkasau Parepare City is one of the government hospitals built with the assistance of the World Bank in 1985. According to preliminary data obtained, in 2021, the number of nurses at RSUD A.Makkasau Parepare was 189 people spread across all nursing units. Each consists of 10 people with a Bachelor's degree/Nursing, 69 people with a Bachelor's degree in nursing, 98 people with a D-3 in nursing, 5 people with a D1 in midwifery, and 7 people with a Health Nursing School (SPK). Meanwhile, in 2022, it was recorded that there were 385 nurses working at Andi Makkasau General Hospital who were also spread across all nursing units with the following details: Emergency Installation 27 people, Asoka treatment room 17 people, Mawar treatment room 21 people, Children's treatment room 17 people, Nicu treatment room 16 people, Teratai treatment room 20 people, Anggrek treatment room 18 people, Nusa Indah treatment room 21 people, Seruni treatment room 22 people, Operating Room (OK) 26 people, ICCU 21 people, Hemodialysis 8 people, Cardiac Center 17 people, Vip Room I treatment room 14 people, Vip Room II treatment room 15 people, Vip Room III treatment room 15 people, Radiology 12 people, Lab 23 people, and a total of 37 people Poly (Planning Section of A. Makkasau Parepare Hospital, 2022).

Motivation is an emotional process, more psychological than logical. Basically, motivation is an unconscious process. The provision of maximum health services in hospitals can be achieved if the work motivation of nurses is high. With high motivation, it will produce high work productivity. If asked why a nurse does something, the nurse will not be able to provide an answer. A manager must use assumptions to describe why someone has a reaction to the situation they are facing (Kaiser & Kaplan, 2006). Nurse managers can do something to influence the motivation process that results in nurses doing something that will benefit the organization, one of which is by managing conflict (Winardi, 2007). The provision of maximum health services in hospitals can be achieved if the work motivation of nurses is high. With high work motivation, it will produce high work productivity. In addition, a nurse must also have the driving force within himself to carry out his routine tasks in a health service institution by utilizing the knowledge he has and the experience gained based on his work period. The strategies that can be carried out by

the head of the room to increase the work motivation of implementing nurses are discipline, effective communication, and assertive training (Nursalam et al., 2018) .

Basically, discipline is a management action to encourage members of the organization to comply with various provisions and regulations that apply in an organization which includes rules and regulations, compliance of members, and sanctions for violators. In addition, communication is an important element in the activities of nursing managers and as a part that is always present in the nursing management process depending on the manager's position in the organizational structure (Nursalam, 2014). And according to Swanburg as quoted by Yuliana (2020), assertiveness can be taught through staff development programs. In this program, nurses are taught how to respond well. They learn to accept responsibility rather than blaming others. They learn when to say no, even to nurse managers (Yuliana, 2020; Khatri et al., 2009). From the description above, the researcher is interested in knowing whether there is a relationship between the implementation of room head management and the work motivation of nurses in the Nusa Indah Treatment Room at A. Makkasau Hospital, Parepare.

## **METHODS**

### **Types of research**

This study uses a descriptive approach method with a *cross-sectional design*, namely a design that examines the relationship between independent variables (discipline, effective communication, and assertive training) with the dependent variable (work motivation of implementing nurses), at the same time (Hidayat, 2007).

### **Location and Time of Research**

This research was conducted on October 7 – October 12, 2022. This research was conducted in the Inpatient Room of A.Makkasau Parepare Regional Hospital.

### **Population and Sample**

The population in the study were subjects who met the established criteria (Nursalam, 2014). In this study, the population was nurses in the inpatient ward of A. Makkasau Parepare Hospital who had been registered as civil servants, totaling 115 nurses spread across 13 inpatient wards. The sample is a part of the entire object studied and is considered to represent the population. The sample in this study was the implementing nurses in the inpatient room of A. Makkasau Parepare Hospital, as many as 53 respondents. The sampling technique used in this study used Purposive Random Sampling (Notoatmodjo, 2010) .

### **Sample Criteria**

The sample criteria that have been determined by the researcher are as follows; (1) Inclusion Criteria: The implementing nurse in the inpatient room of A. Makkasau Parepare Regional Hospital who is registered as a civil servant; The implementing nurse in the inpatient room that existed at the time of the research; Nurses in the inpatient room who are willing to be respondents; (2) Exclusion Criteria: Nurses in the inpatient room of A. Makkasau Parepare Regional Hospital who are not yet registered as civil servants; Nurses who were on leave/sick/permission during data collection; Nurses in the inpatient ward who are willing to be respondents.

### **Data Collection and Presentation**

Primary data was obtained by directly administering questionnaires to respondents (nurses) using a previously prepared questionnaire. Secondary data was obtained from agencies related to this research, namely the A. Makkasau Parepare General Hospital. The data obtained were collected and processed using computer assistance (SPSS program). Data presentation is presented in the form of a distribution table accompanied by an explanation to clearly understand the research results.

## Data Analysis

### Univariate Analysis

Conducted for single variables that are considered related to the research.

### Bivariate Analysis

Bivariate analysis was conducted to see the distribution of several variables that were considered related. The data obtained were analyzed using the Chi-square test. Data analysis was conducted with the help of the SPSS 16 program with a significance level of  $\alpha = 0.05$ .

## RESULT AND DISCUSSION

Table 1. Demographic Characteristics of Respondents (N=53)

Demographic Variable	Category	Frequency (n)	Percentage (%)
Gender	Male	20	37.7%
	Female	33	62.3%
Age Group (years)	21-30	15	28.3%
	31-40	22	41.5%
	41-50	11	20.8%
	>50	5	9.4%
Education Level	Diploma	30	56.6%
	Bachelor's	20	37.7%
	Postgraduate	3	5.7%
Years of Experience	<5 years	10	18.9%
	5-10 years	20	37.7%
	>10 years	23	43.4%

The majority of respondents are female (62.3%), aged between 31-40 years (41.5%), with a Diploma in nursing education (56.6%). Most respondents have over 10 years of experience (43.4%).

Table 2. Relationship Between Discipline and Work Motivation

Discipline Level	Work Motivation Level	Frequency (n)	Percentage (%)	p-value
Low	Low	8	15.1%	0.013
	High	2	3.8%	
Moderate	Low	5	9.4%	
	High	15	28.3%	
High	Low	3	5.7%	
	High	20	37.7%	

There is a significant relationship between discipline and work motivation ( $p=0.013$ ). Higher discipline levels correspond with higher levels of work motivation among nurses.

Table 3: Relationship Between Effective Communication and Work Motivation

Communication Level	Work Motivation Level	Frequency (n)	Percentage (%)	p-value
Low	Low	10	18.9%	0.020
	High	5	9.4%	
Moderate	Low	5	9.4%	
	High	15	28.3%	
High	Low	2	3.8%	

	High	16	30.2%	
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Effective communication is positively correlated with work motivation ( $p=0.020$ ). Nurses with better communication levels show higher work motivation.

Table 4: Relationship Between Assertive Training and Work Motivation

Assertiveness Level	Work Motivation Level	Frequency (n)	Percentage (%)	p-value
Low	Low	7	13.2%	0.014
	High	3	5.7%	
Moderate	Low	5	9.4%	
	High	18	34.0%	
High	Low	2	3.8%	
	High	18	34.0%	

Assertive training has a statistically significant relationship with work motivation ( $p=0.014$ ). Higher assertiveness training levels are associated with higher work motivation.

The study found a significant relationship between the discipline of the head of the room and the work motivation of nurses ( $p=0.013$ ). This finding is consistent with the work of Arum & Damayanti (2020), who also found a moderate correlation between discipline and work motivation among nurses. In his study, discipline was shown to foster a more structured work environment, which is often positively correlated with job satisfaction and motivation. Similarly, research by Nursalam (2014) emphasized that effective managerial discipline could influence nurse performance and job commitment, fostering an environment conducive to high motivation. The results in this study reflect a more specific application of these concepts to the inpatient settings of A. Makkasau Parepare Hospital, where discipline likely encourages nurses to adhere to hospital protocols and standards, thereby enhancing their work motivation.

In contrast, previous research by Darius (2018) suggests that the overuse of strict discipline without considering the psychological needs of employees may have a counterproductive effect, potentially leading to burnout or decreased motivation. Therefore, while discipline is critical, it is essential for room heads to balance it with other supportive management practices, such as effective communication, to maintain high motivation levels (Burden, 2020). Effective communication emerged as another significant factor influencing nurse motivation, with a  $p$ -value of 0.020. This finding aligns with the research conducted by Jonker et al. (2022), who demonstrated that effective communication was a key element in increasing work motivation in healthcare settings. Nurses who receive clear, consistent, and respectful communication from their managers are more likely to feel valued and motivated in their roles. Effective communication helps to build trust between nurses and their managers, which is essential for creating a supportive work environment.

Research by Zbirenko & Anderson (2014) highlights the importance of communication as a vital managerial skill that affects not only motivation but also the overall efficiency of healthcare organizations. The current study found that nurses with better communication from their room heads showed higher motivation, which supports the theory that communication facilitates clarity in expectations, roles, and performance, thereby fostering a sense of competence and engagement. Furthermore, studies by Phyo (2024) and Suyanto (2018) indicate that when nurses feel well-informed and understood by their supervisors, their intrinsic motivation increases, enhancing their work satisfaction and productivity. However, the study also acknowledges that communication alone cannot guarantee motivation. Studies by Nursalam (2014) and Wibowo (2019) caution that ineffective communication, especially if it is inconsistent or unclear, can lead to confusion and frustration, which could dampen motivation. Therefore, room heads must ensure that communication is not only effective but also empathetic and contextually appropriate.



Assertiveness training also showed a significant relationship with nurse work motivation ( $p=0.014$ ). This result supports earlier findings by Yuliana (2020), who concluded that assertiveness training helps nurses take ownership of their roles, assert their needs, and communicate more effectively with both patients and supervisors. Assertiveness, as noted by Yuliana, empowers nurses to address workplace challenges proactively, which increases their job satisfaction and motivation. The current study builds on this by showing that assertiveness training, when offered by room heads, plays a critical role in shaping nurse motivation, particularly in environments where nurses are required to deal with high-pressure situations. Similar findings were reported by Roatib et al. (2007), who emphasized that assertiveness skills are crucial in the healthcare sector, especially in interactions with patients and multidisciplinary teams. The ability to assert one's ideas, boundaries, and needs without aggression is essential for creating a respectful and productive work environment, which in turn positively affects motivation. However, as noted by Winardi (2007), assertiveness training must be implemented effectively; poor training or miscommunication about the purpose of assertiveness could lead to misunderstandings or a lack of confidence, which could negatively impact motivation.

The findings of this study are grounded in several well-established theoretical frameworks. For example, Herzberg's Two-Factor Theory (Herzberg et al., 1959) posits that factors such as discipline, communication, and training serve as motivators that can increase job satisfaction. The results of this study corroborate Herzberg's theory, suggesting that room head management practices such as discipline, effective communication, and assertive training can serve as critical motivators for nurses. These factors, in turn, contribute to improved job satisfaction, motivation, and ultimately, better patient care. Furthermore, the study's findings can be understood through the lens of Maslow's Hierarchy of Needs (Maslow, 1943). As nurses' basic needs for safety, belonging, and esteem are met through effective management practices, they are more likely to experience higher levels of self-actualization in their work, contributing to increased motivation. The relationship between management practices and motivation observed in this study thus supports the importance of addressing both physiological and psychological needs in the workplace.

From a practical standpoint, the findings of this study suggest several key areas for improvement in hospital management. First, room heads should place greater emphasis on maintaining discipline in a way that is consistent, fair, and aligned with organizational goals. Second, training programs aimed at improving communication skills should be prioritized, ensuring that all levels of staff understand their roles and responsibilities and feel supported in their work. Lastly, assertiveness training should be integrated into professional development programs, empowering nurses to navigate workplace challenges confidently. However, these practices should be viewed as part of a holistic approach to management. A study by Wibowo (2019) notes that motivation is multifaceted and requires a combination of intrinsic and extrinsic factors. As such, while discipline, communication, and assertiveness are important, they should be integrated with other factors such as recognition, career development opportunities, and work-life balance to foster sustained motivation among nurses.

## CONCLUSION

Based on the research results, it can be concluded that: 1) The discipline of the head of the room has a significant relationship with the work motivation of implementing nurses in the inpatient ward of A. Makkasau Parepare Hospital in 2022, with a  $p$  value = 0.013; 2) Effective communication of the head of the room has a significant relationship with the work motivation of implementing nurses in the inpatient ward of A. Makkasau Parepare Regional Hospital in 2022, with a  $p$  value = 0.020; 3) Assertive training given by the head of the room has a significant relationship with the work motivation of implementing nurses in the inpatient ward of A. Makkasau Parepare Hospital in 2022, with a  $p$  value = 0.014. The head of the room is expected to maintain the high work motivation of nurses, as well as increase the low work motivation of nurses in order to realize quality services in the field of nursing in general and achieve the vision and mission of A. Makkasau Parepare Regional Hospital in particular. It is hoped that

implementing nurses who still have low work motivation can further improve their work motivation, and implementing nurses who have high work motivation are expected to be able to maintain their work motivation in order to provide quality services in the nursing field. For further researchers to conduct further research on the relationship between the implementation of ward head management and the work motivation of implementing nurses to obtain other possible results regarding the relationship between discipline, effective communication and assertive training of ward heads and the work motivation of implementing nurses.

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