

Exploring the Impact of Self-Leadership on Work Motivation and Nursing Performance

Firman Prastito¹,
Ervi Suminar²,
Widya Lita Fitriyanur³,
Diah Jerita Eka Sari⁴

Rumah Sakit Muhammadiyah Gresik, Universitas Muhammadiyah Gresik

E-mail : firmanprastito@gmail.com

ABSTRAK

Latar Belakang: Kepemimpinan diri merupakan suatu proses yang ada dalam diri seseorang untuk meningkatkan motivasi dan mengarahkan dirinya agar berperilaku sesuai dengan apa yang diharapkan orang lain terhadap dirinya. Individu yang memiliki kepemimpinan mandiri mampu membangun dirinya sendiri dalam mencapai tujuannya dan memberikan arahan dan/atau dukungan yang diperlukan untuk memastikan bahwa tujuannya selaras dengan tujuan umum kelompok atau organisasi. Tujuan penelitian ini adalah untuk mengetahui hubungan Self Leadership dengan motivasi kerja dan kinerja perawat.

Metode: Desain penelitian ini adalah penelitian deskriptif analitik dengan pendekatan cross sectional dengan populasi 86 perawat dan sampel 71 perawat, dengan menggunakan teknik simple random sampling. Instrumen dalam penelitian ini menggunakan kuesioner. Analisis pada penelitian ini menggunakan uji korelasi Spearman Rho ($p < 0,05$).

Hasil: Hasil penelitian menunjukkan bahwa terdapat hubungan yang sangat signifikan antara kepemimpinan diri dengan motivasi kerja. Tingkat hubungan sangat tinggi dengan jumlah responden 71 orang dengan r korelasi = 0,618 (r minimum 0,234). Uji statistik menunjukkan $p = 0,000$ sehingga $p < \alpha$ (0,05) yang berarti hipotesis (H_1) diterima. Dan dari hasil pengujian terdapat hubungan yang sangat signifikan antara kepemimpinan diri dengan kinerja perawat. Tingkat hubungan sangat tinggi dengan jumlah responden 71 orang dengan r korelasi = 0,620 (r minimum 0,234). Uji statistik menunjukkan $p = 0,000$ sehingga $p < \alpha$ (0,05) yang berarti hipotesis (H_1) diterima.

Kesimpulan : Ada Hubungan Self Leadership Terhadap Motivasi Kerja Dengan Kinerja Perawat Di Rumah Sakit Muhammadiyah Gresik.

Kata Kunci: Kepemimpinan Diri, Motivasi Kerja, Kinerja

ABSTRACT

Background: Self-leadership is a process that exists within a person to increase motivation and direct himself to behave in a way that is in accordance with what other people expect of him. Individuals who have self-leadership are able to build themselves up in achieving their goals and to provide the needed direction and/or support to ensure that their goals are aligned with the general goals of the group or organization. The purpose of this study was to determine the relationship between Self Leadership and work motivation and performance of nurses.

Methods: The design of this study was an analytic descriptive study with a cross sectional approach with a population of 86 nurses and a sample of 71 nurses, using a simple random sampling technique. The instrument in this study used a questionnaire. The analysis in this study used the Spearman Rho correlation test ($p < 0.05$).

Results: The results of the study show that there is a very significant relationship between self-

leadership and work motivation. The level of relationship is very high in the number of respondents 71 people with r correlation = 0.618 (r minimum 0.234). The statistical test shows that $p = 0.000$ so that $p < \alpha$ (0.05) which means that the hypothesis (H1) is accepted. And from the test results there is a very significant relationship between self-leadership and nurse performance. The level of relationship is very high in the number of respondents 71 people with r correlation = 0.620 (r minimum 0.234). The statistical test shows that $p = 0.000$ so that $p < \alpha$ (0.05) which means that the hypothesis (H1) is accepted.

Conclusion: *There is a Relationship between Self Leadership on Work Motivation and Nurse Performance at Muhammadiyah Gresik Hospital.*

Keywords: *Self Leadership, Work Motivation, Performance*

INTRODUCTION

Hospitals are said to succeed not only in the completeness of superior facilities, but also the attitude and service of human resources are elements that have a significant influence on the services produced and perceived by clients. If these elements are ignored, in a short time the hospital will lose many clients and be shunned by potential clients. The client will turn to a hospital or other health service facility that meets his expectations (Government of the Republic of Indonesia, 2009).

Nurses are human resources who contribute to providing health services both in hospitals, health centers and other health facilities. In addition to the largest number, nurses are also a profession that provides continuous services during 24 hours to clients. Therefore, nursing services have a great contribution in determining the quality of public services, especially in the health sector. The professionalism of nursing services provided is essentially the nursing services provided in accordance with the quality standards of nursing services (Yaghoubi *et al.*, 2013). Factors that affect nurses' performance, including the work motivation of the nurses themselves.

Muhammadiyah Gresik Hospital (RSMG) is one of the type C hospitals located in the Gresik City area, Gresik District, Kroman Village. Its very strategic location and sufficient facilities and adequate manpower support make RSMG a referral center from health centers in the

Gresik area, private hospitals, and the nearest midwife clinics. However, Muhammadiyah Gresik Hospital is inseparable from complaints and criticisms from customers. The complaints and criticisms are mainly not on the lack of manpower or lack of equipment, but mainly on the ethics, attitudes and behavior of nurses.

Based on the results of the author's brief interviews with ten patients, it was found that three of them still complained about their nursing staff who were still undisciplined in their nursing services. However, there are also those who work well.

The ratio of the number of nurses to the population in Indonesia in 2015 was 87.65 per 100,000 inhabitants. Meanwhile, in East Java it is 138.62 per 100,000 population. The national target in 2019 is 180 per 100,000 population (Ministry of Health of the Republic of Indonesia, 2016). Thus, nationally there is still a shortage of nurses, so that the lack of number of nurses often puts pressure or stress physically and psychologically on nurses. As a result, it affects the performance of nurses (Ministry of Health of the Republic of Indonesia, 2016).

Motivation is actually a fundamental factor in improving the performance of nurses. If Nurses are not motivated then they will not do their jobs properly (Songstad *et al.*, 2012). Poor motivation is an obstacle and obstacle in nursing services in several countries

(Khoshnevis and Tahmasebi, 2016).

The *path-goal theory* by Robert J. House states that a person who has *self-leadership* is able to build themselves up in achieving their goals and to provide the necessary direction and/or support to ensure that their goals are aligned with the general goals of the group or organization. House identifies four *self-leadership* behaviors, the first directive is to tell colleagues what is expected of them and determine the work they must complete. The second is supportive is someone who is friendly and attentive to the needs of colleagues, the third is participatory negotiating with colleagues and using their suggestions before making decisions, and the last is achievement-oriented, someone who has a *self-leadership* spirit sets great goals and expects his colleagues to work very well (Robin and Judge, 2008).

Individuals will get satisfaction and productivity when they see a strong relationship between the efforts and achievements they make and the results they achieve with high scores. The *path-goal* model also says that the most effective *self-leadership* is those who help their colleagues follow a path to achieving high-value results at work. Essentially, this model explains what a *person with a self-leadership* spirit should do to influence their perception of work and personal goals as well as explain what a person should do to motivate themselves and provide satisfaction to patients.

Based on the above background, the researcher wants to examine the relationship between *self-leadership* and work motivation and performance of nurses at Muhammadiyah Gresik Hospital. Where nurses have a role and responsibility in providing professional services so that patients achieve satisfaction

LITERATURE REVIEW

Self-leadership comes from the concept

of self-reward to be able to get work done with the abilities that nurses have in a nursing service environment that encourages nurses to display creative and active self-leadership. Strategies that focus on Self-leadership behavior has a positive and significant relationship with performance improvement individuals and hospital performance. Self-leadership functions in reducing the workload supervision of subordinates, as well as enabling nurses at any level in the organization to continue perform well so that they are able to find solutions to the problems faced (Septiani& Fitriani, 2023; Supriyanto et al., 2023).

Nurse performance is essential to achieve hospital goals, because nurses are at the forefront of providing services to clients. Some studies explain factors that play a role in improving nurse performance are self-will, self-efficacy, and motivation. These three factors summarize the concept of self-leadership in the workplace. Mandagi et al. (2015) describe self-leadership to develop the ability to a person based on the belief that one must lead oneself before lead others. Effectively, one should strive to build capacity for acting, allowing a person to live life effectively. In other words, Self-leadership is the process by which an individual influences himself by encouraging management, observation, and reflection of one's own thoughts and behaviors (Aufa et al., 2023; Tyaningsih & Nurachadijat, 2023).

METHOD

The research design that will be used is analytical descriptive research with a *cross sectional approach*, namely a type of research that examines the relationship between variables. Researchers can search for and explain a relationship, estimate and test based on existing theories. This study aims to reveal the correlative relationship between variables. Correlative relationships refer to the tendency that variations of one variable are followed by variations of other variables (Nursalam, 2015).

The subjects of the study that meet

the criteria are called populations (Nursalam, 2015). The population in this study is all the implementing nurses at Muhammadiyah Gresik Hospital totaling ± 86 people.

The sample is part of the affordable population that can be used as a research subject through sampling (Nursalam, 2015). After obtaining the research population, namely all nurses at Muhammadiyah Gresik Hospital, the researcher took a part of the population to be a sample in this study.

The research subjects of this study were taken by means of *probability sampling* of the simple *random sampling* type, which means that each subject was randomly selected during the research period, namely September 1 to September 20, 2022, 71 respondents were obtained.

(Nursalam, 2016).

RESULT

Characteristics of nurses by gender

Table 1 Distribution of Nurse Frequency Based on Gender at Muhammadiyah Gresik Hospital in 2023

No.	Gender	Frequency	Percentage (%)
1	Male	14	19,7
2	Woman	57	80,3
	Sum	71	100,0

Table 1 shows that most of the nurses at Muhammadiyah Gresik Hospital are female as many as 57 people (80.3%) and a small part are male as many as 14 people (19.7%)

1. Characteristics of nurses by length of service

Table 2 Distribution of Nurse Frequency Based on Working Period at Muhammadiyah Gresik Hospital in 2023

No.	Working Period	Frequency	Percentage (%)
1	0-5 years	44	62,0
2	6-10 years	22	31,0
3	11-25 years	5	7,0
	Sum	71	100,0

Table 2 shows that most of the nurses at Muhammadiyah Gresik Hospital only have a working period of 0-5 years as many as 44 people (62.0%) and only a small part of them have had a working period of 11-25 as many as 5 people (7.0%)

2. Characteristics of nurses based on education

Table 3 Distribution of Nurse Frequency Based on Education at Muhammadiyah Gresik Hospital in 2023

No.	Education	Frequency	Percentage (%)
1	Diploma 3	23	32,4
2	Undergraduate & Nurses	48	67,6
	Sum	71	100,0

Table 3 shows that most of the nurses at

Muhammadiyah Gresik Hospital have a Bachelor & Nurse education as many as 48 people (67.6%) and a small part have a Diploma 3 education as many as 23 people (32.4%)

3. Respondent characteristics by Age

Table 4 Distribution of Nurse Frequency Based on Age at Muhammadiyah Gresik Hospital in 2023

No.	Age	Frequency	Percentage (%)
1	20-30 years old	35	49,3
2	31-40 years old	26	36,6
3	>40 years	10	14,1
	Sum	71	100,0

Table 4 shows that almost half of the nurses at Muhammadiyah Gresik Hospital are 20-30 years old as many as 35 people (49.3%) and a small part of >40 years old as many as 10 people (14.1%)

4. Self leadership nurse

Table 5 Distribution of Frequency of Nurse Data Collection Based on *Self Leadership* at Muhammadiyah Gresik Hospital

No.	<i>Self Leadership</i>	Frequency	Percentage (%)
1	Low	4	5,6
2	Normal	17	23,9
3	Tall	50	70,4
	Sum	71	100,0
Table	5 indicates that	Most	<i>self leadership</i> of nurses in hospitals

Muhammadiyah Gresik is high as many as 50 people (70.4%) and only a small part of the *low self-leadership* of nurses is 4 people (5.6%)

5. Nurse work motivation

Table 6 Distribution of Frequency of Nurse Data Collection Based on Work Motivation at Muhammadiyah Gresik Hospital

No.	Nurse Work Motivation		
	Frequency	Percentage (%)	
1	Less	0	0,0
2	Enough	3	4,2
3	Good	24	33,8
4	Excellent	44	62,0
	Sum	71	100,0

Table 6 shows that most of the nurses' work motivation at Muhammadiyah Gresik Hospital is very good as many as 44 people (62.0%) and none of the nurses have less work motivation (0.0%)

Nurse performance

Table 7 Distribution of Frequency of Nurse Data Collection Based on Performance at Muhammadiyah Gresik Hospital

No.	Nurse Performance	Frequency	Percentage (%)
1	Less	6	8,5
2	Enough	18	25,4
3	Good	47	66,2
	Sum	71	100,0

Table 7 shows that most of the nurses' performance at Muhammadiyah Gresik Hospital is good as many as 47 people (66.2%) and only a small number of nurses whose performance is poor as many as 6 people (8.5%)

6. Analysis of the relationship between self-leadership and nurses' work motivation at Muhammadiyah Gresik Hospital

Table 8 Cross-tabulation of Self Leadership and Nurses' Work Motivation at Muhammadiyah Gresik Hospital

	Self Leadership	Nurses' Work Motivation			Sum	
		Less	Enough	Good	Excellent	
1	Low	0 (0,0%)	3 (75,0%)	1 (25,0%)	0 (0,0%)	4 (100%)
2	Normal	0 (0,0%)	0 (0,0%)	13 (76,5%)	4 (23,5%)	17 (100%)
3	Tall	0 (0,0%)	0 (0,0%)	10 (20,0%)	40 (80,0%)	50 (100%)
	Sum	0 (0,0%)	3 (4,2%)	24 (33,8%)	44 (62,0%)	71 (100%)
Uji Spearman's rho : Sig. (p) = 0,000 r = 0,618						

Table 8 shows that of the 4 nurses whose self-leadership is low, most (75%) have sufficient work motivation and none (0.0%) have low and very good work motivation. Furthermore, of the 17 nurses whose self-leadership was normal, most (76.5%) had good work motivation and none (0.0%) had less and sufficient work motivation. Then of the 50 nurses who had high self-leadership, most (80.0%) had very good work motivation and none (0.0%) had less and sufficient work motivation.

The statistical test in this study uses the Spearman's rho test with the help of the SPSS program to determine the relationship between self-leadership and the work motivation of nurses at Muhammadiyah Gresik Hospital. The test results showed that $p = 0.000$ so $p < \alpha$ (0.05) which means Hypothesis (H1) was accepted. Meanwhile, r correlation = 0.618 which shows a very high level of relationship in the number of 71

respondents (r minimum 0.234). From the results of the test, it means that there is a very significant relationship *between self-leadership* and the work motivation of nurses at Muhammadiyah Gresik Hospital.

7. Analysis of the relationship between *self-leadership* and nurse performance at Muhammadiyah Gresik Hospital Table 9 Cross-tabulation of *Self-Leadership* and Nurse Performance at Muhammadiyah Gresik Hospital

No	Self Leadership	Nurse Performance			Sum
		Less	Enough	Good	
1	Low	3 (75,0%)	0 (0,0%)	1 (25,0%)	4 (100%)
2	Normal	3 (17,6%)	10 (58,8%)	4 (23,5%)	17 (100%)
3	Tall	0 (0,0%)	8 (16,0%)	42 (84,0%)	50 (100%)
Sum		6 (8,5%)	18 (25,4%)	47 (66,2%)	71 (100%)

Uji Spearman's rho :	r = 0.618
Sig. (p) = 0,000	

Table 9 shows that of the 4 nurses whose *self-leadership* is low, most (75%) have poor performance and none (0.0%) have sufficient performance. Furthermore, of the 17 nurses whose *self-leadership* is normal, most (58.8%) have adequate performance and a small part (17.6%) have poor performance. Then of the 50 nurses who had high *self-leadership*, most (84.0%) had good performance and none (0.0%) had less work motivation.

The statistical test in this study uses the *Spearman's rho test* with the help of the SPSS program to determine the relationship between *self-leadership* and the performance of nurses at Muhammadiyah Gresik Hospital. The test results showed that $p = 0.000$ so $p < \alpha$ (0.05) which means Hypothesis (H1) was accepted. Meanwhile, *r correlation* = 0.620 which indicates a very high level of relationship in the number of 71 respondents (r minimum 0.234). From the results of the test, it means that there is a very significant relationship *between self-leadership* and the performance of nurses at Muhammadiyah Gresik Hospital.

DISCUSSION

Table 5 shows that most (70.4%) of the *nurses' self-leadership* at Muhammadiyah Gresik Hospital is high as many as 50 people (70.4%) and only a small part of the *nurses' self-leadership* is low as 4 people (5.6%).

As is known, *self-leadership* is defined as the process that exists in a person to increase motivation and direct himself to behave in a way that is in accordance with what others expect of him (Konradt et.al., 2008, Godwin et.al., 1999). There are many factors that can affect *self-leadership*, including ability, education and training, *day to day behavior, employee commitment, creativity* and others.

If you look at the ability, education and training of the nurses of Muhammadiyah Gresik Hospital, it is appropriate that the *self-leadership* of most nurses is high. The results of the study show that the nurse education at Muhammadiyah Gresik Hospital is mostly Bachelor and Nurse. The higher a person's education, the easier it will be for a person to carry out a process in himself to increase motivation and direct himself to behave in a way that is in accordance with what others expect from him. A person will be better able to place himself in the social environment and organizational culture if he or she is highly educated.

Self leadership is also influenced by *creativity*, the results of research on education, most of which are bachelors, also allow a person to have creativity in work. This is in accordance with Pearce & Manz (2005) For organizations that require a degree of innovation that

In order to meet the needs of its customers or serve the public quickly and effectively, the development of *self-leadership* skills is necessary. The existence of freedom and conditions in the organization that encourage the creation of *high self-leadership* development and also an organizational situation that is conducive to

sharing influence with colleagues in decision-making, problem-solving and identification of opportunities in the future will lead to the creation of a conducive environment for creativity which in turn will increase the degree of innovation of the organization.

In accordance with the results of this study, the researcher views *self-leadership* as an important stage in increasing human resource capacity. Starting with the awareness of *self-leadership*, a person will be able to analyze himself so that he knows exactly where the shortcomings and potentials are in himself. This is very important in an effort to prepare methods, means and motivation to forge yourself to become a more professional person. The existence of *self-leadership* can also provide input (*take and give*) between peers and even anyone who has good self-motivation. Thus, everyone should seriously learn what *self-leadership* is and at the same time apply it in daily activities or work to increase work productivity and also transmit positive attitudes.

Motivation of Nurses at Muhammadiyah Gresik Hospital

The results of the study as shown in Table 6 show that most of the nurses at Muhammadiyah Gresik Hospital have excellent work motivation as many as 47 people (66.2%) and only a small number of nurses whose performance is less as many as 6 people (8.5%). The work motivation of nurses at Muhammadiyah Gresik Hospital is influenced by several factors, including needs, relationships, organization, environment and others. Needs are an important factor in influencing motivation, Hasibuan Malayu (2009) said that what motivates a person's work spirit is to meet the material and non-material needs and satisfaction that he obtains from the results of his work. If their needs and satisfaction are more met, then their work spirit will also be better. So basically this theory proposes that a person will act (be eager to work) to be able to

meet his *inner needs* and satisfaction. The higher the standard of needs and desired satisfaction, the more active the person will work.

In terms of needs, it is clear that everyone is motivated to work, including the nurses at Muhammadiyah Gresik Hospital. They have high motivation because it is to meet needs. They see that the hospital where they work is a suitable and delicious place to actualize their desire to work and have a career. Work is a noble job for every human being, but it is not uncommon for humans to work not according to what they want and the rain is not in accordance with their abilities. Unlike the nurses at Muhamadiyah Hospital, they work according to their skills and in a good place.

In addition to motivation due to needs, nurses are also motivated because of work relationships. This motivation is formed due to the desire to achieve and the desire to work professionally. This theory prioritizes a person's relationship with their environment. Hasibuan (2009) in this case said that according to the theory of human *relations* motivation, a person will perform well, if he is accepted and recognized in his work and environment. This human *relations* motivation is directly proportional to the demands of the hospital. Hospitals demand nurses to work professionally and competently. Thus, the two motivational factors and institutional demands become one in nurses so that they are motivated to work better.

The next explanation that can be elaborated by the researcher according to the results of this study is that the excellent work motivation of nurses at Muhammadiyah Gresik Hospital is also influenced by spiritual factors

which is difficult to measure. The spiritual factor in this case is more social and devotion. Motivation because of the social spirit appears in the nurses at Muhammadiyah Gresik Hospital because of friendship with colleagues and association in service to the community. This has a quite important role in increasing the self-

motivation of a nurse. Meanwhile, the motivation because the spirit of devotion possessed by nurses is more on the humanitarian side whose existence needs each other. The self-devotion of nurses is actualized with the services they provide to patients

Performance of Nurses at Muhammadiyah Gresik Hospital

The results of the research on performance are presented in Table 7, that most of the nurses have good performance as many as 47 people (66.2%) and only a small number of nurses whose performance is less as many as 6 people (8.5%).

The most important factors that cause the good performance of the nurses of Muhammadiyah Gresik Hospital in this study are individual factors, especially education level, motivation, expertise and background in addition to several other factors found in the research results. In general, education and knowledge are important factors in a person achieving good performance, because without adequate knowledge and ability it is difficult to achieve good performance. The results of this study show that most nurses have a bachelor's degree, this allows them to have a good performance. Calita (2020) in her journal said that the clinical performance of nurses is influenced by internal and external factors, internal factors are the skills and motivation of nurses, while external factors are supervision, leadership style and monitoring.

In her journal, Calita also said that motivation plays a role in improving nurses' performance. The results of this study show that most of the motivation of Muhammadiyah Gresik Hospital nurses is very good. Motivation is an influential impulse that awakens, directs and maintains behaviors related to the work environment. Meanwhile, Sriwidodo (2010) said that motivation is a state in a

person's personality that encourages the individual's desire to do certain activities to achieve goals.

Nurse performance is indeed inseparable from various influencing factors. Of these many factors, researchers view that commitment ranks high, followed by integrity and other factors. With the commitment of nurses will work optimally, do not procrastinate on work, maintain professional values and more importantly maintain the good name of the profession and institution. Then performance is also characterized by high integrity in work. Nurses of Muhammadiyah Gresik Hospital have an attitude and ability to respond to patient needs, are capable in translating the vision and mission of the institution and are able to adjust to the work environment.

The Relationship between *Self Leadership* and Nurses' Work Motivation at Muhammadiyah Gresik Hospital

A statistical test to determine the relationship *between self-leadership* and the work motivation of nurses at Muhammadiyah Gresik Hospital in this study used the *Spearman's rho test* with the help of the SPSS program. The test results showed that $p = 0.000$ so $p < \alpha$ (0.05) which means Hypothesis (H1) was accepted. Meanwhile, *r correlation* = 0.618 which shows a very high level of relationship in the number of 71 respondents (*r* minimum 0.234). From the results of the test, it means that there is a very significant relationship *between self-leadership* and the work motivation of nurses at Muhammadiyah Gresik Hospital.

The *self-leadership* variable here is also included in the sub-variable, namely *supportive self-leadership* which has a very close correlation with the work motivation of nurses. Most respondents agreed that the better *the self-leadership supportive*, the better the work motivation will be. This is in accordance with the house theory, which is an attitude that shows a person's friendliness, is easy to meet and shows an attitude of caring for his colleagues (House and Mitchell 1974 in Yukl 1989). Mamduh (1997) said that if someone wants to improve the unity and cohesiveness of the group, a *supportive self-leadership* style is used. *Self leadership supportive* describes a situation where employees who have a high need to develop do easy, simple and routine tasks. Such individuals expect work as a source of satisfaction of needs, but their needs are not met. The reaction that may arise is feelings of disappointment and frustration. The research evidence by House & Mitchell (1974) in Yukl (1989) strongly shows that employees who perform unsatisfactory tasks like this tend to give a positive response to *supportive self-leadership*.

In terms of *achievement-oriented self-leadership*, Yukl (1989) stated that individual behavior is driven by *the need for achievement* or the need to achieve. *Achievement-oriented self-leadership* is hypothesized to increase effort and satisfaction if the work is unstructured (e.g., complex and not repetitive) by increasing confidence and expectation of completing a challenging task and goal. Higher job satisfaction is obtained when performing good work performance. Researchers see leadership as an effort to make oneself have the qualities of a leader, which means that a nurse incorporates the abilities of a leader into herself. If a person or a nurse equips themselves with the traits of a leader, it will definitely motivate them in their work and

motivate them in various other interests. The traits of successful leaders that are commonly possessed include having good communication, being fair, honest and responsible.

The Relationship between *Self Leadership* and Nurse Performance at Muhammadiyah Gresik Hospital

A statistical test to determine the relationship *between self-leadership* and nurse performance at Muhammadiyah Gresik Hospital in this study uses the *Spearman's rho test* with the help of the SPSS program. The test results showed that $p = 0.000$ so $p < \alpha (0.05)$ which means Hypothesis (H1) was accepted. Meanwhile, *r correlation* = 0.620 which indicates a very high level of relationship in the number of 71 respondents (*r minimum* 0.234). From the results of the test, it means that there is a very significant relationship *between self-leadership* and the performance of nurses at Muhammadiyah Gresik Hospital.

The *self-leadership* variable here is also included in the sub-variable, namely *the self-leadership directive* which has a very close correlation with the performance of nurses. Most respondents agreed that the higher *the self-leadership directive*, the better the nurse's performance. House in his theory states that a person who has a *self-leadership directive* provides guidance and direction to colleagues specifically regarding their work. This is because they feel incapable so they need direction from someone who has a *self-leadership directive*. Another thing that plays a fairly important role is the lack of speed of information obtained by the implementing nurses. The results of this study are in line with the research of Raharjo and Nafisah, (2006) where the hypothesis test proves that *directive leadership* has a positive effect on employee

performance. This implies that employee performance can be improved if *the self-leadership directive* is maintained. *Self leadership directives* have the greatest influence in relation to employee performance. The results of this hypothesis test reinforce the results of empirical research from Griffin (1980), Mc Nesse-Smith (1996) and Alimuddin (2002) who stated that there is a positive correlation between directive style leadership attitudes and employee performance.

A significant relationship between *self-leadership*, which includes *supportive self-leadership*, and nurse performance is also seen in this study. Thus, the results of this study are in line with the results of research by Raharjo and Nafisah, (2006) that leadership, including supportive leadership, has a positive effect on employee performance. This implies that employee performance can be improved if *supportive self-leadership* continues to be maintained and improved. *Self-leadership is the* variable that has the greatest influence in relation to employee performance. This shows that *supportive self-leadership* greatly affects employee performance. The results of this hypothesis test also reinforce the results of the empirical research of Griffin (1980) and Mc Nesse-Smith (1996) which stated that there is a positive correlation between leadership attitudes and leadership behavior and employee performance.

Furthermore, House in Yukl (1989) also argues that individual behavior is driven by the need to achieve. This is in line with the research of Lomanto and Silvia, (2012) where the results of his research on the relationship between achievement-oriented leadership styles and performance based on research using *path goal leadership theory* on performance, the results show that *self-leadership* Achievement-oriented also has a

significant positive effect on performance. The results of this study are also in accordance with previous research on *the self leadership* variable having a positive and significant influence on the job satisfaction variable.

Looking at the main results of this study, researchers can illustrate that *self-leadership* is an important factor in performance. *Self leadership* is in charge of making oneself a leader, while the leader's job is to solve problems, give suggestions, support, care, inspire, and more importantly, a leader is responsible for his leadership. Thus, a nurse who has *self-leadership* will certainly improve her performance.

Conclusion

Based on the results of the research and discussion that have been described in the previous chapter, the conclusions in this study are as follows:

1. *The self-leadership* of nurses at Muhammadiyah Gresik Hospital is mostly high as 50 people (70.4%) and only a small part of the *nurse self-leadership* is low as 4 people (5.6%).
2. The work motivation of nurses at Muhammadiyah Gresik Hospital is mostly very good as many as 47 people (66.2%) and only a small number of nurses whose performance is less as many as 6 people (8.5%).
3. The performance of nurses at Muhammadiyah Gresik Hospital is mostly good as many as 47 people (66.2%) and only a small number of nurses whose performance is less as many as 6 people (8.5%).
4. There is a significant relationship between *self-leadership* and the work motivation of nurses at Muhammadiyah Gresik Hospital.
5. There is a significant relationship between *self-leadership* and the

performance of nurses at Muhammadiyah Gresik Hospital.

Suggestions

According to the conclusion of the above research, the suggestions that can be given to related parties are as follows:

1. For health workers
Nurses should be able to make *self-leadership* a way to increase personal capacity because it is proven to be able to increase their motivation and performance in order to achieve the goals that have been set
2. On behalf of the hospital
The hospital should hold trainings and the like to encourage nurses to be aware and able to carry out *self-leadership* considering the importance of *self-leadership* for motivation and performance.
3. For the next researcher
Researchers can then conduct further research on *self-leadership*, motivation and performance of nurses, using the results of this study as a consideration and hopefully take a wider population.

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