



**THE RELATIONSHIP OF PUSKESMAS HEAD'S LEADERSHIP STYLE AND
WORK MOTIVATION WITH EMPLOYEE JOB SATISFACTION
AT UPT PUSKESMAS SUKARAMAI MEDAN
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ABSTRACT

This research aims to determine the relationship between the leadership style of the head of the Community Health Center and the work motivation of the Sukaramai Community Health Center employees. To determine the relationship between the leadership style of the head of the community health center and the job satisfaction of employees of the Sukaramai Community Health Center Technical Services Unit. This type of research is quantitative research with a sample of 34 respondents. The data collection method used in data processing is using a direct questionnaire. The data processing technique uses the Chi Square test. The results of this research show that there is a relationship between leadership style and job satisfaction with a significant value of 0.000 which is smaller than 0.05. The research results also show that there is a relationship between work motivation and job satisfaction with a significant value of 0.000, which is smaller than 0.05. Based on the results of the hypothesis test, there is a significant influence between the leadership style variables on the job satisfaction of the Sukaramai Community Health Center Technical Services Unit employees. The results of the research show that the leadership style of the head of the community health center and work motivation are related to employee job satisfaction in the Sukaramai Community Health Center Technical Services Unit, so it is necessary to improve the quality of leadership through leadership training. Likewise, work motivation requires giving awards, opportunities to increase career levels, providing incentives and other efforts to increase job satisfaction.

Keywords: Leadership Style, Work Motivation, and Job Satisfaction



INTRODUCTION

Based on Minister of Health Regulation no. 43 of 2019, Community Health Centers are classified as Health Service Facilities (Faskes) which carry out promotive, preventive, curative or rehabilitative efforts. Community Health Centers have an obligation to create health policies to achieve health development goals in their work areas. (PMK 2019)

According to Law No. 17 of 2023 concerning health, Health Human Resources (SDMK) is someone who works actively in the health sector, whether they have formal health education or not, which for certain types requires authority to carry out health efforts (Ministry of Health Republic of Indonesia, 2023).

Community Health Center employee performance is the ability and expertise of an employee in carrying out work with certain abilities within an organization who is expected to carry out his responsibilities in order to achieve organizational goals. The challenge for Puskesmas employees is to overcome demands in completing tasks well so that community satisfaction is always maintained and maintained. For this reason, in dealing with the community naturally, employees must be knowledgeable and able to fulfill their responsibilities in providing services in accordance with established

standards so that they can reach all levels of society (Guspaneza, 2017).

The head of the Community Health Center as a leader must be able to provide an example of a good leadership role in the organization he leads, so that it is hoped that the Head of the Community Health Center will have leadership abilities that can be utilized so that the organization's goals can be realized. For example, leaders who provide encouragement to workers can be seen from the close relationship between a person's inner motivation. The impact is in the form of individual behavior in the organization, such as productivity levels, absenteeism levels and others. (Oktaviana & Wahyono, 2020)

Leadership is said to be effective if it is able to carry out its functions, namely directing, guiding, directing, providing activities or encouraging them, leading a group, creating a great social network, teaching or supervising well, and directing followers in the right direction. goals, want to go, in accordance with duration and rules of the program. As a result, administrators must be able to keep their employees focused and communicate with those running them to prevent body alienation and build employee trust in the office, where employees believe the agency can meet their needs. pay their wages in accordance with the law and increase their

compliance with their leaders' policies and procedures (Rafidah, 2017).

Based on research conducted by Dwi Noerjoedianto (2021), namely the Head of Community Health Centers and health workers in Community Health Centers throughout Jambi City, it is known that the leadership role of the Head of Community Health Centers is very important in supervising and improving organizational performance and the quality of service at Community Health Centers. 58% of the 197 respondents stated that leadership had a high role or was very important in improving performance and service quality, while another 42% stated that the role of leadership was quite important.

Based on a study conducted by Ikadawaty Hutabarat (2019) entitled "The Relationship between the Leadership Function of the Head of the Community Health Center and the Work Motivation of Health Workers at the Kebun Lada Health Center, Binjai District" based on the research results, the results of the chi square test showed the relationship between decision making and the work motivation of health workers at the Kebun Health Center. Lada Binjai Medan 2019 with a degree of significance (α) = 0.05 and a p value = 0.000, then H_0 is rejected and H_a is accepted. In conclusion, there is a very significant (strong) relationship between decision making and the work motivation of health workers at the Kebun Lada Binjai Health Center in Medan in 2019.

Based on the results of the preliminary survey, Technical Services Unit The Sukaramai Health Center sets working hours at the Sukaramai Health Center, namely Monday-Friday 08.00-15.00 while Saturday 08.00-13.30. It was also found that there was low work motivation of employees in this agency. This is because there are not many opportunities for employees to convey suggestions to the head of the community health center and there is a lack of concern among employees at the Sukaramai Community Health Center Technical Services Unit.

Most of the Sukaramai Community Health Center employees are dissatisfied with their work, this can be seen from the work they are given that does not match their abilities and the provision of bonuses that are not appropriate. This raises an important question to be answered, whether low employee job satisfaction is related to leadership style and work motivation.

Based on the phenomena described above, it is important to conduct research on the relationship between the leadership style of the head of the community health center and work motivation with employee job satisfaction. Technical Services Unit Sukaramai Health Center.

METHOD

This type of research is quantitative research which aims to reveal the correlation between leadership style and employee work motivation Technical Services Unit Sukaramai Health Center. The

research design was cross-sectional. This research conducted in Technical Services Unit Sukaramai Health Center, starting from December 2023 to May 2024. The population is employees Technical Services Unit Sukaramai Health Center, Medan City, as many as 34 people were sampled (total sampling). Data was collected through interviews with the help of questionnaires and observations. Data analysis was carried out univariately to describe the frequency distribution of each variable. Bivariate analysis in this study was carried out using

the Chi Square test at a confidence level of 95% ($\alpha=0.05$).

RESULTS AND DISCUSSION

Respondent Characteristics

The characteristics of respondents based on gender, age, education level and years of work can be seen in the following table:

Table 1 Characteristics of Respondents

NO	Characteristics	Category	Number(n)	Percentage%
1	Gender	Man	4	11.8%
		Woman	30	88.2%
2	Age	20-35 Years	15	44.1%
		36-45 Years	11	32.5%
		>45 Years	8	23.5%
3	Level of education	SENIOR HIGH SCHOOL	2	5.9%
		D3	10	29.4%
		S1	15	44.1%
		S2	7	20.6%
4	Years of service	1-5 Years	15	44.1 %
		6-10 Years	13	38.2%
		>10 Years	6	17.7 %

In table 4.1 it can be seen that the majority of respondents in this study were female (88.2%), the majority of respondents' age was 20-35 years (44.1%), the majority of respondents' education level was S1 (44.1%) and the majority the work

period was 1-5 years as many as 15 respondents.

Univariate analysis

Univariate analysis presents the leadership style of the head of the community health center and work motivation as well as the dependent variable of job satisfaction.

Table 2 Leadership Style

No	Liveliness	Number (n)	Percentage (%)
1	Good	20	58.8
2	Pretty good	14	41.2
Amount		34	100.0

Based on Table 2, it can be seen that the head's leadership style Technical Services Unit Most of the Sukaramai Community

Health Centers (58.8%) are in the good category and (41.2%) are in the quite satisfied category.

Table 3 Work Motivation

No	Liveliness	Number (n)	Percentage (%)
1	Good	23	67.7
2	Pretty good	11	32.4
Amount		34	100.0

Based on Table 3, it can be seen that employee work motivation Technical Services Unit Most of the Sukaramai Community Health Centers (67.6%) are in

the good category and (32.4%) are in the quite good category.

Table 4 Job Satisfaction

No	Category	Number (n)	Percentage (%)
1	Satisfied	18	52.9
2	Quite satisfied	16	47.1
Amount		34	100.0

Based on Table 4, it can be seen that Employee Job Satisfaction Technical Services Unit The majority of respondents at Sukaramai Health Center (52.9%) were in the satisfied category and (47.1%) were in the quite satisfied category.

Bivariate Analysis

Bivariate analysis presents the results of research on the relationship between leadership style and work motivation with employee job satisfaction.

The Relationship between Leadership Style and Employee Job Satisfaction

The relationship between leadership style and job satisfaction is presented in table 5

Table 5 The Relationship between the Leadership Style of the Head of the Community Health Center and Employee Job Satisfaction Technical Services Unit Sukaramai Health Center 2024

Leadership Style		Job satisfaction				Amount		p value
		Satisfied		Quite satisfied		N	%	
		n	%	n	%			
Good	Good	17	85.0%	3	15.0%	20	100.0%	0,000
	Pretty good	1	7.1%	13	92.9%	14	100.0%	
Amount		18		16		34		

Based on the results of research on leadership style and job satisfaction, of the 20 respondents who said their leadership style was good, it turned out that the majority of their job satisfaction was satisfied (85%) while of the 14 respondents who said their leadership style was quite good, the majority of their job satisfaction was quite satisfied (92.9%). Of the 14 respondents who rated the leadership style as quite good and 92.9% of their job satisfaction was quite satisfied. This is because there are employees who feel that the head of the community health center does not provide many opportunities for employees to express suggestions or opinions.

The results of this research are in line with research by Nur Afrita (2022), which showed that significant test results for the leadership variable explained that there was a positive relationship with job

satisfaction. Job satisfaction is closely related to the leader's style of behaving well and increasing knowledge from various training and education as examples or role models in maintaining employee existence. The same results in research conducted at a hospital in Semarang in 2020, namely leaders who are exemplary, charismatic and firm when making decisions in improving employee performance have a positive relationship and greatly influence the independent variable on the dependent variable so that the significant value does not exceed the value alpha.

A person's leadership brings its own aura both for him and for other employees under him and can even give a positive image to the hospital, so that it has an impact on increasing enthusiasm, productivity, and producing superior cadres in the future which supports improving employee performance.

Yasmin Alia Fahmeeda's research (2024) shows that every leader has a way of making employee performance better. Not only from good relationships, there are leaders who pay attention to nursing workers and also look at the psychological side of employees.

Leadership style is also related to employee performance. A good leader is a leader who pays attention to his surroundings both in terms of work professionalism, improves teamwork, and the leader also plays a role in the welfare of employees. A good and effective leader is able to create a positive work environment and have a positive impact on employee performance. Overall, good leadership in a

community health center has a significant impact on employee performance.

Leaders who are able to create a positive work environment, provide support, coaching, effective communication, make fair decisions, and pay attention to the welfare of nurses will improve employee performance and improve the quality of services at community health centers.

The Relationship between Work Motivation and Job Satisfaction

The relationship between work motivation and job satisfaction is presented in table 6

Table 6 Relationship between work motivation and employee job satisfaction Technical Services Unit Sukaramai Health Center 2024

		Job satisfaction				Amount	p value	
		Satisfied		Quite satisfied				
		n	%	n	%	N	%	
Work motivation	Good	18	78.3%	5	21.7%	23	100.0%	0,000
	Pretty good	0	0%	11	100%	11	100.0%	
Amount		18		16		34		

Based on the results of research on work motivation and job satisfaction, of the 23 employees who rated their work motivation as being in the good category, the majority (78.3%) had job satisfaction in the satisfied category and only (21.7%) had their job satisfaction as quite satisfied. Apart from that, 11 respondents assessed that work motivation was in the quite good category and (100%) job satisfaction was in

the quite satisfied category. Of the 11 respondents who rated work motivation as quite good and 100% job satisfaction, they were quite satisfied. Because there are employees who feel they cannot achieve the targets they want Technical Services Unit Sukaramai Health Center.

The results of this research are in line with research by Talib et al, et al (2021) Motivation has a positive and significant relationship with the variable Z

(Satisfaction). With these results, H1 is accepted, which means there is a positive and significant relationship with the variables of job satisfaction and work motivation. The more nurses are motivated in doing their work, the more satisfaction they increase. Motivation is a fundamental impulse that encourages a person to behave, do something that is in accordance with his inner impulse

The Halawa study, 2021 also stated the same thing as Talib et al's research, namely that there were 41 people with good extrinsic motivation with a presentation of (62.1%) for good performance in nurses, and 10 people (15.2%) for poor performance in nurses. The results of the Chi-Square test with a confidence level of 95% obtained a value of Sig0.048 which is smaller than the p value of 0.05, so H0 is rejected, it can be concluded that there is a relationship between extrinsic motivation and the performance of nurses at RSU Mitra Medika Medan. Almost the same thing was stated in the Makilah study, 2021, namely showing the Sommers'd test with a value of $P = 0.003$ ($p < 0.005$). So it can be concluded that there is a significant relationship or influence between the motivation of the head of the room and the job satisfaction of nurses at Bangil Pasuruan Regional Hospital.

Finally, a similar thing was also shown in a study from Casimiro da Assunção Pires & Duta Nurdibyanandaru, 2021, namely that there is a significant influence of ability (X1) on patient service (Y), if the nurse's work motivation (X2) is

constant. The research results show that ability (X1) has a significant influence on patient service (Y) if the nurse's work motivation (X2) remains ($t \text{ count} \geq t \text{ table}$, $13,305 \geq 1.90716$).

CONCLUSION

The results of the research show that the leadership style of the head of the community health center and work motivation are related to employee job satisfaction in Technical Services Unit Sukaramai Health Center, so it is necessary to improve the quality of leadership through leadership training. Likewise, work motivation requires giving awards, opportunities to increase career levels, providing incentives and other efforts to increase job satisfaction.

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