

Original Research

# Analysis of the Relationship between the Implementation of the Head of Room Management Function and the Work Motivation of the Nurse Practitionere



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## Abstract

**Background:** Service quality includes having great leverage in achieving health development goals, in improving this quality it is necessary to start by conducting research on the application of the reduction management function and the work motivation of staff nurse.

**Objective:** This study aims to analyze the relationship between the implementation of the management function of the low manager and the work motivation of the staff nurse at the Takalar District Hospital.

**Methods:** This study uses a descriptive observational design with a cross sectional approach. The number of research samples was 95 staff nurses. Data analysis used the chi square test and multiple logistic regression tests to test the management function of low manager that is most related to the motivation of the staff nurse.

**Results:** The results of this study show that the implementation of the management function of the low manager at variable planning is not good 54.7%, organizing is not good 63.3%, staffing is not good 52.6%, directing is not good 54.7% and cotrolling is not good 65.3%, the work motivation of staff nurse is not good 52.6%. The relationship between the management function of the low manager and the work motivation of the staff nurse (p value planning 0.720, organizing p value 0.000, OR 4.036, staffing p value 0.000, OR 11.280, directing p value 0.000, OR 4.67 and controlling p value 0.146).

**Conclusion:** The conclusion of this study is that the implementation of the management function of the low manager with the motivation of the staff nurse at the Takalar District Hospital is more or less good. There is a significant relationship between the management functions of organizing, staffing, and controlling with the motivation of the implementing nurses, and the management function of the low manager that is most related to work motivation is staffing function.

**Keywords:** Management function; low manager; work motivation; staff nurse

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## Introduction

The quality of nursing services as an integral part of health services has great leverage in achieving the goals of development in the health sector (Dedi, 2021). Nursing as a profession and nurses as professionals are responsible for providing nursing services according to their competencies and authority independently and in collaboration with other members of the health team (Suyanto, 2022). A manager, in this case the head of the room as the head of the service in the inpatient room of the hospital, is responsible for carrying out the management function in providing nursing services (Alfi A, 2021). In order for nursing services to be carried out properly and to be able to keep up with the rapid changes that occur in the health service system, the management function in nursing services must be carried out properly. Management functions include planning, organizing, coordinating, controlling and evaluation. This function can be carried out effectively when using the right leadership style. Management can be carried

out effectively if the head of the room has managerial skills including: technical skills, human skills can also be referred to as interpersonal skills (Suarli and Bahtiar, 2021).

According to research (Gomes et al., (2015)) The Head of the Room who can carry out a good Management Function can affect the productivity of the work of the implementing nurse. This is in line with research Forster et al., (2016)) stated that the head of the room in carrying out the five management functions will greatly affect the motivation in the work environment of the implementing nurse. Research Alfri A (2015)), the results were obtained that the management function of the head of the room at the Semarang City Hospital was still not good as much as (43.7%), which could affect the quality of nursing services. In line with the research conducted by Ratnasih (2016)), about the ability of the head of the room in carrying out management functions at the Central Police Hospital, Raden Said Sukanto showed that there was a meaningful relationship between the ability of the head of the room in carrying out management functions and the motivation of the implementing nurses with a sample of 122 nurses. This shows that the increase in nurse performance motivation can be influenced by the ability of the head of the room to carry out management functions. Work motivation is the drive and desire, so that staff do an activity or work well in order to achieve the desired goal (Alfri A, (2015)). Meanwhile, according to Marquis and Huston, (2015) stated that work motivation exists because of a person's needs that must be met to immediately carry out activities and achieve goals. Therefore, a care manager pays attention to and knows the work motivation of his staff and understands the factors that affect work motivation.

The work motivation of nurses still needs to be a concern and is one of the problems of nursing services in hospitals. Research Mulyono et al., (2014)), reported the work motivation of nurses at Ambon Level III Hospital which was in the low category of 64.29%. A similar thing was discovered by A Gardener, (2022)) also showed low nurse work motivation of 60.1% at Bali Psychiatric Hospital. The results of a different study were reported by Putri and Rosa (2015) in the inpatient room of Muhammadiyah Hospital Yogyakarta Unit II where the work motivation of nurses is less in proportion to only 13.80%. The above research means that the work motivation of nurses in each hospital is still low, this depends on the factors that affect it. The factors that affect work motivation are fundamentally different according to the view of motivation theory. According to the theory Maslow, (1943)) Motivation is influenced by basic human needs including physiological needs, a sense of security, a sense of belonging, appreciation and self-actualization. Theory Mc Gregor, (1960)) looking at work motivation based on the type of employee, namely type X employee who has high work motivation, on the other hand, type Y employees are employees who are low motivated. While the theory McClelland, (1961)) Focusing work motivation comes from the desire of employees including power, achievement and affiliation. Low motivation of nurses will have an impact on the decline of nurses' performance. According to research Onyango, (2022)) Decreased work motivation can affect nurse performance, indiscipline towards responsibility in carrying out duties. According to research Toode et al., (2022)) Low work motivation will affect the decline in nurse performance. According to Anna et al., (2015)) His research shows that the motivation for performing nurses to perform is influenced by nurses' time management. The increase in the motivation of implementing nurses in achieving is most influenced by the need to influence. This is the most meaningful motivational factor related to time management in nurse practitioners. Research results by Iwarnes et al., (2017)) indicates that the aspect that can motivate performance is the satisfaction that a person can after doing a job of 90%. There is a significant relationship between age and work motivation (satisfaction after doing work, competitiveness, job continuity).

Regional General Hospital Takalar Regency is a Type C Regional General Hospital located in the center of Takalar, This hospital is the only hospital in Takalar Regency known as Haji Padjonga Daeng Ngalle Hospital. This hospital is a as a referral center in Takalar Regency has outpatient services, emergency care, inpatient, ICU/Iccu/, surgery, radiology, medical rehabilitation, laboratory and pharmacy. as a referral center in Takalar Regency and its surroundings, it is necessary to have programs and sharpen the priority scale based on the community's demands for quality services, but according to the results of the research Fadhila et al., (2016)) It was found that 57% of the implementing nurses have low motivation in working, this will certainly have an impact on the services provided by nurses at the Takalar Regency Hospital, this will obviously affect the quality of nursing services in the Hospital. The improvement of quality services is suspected to be closely related to the implementation of the head of the room management function and the motivation of nurses. Meanwhile, there is no clear information revealing specific aspects related to the management function of the head of the room and the motivation of the implementing nurses at the Hadji Padjonga Daeng Ngalle Hospital, Takalar Regency. Interview Results dr. Asriadi Ali.,Sp,N (2021), as the Director of the Takalar Regency Hospital, he does not deny that he still receives reports that there are often complaints from patients and families about the delay in the services they get, Several Heads of Rooms also reported that it is often obtained in 8 hours of work per shift each nurse leaves duty for an average of 1-2 hours, besides that nurses leave their duties alternately after busy hours. Still high *Turn Over* honorary nurses and the absence of nurses is still very

high in this Inpatient Room, including the Takalar Regency Hospital, To support the efforts of the Takalar Regency Hospital to improve the quality of nursing services, it is necessary to start by conducting a study on the implementation of nursing management functions in the inpatient room and the motivation of implementing nurses. This effort has never been carried out at Takalar Hospital. Based on the formulation of the problem, the research question is how is the relationship between the implementation of the head of the room management function and the motivation of the implementing nurse in the inpatient room of the Takalar Regency Hospital?

## Methods

### Study Design

This study uses an observational descriptive design with an approach *cross sectional*, where independent variables and dependent variables are measured at the same time (Arikunto, 2017). The study was conducted on nurse practitioners who worked in inpatient rooms. The aim is to study the correlation between the management function of the head of the room and the motivation of the implementing nurse. To obtain data on the management function of the head of the room, the researcher explored the opinions or perceptions of the implementing nurses as well as assessed their work motivation.

### Samples

Respondents are implementing nurses who meet the inclusion criteria, namely implementing nurses who have worked in the inpatient room of the Takalar Regency Hospital for at least 3 years, have an active Registration Certificate, and are willing to become respondents by signing an agreement to become a respondent of the Takalar Regency Hospital has 126 implementing nurses, in this study 95 implementing nurses were selected as respondents after 2 respondents who did not meet the criteria for working in the room treated Takalar Regency Hospital for at least 3 years and in this study no one refused to be a respondent.

### Instruments

The data collected is primary data because it is obtained directly from respondents. The data collection instrument used a structured questionnaire developed based on a grid of components of the head of room management function and the motivation of the implementing nurse. Questionnaire A, is a question about respondent characteristics data made by the researcher consisting of five questions including age, gender, marital status, education level, and length of work. The questionnaire was filled out by the implementing nurse by writing numbers on the variables of age and working period, and marking (√) on the variables of gender, education, and marital status. Questionnaire B (Questionnaire on the function of head management) This questionnaire is related to the management function of the head of the room which consists of the subvariables of planning, organizing, drafting, directing and supervision. This questionnaire is a duplicate previously used by Ratnasih, (2016) where data collection, for questionnaire B validity test was carried out by involving 3 experts (*Expert*) Questionnaire C (Perception of Motivation) This questionnaire measures nurses' motivation in working based on the perception of the implementing nurse, including awards, development opportunities, responsibilities, work autonomy, assessment, planning, implementation and evaluation.

### Data Collection

The distribution of the questionnaire was carried out by visiting the implementing nurse in all treatment rooms and accompanying the respondents when filling out the questionnaire.

### Data Analysis

This research is quantitative where the data produced will be in the form of numbers, from the data obtained analysis is carried out using SPSS 23 software. This study uses an observational descriptive planning method with a *cross sectional approach*.

### Ethical Considerations

This research has gone through an ethics permit with ethics number: 11972/UN4.14.1/TP.01.02/2022. Published by the ethics commission of the Faculty of Public Health, Hasanuddin University

## Results

The management function of the head of the room includes planning, organizing, drafting, directing and supervision. The distribution of respondents based on the management function of the head of the room at the Takalar Regency Hospital, is as follows:

Table 1 shows that the overall management function of the head nurse has a mean score of 112.51 (SD = 15.864) with a range of 68–148. The majority of respondents assessed the management function as not good (50.5%), compared to 44.5% who rated it as good. In the planning subvariable, most respondents categorized it as not good (54.7%) with a mean score of 16.47 (SD = 4.071). The organizing function was also predominantly rated as not good (63.2%) with a mean of 17.33 (SD = 3.720). The preparation function showed 52.6% in the not good category with a mean of 29.36 (SD = 10.501). The briefing (directing) function indicated 54.7% as not good with a mean of 26.67 (SD = 11.188). Meanwhile, the supervision function had the highest proportion in the not good category at 65.3% with a mean of 22.67 (SD = 9.539). These findings indicate that the management functions of the head nurse are generally not optimal, particularly in supervision and organizing aspects.

Table 1. Distribution of Head Nurse Management Functions at Takalar Regency Hospital in 2025

Management Functions	Red (SD)	Min-Max	F (%)
Management Functions	112.51 (15,864)	68-148	
Not Good			48 (50,5%)
Good			47 (44,5%)
Planning	16,47 (4,071)	9-21	
Not Good			52 (54,7)
Good			43 (45,3)
Organizing	17,33 (3,720)	9-25	
Not Good			60 (63,2)
Good			35 (36,8)
Preparation	29,36 (10,501)	12-49	
Not Good			50 (52,6)
Good			45 (47,4)
Briefing	26,67 (11,188)	12-50	
Not Good			52 (54,7)
Good			43 (43,3)
Supervision	22,67 (9,539)	11-45	
Not Good			62 (65,3)
Good			33 (34,7)

Source : SPSS Processed Data, 2025

The motivation of the implementing nurse in providing nursing services to patients treated at the Taklar Regency Hospital is as follows:

Table 2 indicates that the work motivation of staff nurses has a mean score of 101.16 (SD = 20.255) with a range of 38–145. The majority of respondents fall into the not good motivation category (52.6%), while 47.4% are categorized as having good motivation. This suggests that most staff nurses have relatively low work motivation, which may negatively affect the quality of nursing services provided to patients.

Table 2. Distribution of Work Motivation among Staff Nurses at Takalar Regency Hospital in 2025

Work Motivation	Red (SD)	Min-Max	F (%)
Work Motivation	101,16 (20,255)	38-145	
Not Good			50 (52,6)
Good			45 (47,4)

Source : SPSS Processed Data, 2025

Table 3 demonstrates the relationship between subvariables of head nurse management functions and staff nurses' work motivation. The planning function does not show a statistically significant relationship with work motivation ( $p = 0.720$ ; OR = 0.972), indicating that poor planning does not significantly affect nurses' motivation. In contrast, the organizing function shows a significant relationship ( $p = 0.000$ ; OR = 10.118), meaning that poor organizing increases the likelihood of low work motivation by 10.118 times. The preparation function also shows a significant relationship ( $p = 0.000$ ; OR = 18.222),

indicating a very strong risk of low motivation when preparation is inadequate. Similarly, the briefing (directing) function is significantly associated with work motivation ( $p = 0.000$ ;  $OR = 5.692$ ), suggesting that inadequate direction increases the risk of low motivation. Meanwhile, the supervision function does not show a statistically significant relationship ( $p = 0.146$ ;  $OR = 1.879$ ). Overall, organizing, preparation, and directing functions are the most influential factors affecting staff nurses' work motivation.

Table 3. The Relationship between Subvariables of Head Nurse Management Functions and Work Motivation of Staff Nurses at Takalar Regency Hospital in 2025

Subvariables of the Head of Room Management Function	Work Motivation of Implementing Nurses				OR (95% CI) (low-Upp)	P value
	Not Good		Good			
	n	%	n	%		
Planning						
Not Good	26	50	26	50	0,972 (0,352-1,781)	0,720
Good	24	55,8	19	44,2		
Organizing						
Not Good	43	71,7	17	28,3	10,118 (3,720-27,520)	0,000
Good	7	20	28	80		
Preparation						
Not Good	41	82	9	18	18,222 (6,527-50,872)	0,000
Good	9	20	36	80		
Briefing						
Not Good	37	71,2	15	28,8	5,692 (2,349-13,794)	0,000
Good	13	30,2	30	69,8		
Supervision						
Not Good	36	58,1	26	41,9	1,879 (0,799-4,419)	0,146
Good	14	42,4	19	57,6		

Source : SPSS Processed Data, 2025

## Discussion

The purpose of this study is to analyze the relationship between the implementation of the head of the room management function and the work motivation of the implementing nurse at the Takalar Regency Hospital. In addition, it also discusses the implications of research results on nursing, further development for nursing services, education and research. The interpretation of the research results is carried out by comparing the results of the research with the relevant results of previous research. The results of the analysis of the management function that are most related to the motivation of the implementing nurses at the Takalar Regency Hospital are the management function of the preparation of the head room. The results of the analysis showed that the management function of poor room head preparation was 11,280 times more likely (CI 95%; 3,323 – 38,289) to reduce work motivation to be poor.

The results of this study show that the work motivation of the implementing nurses at the Takalar Regency Hospital is related to the management function of the preparation of the head of the room. Preparation is one of the elements of action from nursing management to the implementing nurse. The preparation is work strategy, command unit, range of control, and coordination, dThe preparation of the head of the room channels ideas and clarity of procedures so that they can be understood by the implementing nurse well, besides that it also intends to provide education or guidance to the implementing nurse on the implementation of an activity so that the implementing nurse is more trained, skilled and feels empowered and has a feeling of usefulness and more confidence which ultimately increases work motivation. According to the X theory of Mc. Gregor (1999)) I think the best way to move the members

that have been arranged is by giving command and responsibility for the implementation of an activity. A room head must be able to create a conducive work climate through the ability to motivate and guide the implementing nurses so that they provide good nursing care.

The preparation is structural, with the preparation of a plan that has been determined can be carried out by resources effectively and efficiently and can make improvements to the implementation of activities, in the preparation of the head of the room can control the behavior of the implementing nurse, for example an implementing nurse who receives praise or appreciation for doing a good action will tend to repeat the action, on the other hand if the head of the room reprimands or punishes The performing nurse because of doing something that should not be done, the nurse will be less likely to repeat those actions. Positive behavior needs to be maintained and appropriately rewarded in order to increase the work motivation of implementing nurses.

## Conclusion

The management function of the head of the room at the Takalar Regency Hospital showed that more were not implemented well and in each variable (planning, organizing, feeding, directing, and supervision) showed that more were not implemented properly. The work motivation of the implementing nurses at the Takalar Regency Hospital shows that there are more or less good. There is a significant relationship between the management function of organizing the head of the room and the motivation of the implementing nurse There is a significant relationship between the management function of the head of the room and the motivation of the implementing nurse. The results of the analysis showed that the function of preparing the head of the room was most related to the motivation of the implementing nurse.

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