

The Relationship Between Leadership Style and Work Motivation with Burnout Syndrome in Nurses during the Covid 19 Pandemic

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ABSTRACT

The high number of patients, inadequate hospital facilities, and the high risk of exposure to diseases during the covid 19 pandemic make nurses experience Burnout syndrome.

This research is a correlational analysis with a cross sectional approach. A population of 60 respondents with simple random sampling techniques. Independent variables are leadership styles and work motivation, while variable dependencies are burnout syndrome in nurses. Instrument research using the Maslach Burnout Syndrome Inventory (MBI) questionnaire. Analysts test used Kendall's tau_b and Spearman Rank test with $\alpha=0.05$.

The results showed that 55% of respondents aged 31-40 years, 90% of marital status, 55% of female sex, 53,3% of Ners education level and 56.6% length of work more than 10 years. Statistics test showed there was a relationship between leadership style and burnout syndrome in nurses with test results ($p=0.047 < \alpha=0.05$). And there is a relationship between work motivation and burnout syndrome in nurses with statistical test results ($p=0.000 < \alpha=0.05$).

Keywords: Leadership Style, Work Motivation, Burnout Syndrome

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BACKGROUND

The number of COVID-19 cases in Indonesia has increased gradually and consistently. The cumulative case total data up to July 2021 cumulative Covid-19 deaths during the period 1-29 July has reached 32,061 cases. That's four times more than In June 2021 with a total of 7,913 deaths (<http://covid19.go.id>). As a result of the Covid-19 pandemic, it has an impact on various sectors of life. The Covid-19 pandemic has had a change in all areas of human life, resulting in an increase in the burden on the health care system. A large number of health workers who immediately intervene in hospitals face difficulties, workloads, and high stress, making them vulnerable to burnout (fatigue) (Lai et al, 2019). Nurse is one of the professions that today is much needed and most often interact with patients. A nurse must carry out duties concerning the survival of the patient he or she cares for. On the other hand, the psychological state of the nurse herself must also be maintained. Conditions like this can cause pressure in the nurse, so he is easily stressed. If this continues to happen then the nurse can experience burnout syndrome. Burnout is a work-related syndrome that involves emotional exhaustion, depersonalization, and a diminished sense of personal achievement (Leiter & Mashlach, 2004). Burnout is an occupational health and work productivity problem with an ever-increasing prevalence of events that require serious attention from stakeholders. Professional nurses are very at risk of burnout because they continue to be required to provide complete services to patients. Facts show that professional health workers such as nurses directly interact with patients over a long period of time and continuously can cause burnout symptoms (Maslach et al., 2001).

Research conducted by Naldi A, et al in 2021 on 797 health workers from 4 hospitals in the city of Turin. Western Italy during the pandemic showed 324 (40.7%) participants experienced burnout symptoms. Causes of burnout include lack of social support, increased workload, too often in contact with patients, changes in working hours are closely related to burnout symptoms in doctors and nurses. Based on the results of research on the psychological impact of health workers in an effort to deal with the coronavirus pandemic (Covid-19). In Indonesia conducted by (Nasrullah, Natsir et al 2020) showed that about 65.8% of health workers in Indonesia experienced anxiety due to Covid-19, as many as 3.3% experienced very severe anxiety and 33.1% experienced mild anxiety. While those experiencing stress due to covid-19 by 55%, namely a very heavy stress level of 0.8% and mild stress of 34.5%. Health workers who experience depression by 23.5%, which is a rate of severe depression of 0.5% and mild depression of 11.2%. In addition, research conducted by a team of researchers from the Master of Occupational Medicine Study Program of the Faculty of Medicine, University of Indonesia (MKK FKUI, 2021), showed that as many as 83% of health workers in Indonesia have experienced burnout syndrome at moderate and severe degrees, which is psychologically the relationship between Subjective Well-Being and Burnout in Medical Personnel During the Covid-19 Syntax Idea Pandemic, Vol. 3, No. 4, April 2021 859 is already at risk of disrupting the quality of life and productivity of work in the health service. The results of a preliminary study conducted on 10 nurses at Blega health center in the health center got 5 nurses experienced high burnout, 3 nurses experienced low burnout and 2 nurses experienced burnout in the moderate category.

The factors that affect the occurrence of burnout syndrome are divided into two. The first factor is resources such as skills, autonomy, social support, supervision and involvement in decision making. The second factor includes demand for jobs such as overly high workloads and personal conflicts (Maslach, 2001). Research conducted by

Maximus et al, 2020 shows a link between leadership style and burnout syndrome. One factor that affects nurse burnout is work motivation (Tawale, 2011). Burnout that appears in nurses should be a serious concern of the leader of the organization because it will have an impact on the performance of nurses who are certainly very closely related to the quality of nursing services in patients (Manuho, Warouw, & Hamel, 2015). Burnout experienced by nurses in work will greatly affect the quality of nursing services provided to patients, and can cause the effectiveness of work to decrease, social relationships between colleagues become tenuous, and negative feelings towards patients, work, and workplace nurses (Tawale, 2011).

Managerial support can reduce the effects of work stress and fatigue as well as work commitment, job satisfaction at work. The motivation of the nurse's work is one of the factors that can affect the tendency of burnout in nurses. Thus motivation is very important to understand because through motivation a person is encouraged to do his job (Anoraga, 2006). Similarly, the leadership style of the head of the room has a strong influence on the psychological stress of the implementing nurse. If ineffective leadership styles are constantly applied by the head of the room, then the work stress of the managing nurse will settle down and develop into burnout (Tinambunan & Tampubolon, 2018). The goal in the study was to analyze the effect of leadership style and work motivation on Burnout syndrome in nurses during the Covid 19 pandemic.

METHODS

Study design

The research design used is correlation analytical research with a cross sectional approach. This plan seeks to reveal causal relationships between variables. Variables independent are leadership style and motivation work. Variable dependent is burnout syndrome in nurses.

Respondents

The population in this study was nurses in the working area of blega health center as many as 60 respondents. With simple random sampling techniques.

Instrument

Research instruments use questionnaires. Burnout syndrome nurses were measured by the Maslach Burnout Syndrome Inventory questionnaire (1981). It consists of 3 indicators, namely emotional fatigue, depersonalization, self-achievement. The work motivation questionnaire consists of indicators of achievement, rewards, responsibilities, self-development, employment. Leadership style questionnaires include democratic, authoritarian and laissez faire. Then the data of research results in analysts using kedall's test tau_b and Spearman Rank with $\alpha = 0,05$.

Data Collection

The initial stage of data collection starts from obtaining research permission. Then socialize to the nurse about the procedure of filling out the questionnaire. Ask for the willingness of respondents to sign an informed consent sheet for those who are willing to participate. Then take the data. Researchers accompanied respondents to fill out questionnaire sheets conducted in the room when nurses had free time with about 15-20 minutes. Researchers check the data that has been obtained from the questionnaire and then perform data analysis by connecting between variables.

Ethical considerations

Ethical principles that are fulfilled include the approval of respondents with evidence of filling out the approval sheet to be a respondent, ensuring that the value of usefulness is greater than the risks received by respondents, and also paying attention to the rewards received by respondents as a form of compensation and the importance of maintaining the confidentiality of respondents' data. This research has been conducted ethical tests in STIKES Ngudia Husada Madura with number : 1113/KEPK/STIKES-NHM/EC/VIII/2021

RESULT

Table 1 Distribution of Frequency of Respondents Based on Age, Marital Status, Gender, Education, and Length of Work of Nurses in Blega Health Center Work Area in September 2021

No	Characteristic	Frequency	percentage (%)
1	Age		
	20-30 years	15	25
	31-40 years	33	55
	41-50 years	11	18,3
	51-60 years	1	1,7
2	Marital Status		
	Marital	54	90
	Not Married	6	10
3	Gender		
	Male	27	45
	Female	33	55
4	Level of education		
	D III Nursing	22	36,7
	S1 Nursing	6	10
	Ners	32	53,3
5	Long of Work		
	< 1 year	4	6,7
	1-5 years	12	20
	5-10 years	10	16,7
	>10 years	34	56,6
	Total	60	100

Based on the table above shows that more than half of respondents aged 31-40 years, which is as many as 33 (55%) respondents. Based on marital status obtained by the majority of respondents with marital status, which is as many as 54 (90%), more than half of respondents are female, which is as many as 33 (55%) respondents. More than half of Ners education level respondents were 32 (53.3%), and more than half worked more than 10 years, which was 34 (56.6%).

Table 2 Distribution of Respondent Frequency Based on Leadership Style, Work Motivation and Burnout syndrome in nurses During Covid 19 Pandemic in Blega Health Center Work Area in September 2021

No	Variables	Frequency	percentage (%)
1	Leadership Style		
	Democratic	11	18,3
	Authoritarian	21	35
	Laissez Faire	28	46,7
2	Work Motivation		
	Low	27	45
	Medium	21	35
	High	12	20
3	Burnout Syndrome		
	Low	18	30
	Medium	16	26,7
	High	26	43,3
	Total	60	100

Based on table 2 above shows that almost half of respondents chose the authoritarian leadership style applied by the head of health center, which is as many as 28 (46.7%) respondents. Almost half of respondents had low work motivation, with 27 (45%) of respondents. Almost half of respondents experienced burnout syndrome in the high category, which is as many as 26 (43.3%) respondents.

Table 3 Cross-tabulation of the Relationship Between Leadership Style and Burnout Syndrome in Nurses During Covid 19 Pandemic In The Work Area of Blega Health Center September 2021

Burnout Syndrome	Leadership Style						Total	%
	Democratic		Authoritarian		Laissez Faire			
	F	%	F	%	F	%		
Low	3	16,7	6	33,3	9	50	18	100
Medium	4	25	3	12,5	10	62,5	16	100
High	4	15,4	20	76,9	2	7,7	26	100
Total	11	18,3	28	46,7	21	35	60	100

Statistic Test : *Kednall's Tau_b*

p value= 0,047

$\alpha = 0,05$

Based on the table above shows that the results of the analysis showed that most respondents with high burnout chose the authoritarian leadership style applied by the head of the health center, which is as many as 20 (76.9%) respondents. Half of nurses with burnout in the low category applied the Leadership Style of Laissez Faire, which was 9 (50%) respondents. Statistical Test results with Kednall's test *Tau_b* data analysis results show that *P value*: 0.047 and $\alpha = 0.05$ then $0.015 < 0.05$ means *H0* rejected. This suggests that there is a link between leadership style and burnout syndrome in nurses in Blega health center work areas.

Table 4 Cross-tabulation of The Relationship Between Work Motivation And Burnout Syndrome In Nurses During Covid 19 Pandemic In The Work Area of Blega Health Center September 2021

Burnout Syndrome	Work Motivation						Total	
	Low		Medium		High		f	%
	F	%	F	%	F	%		
Low	5	27,8	3	16,7	10	55,6	18	100
Medium	5	31,3	10	62,5	1	6,3	16	100
High	17	65,4	8	30,8	1	3,8	26	100
Total	27	45	21	35	12	20	60	100

Statistic test : *Spearman Rhank*,
P value= 0,000
 $\alpha = 0,05$

Based on the table above shows that the results of the analysis showed that most respondents with high burnout syndrome had low work motivation, which is as much as 17 (65.4%) respondents. More than half of nurses with burnout in the low category had high work motivation, with 10 (55.6%) respondents. Statistical Test results with spearman rhank test, data analysis results show that P value: 0.000 and $\alpha = 0.05$ then $0.000 < 0.05$ means H_0 rejected. This suggests that there is a link between work motivation and burnout syndrome in nurses in the Blega health center work area

DISCUSSION

Relationship Between Leadership Style And Burnout Syndrome In Nurses In Blega Health Center Work Area During Covid 19 Pandemic.

The results of the analysis test conducted found that there is a relationship between the leadership style of the head of puskesmas and burnout syndrome in nurses. This is because the leadership style applied by the head of the room is an authoritarian majority.

Authoritarian leadership is a style of leader who focuses all decisions and policies that he wants to take from himself fully. All divisions of duties and responsibilities will be held by the authoritarian leader, while the subordinates only carry out the tasks that have been given. Authoritarian types of leadership usually lead to tasks. A lot of time to finish the job. So that it can cause inappropriate work (mistakes) and fatigue. From these mistakes can make the superior and family of the patient complain in the end have an impact on the psychological nurse so that it causes severe stress and experiencing burnout syndrome. Autocratic leadership style if the more the leadership style of autocratic superiors is high, then the more burnout syndrome felt by nurses (Sujanah, 2021). Authoritarian leadership types usually lead to many tasks with urgent time to complete the job. Bektas (2013) states that stressful work requires more individual effort to overcome burnout syndrome. Leaders with authoritarian leadership styles will prioritize orders from superiors, as well as decision-making without asking for opinions from subordinates. (Nursalam, 2016). If this continues to happen eating nurses will feel boredom and saturation at work, so will experience physical and psychological fatigue and eventually experience burnout syndrome.

Research conducted at a hospital in Medan shows that the lowest leadership style causing psychological stress in the implementing nurse is the democratic leadership style and the highest leadership style causes the psychological stress of autocratic leadership

style. This study proves the leadership style of the head of the room has a strong influence on the psychological stress of the managing nurse. If ineffective leadership styles are constantly applied by the head of the room, then the work stress of the managing nurse will settle down and develop into burnout (Tinambunan & Tampubolon, 2018). Democratic leadership style provides social support from superiors enough to nurses so that it positively impacts the burnout rate of nurses (Ayu & Adnyani, 2017). A study conducted by Chan & Wan (2012) showed that support from superiors to their subordinates by providing care is a key source that employees use to overcome dysfunctional work or the effects of stress on employee performance and well-being. In addition to support from superiors can also be in the form of support from colleagues who can reduce work stress so as to reduce emotional fatigue experienced by nurses during work, thus lowering the occurrence of burnout syndrome in nurses (Andarini E, 2018).

The effort needed is the head of the health center using the appropriate leadership style to be applied so that it will achieve the goals that are given by a health care institution. When the leadership style is increasingly undemocratic then burnout syndrome will be higher, if the more democratic then the burnout syndrome is low, if the health center wants to reduce nurse burnout syndrome then it is very important in paying attention to the leadership style that is suitable to be applied by the head of the health center to nurses in the pandemic covid 19. Support from superiors will make the motivation for nurses in blega health center to carry out the best possible work, in the midst of the large number of patients covid 19, so that nurses will strive to improve their self-achievement.

Relationship Between Work Motivation And Burnout Syndrome In Nurses In Blega Health Center Work Area During Covid 19 Pandemic.

The results of the analysis showed a relationship between work motivation and burnout syndrome. This indicates a negative relationship between the two variables. Thus, it is concluded that if the motivation of the nurse's work is low, then the tendency to experience burnout in nurses will be high. Similarly, if the motivation of the nurse's work is high, then the tendency to experience burnout in nurses will be low.

The negative relationship between the nurse's work motivation and the tendency to burnout in nurses can be supported by Maslach's statement (2004), which emphasizes the occurrence of a change in work motivation, loss of morale experienced by workers or "helpers" related to stress or excessive disappointment experienced in work situations. Efforts that can be done to reduce burnout syndrome in nurses in health centers are to increase the motivation of the nurse's work, with the support and encouragement from the head of the health center it will increase the passion of the nurse. According to Beverly Potter (2005), that cause burnout is low motivation work. Nurses with low work motivation have the potential to burnout, especially if they are less able to align themselves to the demands of the organization. If this happens continuously will cause stress and will develop into a condition called burnout tendency. This is also supported by research (Tawale, Budi, & Nurcholis, 2011) showing that there is a negative relationship between the motivation of the work of nurses with a tendency to burnout in nurses at Serui Papua Hospital ($p = 0.000$, $r = 0.526$). The results of this study show that there is a relationship between nurse burnout and nurse work motivation, so it is necessary to pay attention to the physical and psychological complaints felt by the implementing nurse in providing nursing care to patients. The emergence of these complaints will affect the motivation of nurses in work, the increasing level of burnout experienced by nurses, it will decrease the motivation

of the nurse's work so that it affects the performance of nurses in providing nursing services to patients.

Research conducted by Iqra (2014) explained that the higher the motivation of the nurse, it will lead to an increase in the achievement of self-achievement of the nurse. Increasing motivation in nurses can reduce the impact of work pressure experienced by nurses. In addition, the nurse may strive to improve or produce a self-achievement where the goal of the nurse itself will be achieved. Studies conducted by Hidayat (2021) which showed there is a relationship of nurse work motivation with burnout tendencies in the hospital room Ciputra Hospital Citraraya Tangerang Banten, this is evidenced by the value of $p = \text{value} (0.003) < \alpha (0.05)$ then H_0 rejected means there is a relationship of motivation for nurse work with the tendency of burnout in the hospital room Ciputra Hospital Citraraya Tangerang Banten.

Based on the results of the study it can be concluded that between work motivation and burnout in nurses at Blega health center has a negative relationship. This suggests that low work motivation contributes to high burnout for nurses, of which nurses are the largest providers of services in hospitals. To create high work motivation, a strong push is needed from the Blega health center. The encouragement can be in the form of, rewards for nurses who have high discipline, providing incentives according to career and profession levels for employees, praise, an award for workers who already have a working life of > 5 years, to increase morale in work

CONCLUSION

Based on the results of research that has been done can be concluded as follows There is a relationship between leadership style and burnout syndrome in nurses in health centers Blega and there is a negative relationship between work motivation and burnout syndrome in nurses in health centers Blega.

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