Effects of Servant Leadership and Training Programs on Servant motivation of Hospital Medical Personnel

by Bernadetha Nadeak

Effects of Servant Leadership and Training Programs on Servant motivation of Hospital Medical Personnel

Bernadetha Nadeak[1], Sasmoko[2,*]

[1]Lecturer, Educational Administration Department, Faculty of Post Graduate Universitas Kristen Indonesia, Jakarta, Indonesia, [2]Professor, PrimaryTeacher Education Department, Faculty of Humanities, [2]Researcher, Research Interest Group in Educational Technology, Bina Nusantara University, Jakarta, Indonesia

Abstract

Servant motivation is a basic thing that must be owned by medical personnel as a profession that prioritizes service. This research wants to see how servant motivation of medical personnel is affected by servant training and leadership style. The study used a correlational survey method with neuroresearch. The results of the study indicate that the role of leaders who have the character of service will increase the effectiveness of training which will ultimately have an impact on servant motivation of medical personnel.

Keywords: Hospital medical personnel, servant motivation, training, servant leadership.

Introduction

Motivation is an important aspect for health care workers who work in hospitals. Motivation becomes a factor that is relevant to the quality of work so it needs to be interpreted fundamentally because there is an increase in demand and challenges in the field of health care [1,2]. Various studies have been conducted to carry out an analysis of motivation among medical personnel. One study found that intrinsic work motivation of medical personnel several public hospitals in the Netherlands was more determined by the elements of work that made the work they did challenging and valuable so that they could improve skills, autonomy, social contacts and opportunities for learning [3,17].

An experiment tried to compare the motivation and impact of training. And to obtain the optimal effect, high interpersonal effectiveness is a determining factor for the success of employees as individuals and as part of the team [4]. Training as a learning transfer process has a significant relationship to motivation, where motivation will increase with the implementation of training that is appropriate to the needs [5,6].

For institutions engaged in health services, increasing the motivation of medical personnel and providing appropriate training will be more optimal when there is support from leaders, especially leaders who have a spirit of service. Servant leadership has a picture of a leader who combines their motivation to lead with the need to serve so that a serving leadership is realized.

Therefore this study aims to see the influence of servant leadership and implementation of training on servant motivation of hospital medical personnel in Jakarta.

Literature Review: Motivation theory shows the degree to which one hopes to achieve success so motivation arises as a need to achieve success and avoid failure [7–9]. In terms of health services, the success in question is the success of medical personnel in providing quality services to their patients. The key to providing motivation and increasing motivation, including through efforts and the right way in accordance with the needs of medical personnel for example with training [10].

Training as a form of intervention is most often used to develop human resources including medical personnel in a hospital. The effectiveness of training is greatly influenced by trainees and the role of leaders. Trainees

---

Corresponding Author**

Sasmoko

Professor Sasmoko, Primary Teacher Education Department, Faculty of Humanities, Bina Nusantara University, Jakarta, Indonesia

e-mail: sasmoko@binus.edu

and leaders will help the knowledge transfer process and the ultimate goal of training can be achieved [11].

Training must begin with an introduction to training needs so that they can be adapted to work requirements and performance appraisal[10]. This can run optimally when the training is also part of the leader's responsibility. Character leaders that are appropriate for the field of medical services are leaders who have a soul of service or commonly called servant leadership.

Servant leadership has several basic characters. The first is the ability to listen. These leaders are valued because they have good communication skills so they are the b**a**ck of their decision-making. The second character is empathy. Servant leaders will strive to understand and develop empathy with others. The third character is healing. These leaders have the power to heal themselves and relationships with others who experience emotional wounds. The fourth character is awareness. Awareness of him is an important part of these leaders. This ultimately appears in their awareness in helping others to understand various problems. Another character is that this leader also has a high spirit of persuasion, is able to conceptualize well, foresight, stewardship, commit to the growth of others and has the ability to build community [12-15, 18].

Research Methods: The research method with a correlational survey is then equipped with Neuroresearch as one type of mixed method [16]. Data collection techniques for 3 variables used a Likert Scale questionnaire ranging from 1-5. The study population was hospital medical personnel in Jakarta. Sampling technique with simple random sampling.

Results and Discussion: Test requirements analysis carried out by normality test and linearity test. Servant Motivation variable (ServMot_Y) data normality test using the proportion estimation Blom formula approach is Q-Q Plot, because the study sample is> 200 medical personnel. As a result, the distribution of data shows normal because it doesn't have an outlier. And detrended data also do not form sine and cosine curves.

The linearity test is calculated by deviation from linearity of the line relationship between each independent variable, namely servant leadership (X1) and training (X2) to Servant motivation (Y).

Based on results, it can be concluded that the relationship of the lines of each independent variable with the dependent variable are all linear.

The results of the first hypothesis: The researcher determined three categories of conclusions: Servant motivation for medical personnel (Y): (1) very low motivation, (2) low motivation, and (3) high motivation. Data analysis was performed with confidence intervals at a significance level of α <0.05. Lower and upper bound results are 56.5716 and 59.7284.

Based on the results of the analysis it can be concluded that medical personnel tend to have significantly lower motivation servants at α <0.05.

Results of the second hypothesis: The researcher set 3 categories of conclusions on the condition of medical personnel's assessment of the leadership leadership of the hospital (X1), namely: (1) leadership in the hospital was not as expected, (2) leadership in the hospital was not as expected, and (3) leadership in the hospital it was so strong that it supported the advancement of medical personnel. Data analysis was performed with confidence intervals at a significance level of α <0.05. Lower and upper bound results are 58.1031 and 61.2469.

Based on the results of the analysis it can be concluded that hospital medical staff tend to assess the leadership of the hospital leadership as not as expected significantly at α <0.05.

The results of the third hypothesis: The researcher determined 3 conclusions categories of conditions for the assessment of medical personnel on hospital training (X2), namely: (1) training in the hospital was not as expected, (2) training in the hospital was not as expected, and (3) training in hospitals it is very relevant to support the careers of medical personnel Data analysis was performed with confidence intervals at a significance level of α <0.05. Lower and upper bound results are 59.2215 and 62.2035.

Based on the results of the analysis, it can be concluded that hospital medical personnel tend to assess the training held by hospitals as not as expected significantly at α <0.05.

The results of the fourth hypothesis: The results of the fourth study are by analyzing the influence together from each independent variable, namely servant leadership (X1) and training (X2) on Servant motivation (Y). The analysis was carried out with a binary segmentation approach, also called Classification and Regression Trees. In this analysis, researchers determined Depth Prunning of 2, Parent Prunning of 2,

and Child Prunning by 1, with a significance level of α < 0.05.

The results of the analysis prove that the assessment of medical personnel on training held by hospitals is the most dominant in determining the formation of Servant motivation (Y) for medical personnel. A very positive and correct response to hospital training (X2) was able to increase 18,729 times the condition of Servant motivation of hospital medical personnel (Y). Whereas a very good response to the training held by the hospital (X2) is very much determined by its assessment of the style of the hospital leadership (X1), because it will be able to increase 12,633 times the response of medical personnel to hospital-organized training (X2).

Results of the fifth hypothesis: The results of the fifth study are by analyzing the effect together of the indicators forming the servant leadership variable (X1), namely (L_1 up to L_15) and the forming of Training variables (X2) namely (T_1 up to T_15) on Servant motivation (Y). The analysis was carried out with a binary segmentation approach, also called Classification and Regression Trees. In this analysis, researcher determined Depth Prunning of 2, Parent Prunning of 2, and Child Prunning by 1, with a significance level of α < 0.05.

The results of the analysis prove that the positive assessment of medical personnel on the opportunity for self-development by the hospital (T_13) is the most dominant in determining the formation of Servant motivation (Y) for the medical personnel. A very positive and correct response to the opportunity for self-development in the hospital (T_13) was able to increase 22,741 times the condition of Servant motivation for hospital medical personnel (Y). While a very positive and correct response to the opportunity for self-development in the hospital (T_13) is very much determined by the medical staff's self-assessment of the relationship with the hospital leadership (T_15), because it will be able to increase 5,033 positive responses to the opportunity to develop themselves medical at the hospital (T_13).

Conclusions

The results of the study show that servant motivation is not something that is easy to be possessed even by medical personnel. This is influenced by their perceptions of leaders and the implementation of programs that do not suit their needs.

Hospital medical personnel who tend to judge the leadership of the hospital leadership are not as expected, being less motivated because they lack the right support for their personal development.

Therefore it is important for hospital management to manage human resources by understanding the motivations and various factors that influence them in depth so that leaders can apply the service values they have through the programs provided.

Conflict of interest: NIL

Source of Funding: Self source

Ethical clearance: Done research committee

References

1. Toode K, Routasalo P, Suominen T. Work motivation of nurses : A literature review. Int J Nurs Stud [Internet]. 2011;48(2):246–57. Available from: http://dx.doi.org/10.1016/j.ijnurstu.2010.09.013

2. Deci EL, Ryan RM. Intrinsic motivation. corsini Encycl Psychol. 2010;1–2.

3. Janssen PPM, Jonge J de, Bakker AB. Specific determinants of intrinsic work motivation , burnout and turnover intentions : a study among nurses. J Adv Nurs. 1999;29(6):1360–9.

4. Bouchard TJ. Training, motivation, and personality as determinants of the effectiveness of brainstorming groups and individuals. J Appl Psychol. 1972;56(4):324.

5. Blume BD, Ford JK, Baldwin TT, Huang JL. Transfer of training: A meta-analytic review. J Manage. 2010;36(4):1065–105.

6. Cohen E. Employee training and development. In: CSR for HR. Routledge; 2017. p. 153–62.

7. Hsu H-Y, Chen S-H, Yu H-Y, Lou J-H. Job stress, achievement motivation and occupational burnout among male nurses. J Adv Nurs. 2010;66(7):1592–601.

8. Negussie N. Relationship betweenrewards and nurses' work motivation in Addis Ababa hospitals. Ethiop J Health Sci. 2012;22(2).

9. Reeve J. Understanding motivation and emotion. John Wiley & Sons; 2014.

10. Tabassi AA, Bakar AHA. Training, motivation, and performance: The case of human resource management in construction projects in Mashhad, Iran. Int J Proj Manag. 2009;27(5):471–80.

11. Scaduto A, Lindsay D, Chiaburu DS. Leader influences on training effectiveness: motivation and outcome expectation processes. Int J Train Dev. 2008;12(3):158–70.

12. Spears LC. Character and servant leadership: Ten characteristics of effective, caring leaders. J Virtues Leadersh. 2010;1(1):25–30.

13. Spears LC, Lawrence M. Practicing servant-leadership: Succeeding through trust, bravery, and forgiveness. John Wiley & Sons; 2016.

14. Parris DL, Peachey JW. A systematic literature review of servant leadership theory in organizational contexts. J Bus ethics. 2013;113(3):377–93.

15. Liden RC, Wayne SJ, Liao C, Meuser JD. Servant leadership and serving culture: Influence on individual and unit performance. Acad Manag J. 2014;57(5):1434–52.

16. Sasmoko, Indrianti Y, Karsidi R, Wuisan D, Ruliana P. Neuroresearch: Another form of mixed method. Int J Eng Technol. 2018;7(2):134–8.

17. Janssens H, Verkuyten M, Khan A. Perceived social structural relations and group stereotypes: A test of the Stereotype Content Model in Malaysia. Asian Journal of Social Psychology, 2015, 18 (1), 52-61.

18. Bernardo ABI, Yeung SS, Resurreccion KF, Resurreccion RR, Khan A. External locus-of-hope, well-being, and coping of students: A cross-cultural investigation within Asia. Psychology in the Schools, 2018, 55 (8), 908-923.

Effects of Servant Leadership and Training Programs on Servant motivation of Hospital Medical Personnel

and Information Technology (ICAIIT), 2019
Publication

6   Submitted to Universiti Putra Malaysia   1%
     Student Paper

7   Submitted to Universitas Negeri Jakarta   1%
     Student Paper

8   Peter P.M. Janssen, Jan De Jonge, Arnold B.   <1%
     Bakker. "Specific determinants of intrinsic work
     motivation, burnout and turnover intentions: a
     study among nurses", Journal of Advanced
     Nursing, 2001
     Publication

9   www.sltpjournal.org   <1%
     Internet Source

10   Submitted to International Medical University   <1%
     Student Paper

11   "How Mindfulness and Servant Leadership   <1%
     Affect Customer-Oriented Organizational
     Citizenship Behavior: Service Climate as
     Potential Mediator", International Journal of
     Recent Technology and Engineering, 2019
     Publication