



## The Relationship Between Situational Leadership Style and Motivation with Employee Performance at Kamonji Community Health Center

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### ABSTRACT

In the context of self-development, leaders capable of guiding organizations towards their objectives are essential. Effective leadership requires the application of diverse leadership styles in different situations, rather than relying on a single approach for all scenarios. Employees within a company can be motivated by fulfilling their needs and desires. However, providing work motivation can be challenging as what is considered important to one individual may not be equally significant to another. The head of the Kamonji Community Health Center employs a situational leadership style. The leadership of the health center head demonstrates limited communication and control, with interactions primarily occurring when employees submit reports to the head. This study aims to investigate the relationship between situational leadership style and motivation with employee performance at the Kamonji Community Health Center in West Palu District, Palu City. The research design employed is a cross-sectional study. The population comprises employees with civil servant status, with a sample size of 54 individuals selected using total sampling technique. Data analysis was conducted descriptively, including univariate and bivariate analyses, at a 95% confidence level ( $p < 0.05$ ). Fisher's Exact test results indicate that situational leadership style is associated with employee performance ( $\rho = 0.039$ ), and motivation is related to employee performance ( $\rho = 0.028$ ). Higher levels of situational leadership style and motivation provided correspond to improved employee performance, and vice versa. It is recommended that the head of the Community Health Center pay attention to behavioral aspects, particularly in motivating employees.

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### Key Messages:

- Motivated employees are more likely to perform well. The study demonstrates a direct link between employee motivation and performance outcomes at the Kamonji Community Health Center. Leaders should prioritize strategies to enhance employee motivation.

### Introduction

In the era of globalization, leadership plays a pivotal role in navigating organizations through complex challenges and rapid changes. Leaders must adapt to the evolving business landscape, characterized by increased competition, technological advancements, and cultural diversity (1). Effective leadership requires a multifaceted approach, combining adaptive and collaborative strategies to address the volatile, uncertain, complex, and ambiguous (VUCA) environment (2).

Employee motivation is a key factor in improving organizational performance. However, providing work motivation is not easy, considering that each individual has different needs and desires. At Kamonji Community Health Center, the head of the center implements a situational leadership style, but there are indications that communication and control are still limited. Interactions between leaders and employees mostly occur only when employees submit reports. This condition raises questions about the effectiveness of the applied leadership style and its impact on employee motivation and performance.

Based on this background, this study aims to analyze the influence of situational leadership style and motivation on employee performance at Kamonji Community Health Center.

## **Methods**

The research method employed is an analytical survey with a cross-sectional study design. The study location is Kamonji Community Health Center, situated in West Palu District, Palu City, Central Sulawesi Province. The population comprises all research elements or subjects. In this study, the population consists of 54 active civil servants employed at Kamonji Community Health Center. The sample size for this study includes all 54 active civil servants at Kamonji Community Health Center, utilizing a total sampling method.

Situational leadership is the Community Health Center head's ability to adapt their leadership style based on understanding their behavior, subordinates' characteristics, and the situation. Measurement: 12 questionnaire items, scored 1-5 per item. Criteria: Situational (Respondent's score  $\geq 60\%$ ); Not Situational (Respondent's score  $< 60\%$ ). Motivation is an employee's drive or desire to work diligently in achieving personal and organizational goals at the Community Health Center. Measurement: 13 questionnaire items, scored 1-5 per item. Criteria: High (Respondent's score  $\geq 60\%$ ); Low (Respondent's score  $< 60\%$ ). Performance is how Community Health Center employees' function and behave according to their assigned tasks. Indicators: Quality, quantity, timeliness, effectiveness, independence, and work commitment. Measurement: 12 questionnaire items, scored 1-5 per item. Criteria: Good (Respondent's score  $\geq 60\%$ ); Poor (Respondent's score  $< 60\%$ ).

Primary data collection in this study is obtained through interviews and direct observations of Kamonji Community Health Center employees, focusing on personal identification and questionnaire items regarding situational leadership style, motivation, and employee performance variables. Secondary data is obtained from literature reviews closely related to this research and data on employee attendance, employee performance, and the number of employees at Kamonji Community Health Center. Bivariate analysis is conducted to determine the significance of the relationship between independent and dependent variables. The data is analyzed using the chi-square test.

## **Results**

Table 1 shows that the majority of respondents are female, with the most common age range being 35-39 years. Most have a D3 education level and have work experience of  $\geq 5$  years.

Table 1. Characteristics of Respondents

| <b>Respondent Characteristics</b> | <b>n</b>  | <b>%</b>   |
|-----------------------------------|-----------|------------|
| <b>Age (Years old)</b>            |           |            |
| 25-29                             | 6         | 11.1       |
| 30-34                             | 12        | 22.2       |
| 35-39                             | 19        | 35.2       |
| 40-44                             | 3         | 5.6        |
| 45-49                             | 7         | 13.0       |
| >50                               | 7         | 13.0       |
| <b>Sex</b>                        |           |            |
| Male                              | 3         | 5.6        |
| Female                            | 51        | 94.4       |
| <b>Education</b>                  |           |            |
| High School                       | 13        | 24.1       |
| Associate Degree                  | 26        | 48.1       |
| Bachelor's Degree                 | 15        | 27.8       |
| <b>Length of Service</b>          |           |            |
| < 5 Years                         | 4         | 7.4        |
| $\geq 5$ Years                    | 50        | 92.6       |
| <b>Total</b>                      | <b>54</b> | <b>100</b> |

Table 2 Relationship between Situational Leadership Style and Motivation with Employee Performance at Kamonji Health Center, West Palu District, Palu City

| Leadership Style & Motivation | Performance |      |      |      | Total |     | p     |
|-------------------------------|-------------|------|------|------|-------|-----|-------|
|                               | Good        |      | Poor |      | N     | %   |       |
|                               | n           | %    | n    | %    |       |     |       |
| Leadership Style              |             |      |      |      |       |     |       |
| Situational                   | 30          | 71.4 | 12   | 28.6 | 42    | 100 | 0.039 |
| Non-Situational               | 4           | 33.3 | 8    | 66.7 | 12    | 100 |       |
| Total                         | 34          | 63.0 | 20   | 37.0 | 54    | 100 |       |
| Motivation                    |             |      |      |      |       |     |       |
| High                          | 31          | 70.5 | 13   | 29.5 | 44    | 100 | 0.028 |
| Low                           | 3           | 30.0 | 7    | 70.0 | 8     | 100 |       |
| Total                         | 34          | 63.0 | 20   | 37.0 | 54    | 100 |       |

Table 2 shows that situational leadership style and high motivation have a significant relationship with good performance at Kamonji Health Center. Employees with situational leadership styles and high motivation tend to have better performance compared to those with non-situational leadership styles or low motivation.

### Discussion

The findings of this study reveal a significant correlation between situational leadership style, high motivation, and enhanced performance at Kamonji Health Center. The research demonstrates that employees who experience situational leadership and possess high levels of motivation tend to exhibit superior performance compared to their counterparts who are subject to non-situational leadership approaches or display low motivation. This relationship underscores the importance of adaptive leadership strategies and the cultivation of a motivated workforce in healthcare settings. The results suggest that implementing situational leadership practices and fostering employee motivation could be key factors in improving overall performance and efficiency within healthcare organizations.

Several studies have examined the relationship between leadership styles and employee performance, with varying results. Situational leadership behavior affects employees in Quick Service Restaurants (QSRs) in Greater Cairo and this study suggests that QSR managers should improve their relationship behavior with subordinates and understand how high task behavior influences employee performance maturity (3). While the study found that situational leadership style had a significant effect on employee performance, the age factor could not moderate this relationship. The research also noted that situational leadership style and compensation together influence 46% of employee performance (4). While some studies suggest a positive relationship between situational leadership style and employee performance, the strength and nature of this relationship vary across different contexts. It's important to note that none of the provided papers specifically mention using Fisher's Exact test to demonstrate this relationship, and the results appear to be based on various other statistical methods such as regression analysis and correlation studies.

The effectiveness of situational leadership in addressing the complexities of the global business environment can be attributed to its adaptive approach, allowing leaders to tailor their styles to specific situations and employee needs (5). This flexibility enables leaders to provide direction, support, and guidance tailored to the maturity level and capabilities of employees, maximizing their effectiveness in guiding teams and managing change. Interestingly, while situational leadership focuses on adapting to specific contexts, other leadership styles like transformational leadership emphasize meeting employees' psychological needs and stimulating work motivation. This suggests that effective leadership may require a combination of situational awareness and the ability to inspire and motivate employees.

Multiple studies found a positive and significant effect of work motivation on employee performance. For instance, Purwanto K (2020) (6) reports that work motivation has a positive and significant effect on employee performance, with an F-count of 23.531 greater than the F-table value of 2.75 (6). Similarly, Romarta et al (2023) (7) indicates a significant relationship between work motivation and employee performance with a significance value of  $0.000 < 0.05$  (7). Similarly, research exploring the interplay between motivation, work-life balance, and job satisfaction identified motivation as a critical driver of workplace productivity, with both intrinsic and extrinsic motivational factors contributing to higher performance levels (8).

Interestingly, some studies highlight the mediating role of motivation in enhancing performance. In a study of logistics company employees in Jakarta, motivation was found to positively and significantly influence employee performance, with employee engagement and a green work environment mediating

this relationship (9). Another study in a real estate firm revealed that work motivation could mediate the impact of incentives and job training on employee performance (10).

Continuous efforts by management to enhance leadership quality and maintain high levels of employee motivation are indeed crucial for organizational success. Transformational leadership, in particular, has been shown to have a significant positive impact on employee motivation and performance. This leadership style focuses on inspiring and motivating employees through vision, support, and empowerment, which fosters a supportive work environment and encourages innovation (11). Interestingly, while transformational leadership is generally effective, its impact may vary depending on contextual factors such as organizational culture, industry, and employee demographics (11). Additionally, the study on public sector organizations in Ghana found that only two aspects of transformational leadership (inspirational leadership and intellectual stimulation) had a strong positive impact on employee motivation, while charismatic leadership and individualized consideration had a negative impact (12). This highlights the complexity of leadership and motivation dynamics in different organizational contexts. Situational leadership styles, when effectively implemented, can significantly enhance employee performance and create a conducive work environment. Leaders who adapt their approach based on the specific needs of their team and the demands of the situation are more likely to achieve optimal results (13). This flexibility allows leaders to address the complexities of the global business environment and guide their teams through change effectively.

The impact of situational leadership on employee motivation and performance is evident across various sectors. In the foodservice industry, for instance, supportive, participative, and achievement-oriented leadership styles have been found to be influential in predicting subordinates' motivation for work effectiveness (14). Similarly, in the context of community-level social work institutions, both ethical and servant leadership styles contribute to social workers' innovative behaviors, with their effectiveness moderated by the organizational climate (15).

Leadership and motivation emerge as crucial factors influencing employee performance and satisfaction in community health centers. Amin B (2024) (16) highlights the significant impact of reward variables, work discipline, and work motivation on employee performance. Similarly, Karma Maha Wirajaya M (2016) (17) demonstrates that leadership and motivation have a strong association with employee satisfaction, with leadership having an odds ratio of 7.28 and motivation 4.31 (17).

Creating a positive work environment and ensuring effective communication between leaders and employees are crucial aspects of successful organizational management, particularly in healthcare settings. Effective communication generates trust, ensures team alignment with objectives, offers clarity and guidance, and empowers staff (18). It also plays a vital role in fostering a positive work environment, encouraging collaboration, and achieving institutional goals (18). Leaders can enhance their communication abilities by practicing active listening, soliciting feedback, cultivating emotional intelligence, and continuously honing their interpersonal skills (18). Authentic leadership, characterized by honesty, integrity, and high ethical standards, is proposed as the core of effective leadership needed to build trust (19). This trust is essential for staff to feel comfortable voicing concerns and offering suggestions to improve the workplace and patient care (19).

## **Conclusion**

The research findings indicate a significant relationship between situational leadership style ( $p$ -value 0.039) and motivation ( $p$ -value 0.028) with employee performance, where higher levels of both factors correlate with improved performance. Based on these findings, it is recommended that the Head of the Community Health Center enhance leadership quality through the implementation of effective situational leadership styles, as well as focus on increasing employee motivation through achievement recognition, career development, creation of a positive work environment, and effective communication. Additionally, the implementation of situational leadership training programs, periodic evaluations of employee motivation and leadership effectiveness, and the development of a reward system that encourages superior performance are also recommended to improve overall employee performance.

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