

The Leadership of The Head Nurse and The Motivation of Nurses in The Pediatric Service of The National Hospital Guido Valadares Dilli Timor-Leste

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Received: 27 Aug 2022; Accepted: 25 Sep 2022; Published: 01 Oct 2022

Citation: José Ximenes da Conceição, Carlos Boavida Tilman, Maria Manuela da Conceição Alves, et al. The Leadership of The Head Nurse and The Motivation of Nurses in The Pediatric Service of The National Hospital Guido Valadares Dilli Timor-Leste. *Nur Primary Care*. 2022; 6(4): 1-7.

ABSTRACT

Introduction: *The leadership of the head nurse and the motivation of the nurses of the service is a fundamental indicator to evaluate the quality of health care in pediatrics of the HNGV Dili. The leader is to manage the strongest strengths of the organization and employees, so that they work more or more effectively, in the daily service.*

Objective: *To analyze the impact of the leadership of the head nurse on the motivation of nurses of the pediatric service of HNGV Dili Timor-Leste.*

Methodology: *The study is descriptive of the cross-sectional and analytical type, of quantitative approach; The sample consisted of 45 nurses (10 head nurses and 35 nurses) from the pediatrics service of HNGV Timor-Leste, in functions at the time of questionnaire application (nurses: 40%; nurses: 60%). In the total sample of 70 respondents in this study, 25 were excluded and did not return.*

Results: *The majority of workers (27.77 %) consider the employer a disciplined person who guides and directs their subordinates in the ward. In general, a humble and responsible person who makes decisions listening to the opinion of his collaborators was made. Only 8 respondents in 35 (23%) consider that the head nurse is not directly involved in social activities and does not seek possibilities to help people. Most consider the boss an efficient and effective person. Only 6 of the 35 respondents (17%) reported that the head nurse gives little support in formal and non-formal education to subordinates. The majority of nurses surveyed (8 out of 10:80%) recognize that they work in a way that motivates their subordinates to provide good quality nursing care. Only one of the head nurses (10%) does not consider the presence and delays of its members daily and the fulfillment of important schedules.*

Conclusion: *The results express that the collaborators recognize that the work developed by the head nurses has an impact on their motivation and the work they develop, especially on the quality of nursing care provided. It is therefore important in the future that there is greater concern among hospital bosses and managers about the strategies to be defined to strengthen work teams and improve the care provided especially with the definition of quality indicators, the strengthening of in-service training and teamwork. From the results we recognize that leadership has influenced the motivation of the team and the quality of care provided.*

Keywords

Head Nurse, Nurse, Leadership, Motivation, Pediatrics.

Introduction

In the Strategic Plan of the Health Sector for 2008-2012, as well as in the document of the same nature that is under discussion for the 2011-2030 time space, it is recommended to improve the accessibility and availability of health care to all Timorese in the national territory [1], cited by (Carlos & José, 2022). The Guido Valadares Dili Timor-Leste National Hospital is the largest public hospital and is a differentiated health center, functioning as a reference and referral of patients from other hospitals throughout timor-leste's [2]. The Pediatric Service of HNGV Dili has the capacity of hospitalization of 58 sick children [3].

Leadership has existed as an attribute of character, as a way of inciting submission, as an exercise of influence, of specific behaviors or attitudes, as a means of persuasion, and interconnection of power, as a way to achieve the objectives in general, or as a combination of diverse or differentiated elements depending on health services [4]. The manager must have the necessary skills and competences to work with the teams, since the responsibilities of any process must be shared by those who participate in it, in the work for the benefit of the operation that improves the quality cited by (Carlos & José, 2022). The number of nurses working in the two pediatric rooms totals 45 nurses, affecting the ability to provide the highest quality of treatments, advising all nursing issues in terms of motivation at work in the Pediatrics service. This service due to the emotional burden it presents, it is essential to analyze the motivation of the nursing team, reinforcing its value and valuing its commitment and effort. It is considered essential to carefully study how nurses understand the leadership of the service, in order to intervene in this context in the face of the needs of the team.

Thus, it seeks to promote its orientation and strengthen its potential and direction (objective s/determination of the team) towards the continuous improvement of the quality of care provided or served in the pediatric service of HNGVD Timor-Leste. Increase the motivation of nurses and nurses who are able to improve the provision of care and planning or preparation. By being motivated they are more committed to their employer and the dynamics of pediatric room services. This issue is extremely important to strengthen nursing care and improve health care in the pediatric service of HNGVD Timor-Leste. The main objective of this study is to recognize the leadership style that allows the head to be sick, as the main element of the health care organization, to obtain a more effective role of the working group and also to maintain the motivation of nurses and their co-workers at higher levels. services. Thus, the following initial question arose: What is the impact of the leadership of the head nurse on the motivation of nurses in the pediatric service of HNGV Dili Timor-Leste? To answer this question, we have established objective generatesi and the specific ones.

Objectives

General objective

To analyze the impact of the leadership of the head nurse in the motivation of nurses of the pediatric service of HNGV Dili Timor-Leste.

The specific objectives are:

- Characteristically the group of nurses from the pediatric department of HNGV Dili;
- Identify the type of leadership or direction of the head nurse by the behaviors of the head, perceived by the nurses of the service;
- Identify the motivation of nurses in the pediatric service of HNGVD;
- To analyze the leadership factors or direction of the head nurses perceived by the nurses and the motivation of the group;
- Recognize the impact of leadership or direction on nurses' motivation in the pediatric service;
- To identify the motivation strategies of the group of nurses of the pediatric service of HNGV Dili Timor-Leste.

Theoretical Framework

We consider that the leadership of the head nurse and the motivation of nurses in the Pediatrics service is a motivation for care, humanist, scientific and, at the same time, a profession whose central objective is to serve care as a whole in a perspective of continuous quality improvement. Therefore, nursing care acquires meaning when cultural values, expressions and models are known and used appropriately by nurses. The definitions of the nursing meta-paradigm, which is presented next, contribute to a better understanding of the different concepts, based on the descriptive statements of the standards of qualities or attributes that was justified by the Order of Nurses of Europe and also in the future we can give the concept to Timor-Leste [5], cited by Carlos & José, 2022. The Association of North American Nurses states that the new administrative responsibilities, which are exercised by nursing health professionals, require nurses or nurses with global knowledge, competencies and competencies, all management and administrative skills are fundamental modalities [6].

The concept of leadership or command is one of the most studied and investigated in the field of organizational behavior, having emerged over time from various theories to pursue and consider its approach. To do this, a leader needs to develop some key skills to gain team collaboration and success in established proposals. This kind of power in hospital leadership can become negative because it leads a team that works directly with debilitated human beings who need humanized care and care. The leader never uses only power and strength or embarrasses someone to follow the process [7], cited by (Carlos & José, 2022). Autocratic leadership: the authoritarian leader is the one who makes all the decisions, communicates to his collaborators what they have to do and hopes to be obeyed without problems, all the determination of the work policy is made by the leader. The leader determines

the arrangements and techniques to perform unpredictable tasks for the group. In addition to the task that each must perform, the leader also determines which of his work companion. The leader is dominating and personal in the praise and criticism of the work of each member. This style of leadership favors the centralization of power, promoting a dependent and submissive behavior to the members of the group, with feelings of tension, frustration and, above all, presenting a pension for conflict between team members.

Democratic leadership: the participatory leader is what involves the officials in the preparation of decision-making, but maintains the final authority, that is, he always has the last word; is concerned about the group's participation, stimulates, guides, accepts and listens to the group's opinions. The leader seeks to be a normal member of the group. It is impersonal and objective in its criticisms and praises, for him the group is the center of decisions. The democratic leader is of the utmost importance for the progress of an organization. There is autonomy of the group to decide and implement strategies to solve problems, to achieve objectives, allowing the character of the leader to intervene only when the group asks for and needs technical guidance and advice. Democratic leadership has a higher quality in the service provided, but with a smaller number of services [8].

Liberal leadership - Laissez-faire: his attitude is not to get involved in the work of the group, to let workers make their own decisions. The leader can adopt this style; "Laissez-faire" derives from the French expression *laissez-faire/laissez-passer*, which literally means "let him do it, let him go, let him go." In this type of leadership people have more freedom in the execution of their projects, possibly indicating a mature and self-directed team that does not need constant supervision [9]. In detail, the different types of leadership mentioned above can be associated with characteristic styles of leaders, as mentioned below:

- **Directive:** the leader dictates the rules and procedures, the worker does not participate in decision making.
- **Supporter:** the leader cares about his employees and takes into account their needs;
- **Participatory:** the leader accepts the suggestions and comments of the collaborators;
- **Advisor:** The leader defines the objectives and expects employees to be able to accomplish.

The generality of studies on the leadership of the chief nurses focused on the person of the leader and, in particular, on the different particularities of the leader, taking into account his motivators. The leader had characteristics in power or updated, and this competence is a stable feature of his individual character [10]. This theory argues that behaviors can be studied in research, which leads the head nurse to motivate and satisfy their employees, to provide quality nursing care and to acquire leadership behaviors appropriate to health contexts, so that they can effectively lead the health processes of each user. Motivation is considered as one of the main factors related to productivity and quality at work, especially now that institutions have come to realize that the competitive differential results, in particular, from the people

who work there [11]. However, a misperception of how motivation should be fostered in the work environment leads managers to adopt motivational programs that aim only to shape the worker's behavior and ensure that their subordinates or secondary who assume the conducts awaited by the organization and the health institution that know their daily work [12], cited by Carlos & José, 2022.

M Research Etodology

In this study, we opted for a study of the model or cross-sectional, descriptive-analytical, quantitative approach. Throughout the work, we tried to analyze and interpret the factors that motivate or cause nurses, relating them to some aspects related to behavior and leadership leadership and socio-professional variables. In a quantitative approach, we try to ratify hypotheses previously or in advance defined in model d and in the research that will be carried out in this study.

The population is a group of a certain group that has one or more characteristics in common, related to the problem of research (Faculty of Medicine and Sciences and Health, Faculty of Medicine and Sciences D.C., National University Timor Lorosae, 2021). The sample is a subset of elements, from a given broader group (population), that gather the same characteristics [13]. Intending to make the study as close as possible to the reality of the nursing profession, we defined as a population all pediatric nurses in Timor-Leste; due to issues or issues of time and resources, we chose to choose only through the study of a sample of this population concentrated in the hngv Díli. The sample consisted of 45 nurses (10 chief nurses and 35 subordinate nurses) from the pediatric department of HNGV Díli Timor-Leste, in functions at the time of application of the distributed questionnaires (nurses: 40%; nurses: 60%). In the total sample of 70 respondents in this study, 25 were excluded and did not return the questionnaires. We will check or use the Excel program and simple descriptive statistics [14], but we also use the SPSS program.

Presentation and Discussion of Results

The present study was conducted at the Guido Valadares Díli Timor-Leste National Hospital, using data collection that occurred or occurred between September 9 and October 15, 2021. The show is intentional, composed of the 45 nurses of S. HNGV Díli, with a response rate of 100%, we would like to present the results obtained.

Table 1: Distribution of the sample according to age group.

Age Group	N	%
25-35	15	33
36-45	24	53
46-55	6	14
56-65	0	0
Total	45	100

By observing table 1, we can see that the age group with the highest

representation is the group of 36-45 years with 53% of the sample (24 individuals), followed by the age group of 25 to 35 years with 33% of the sample, we can conclude that most of them consisted of nurses under 45 years of age in this study.

Table 2: Distribution of samples according to gender.

Sex	n	%
Man	18	40
Female	27	60
Total	45	100

With regard to gender and observation in table 2, which corresponds to the age of the group of nurses and the development of the nursing career of the civil service in Timor-Leste, we easily note that the nurses surveyed are at the beginning of their career, with future prospects of evolution and classification of men 40% and female gender 60% in the result of the 202 First survey, I'm sorry, I'm sorry.

Table 3: Distribution of the sample according to the professional category.

Professional category	N	%
Junior Nurse	31	69
Senior Nurse	14	31
Expert nurse	0	0
Total	45	100

The sample is divided according to the professional category, among senior nurses and nurses in training, and the most representative is the category of junior nurse, with 69% and 31% of the senior nurse training contract (2021).

Table 4: Distribution of the sample according to the service area.

Area of Expertise	N	%
Pediatrics 1	16	36
Pediatrics 2	11	24
Primatology	18	40
Total	45	100

According to table 4, the area of specialization of nurses with the highest representation is the primatology service with 40%, followed by the pediatric service one with a percentage of 36%. If we take into account the high birth rate and the conditions of surveillance of pregnancy or pregnancy, including the infant mortality rate in the first month, as well as the specificity of the care needed in the perinatal period, we realize that the distribution of nurses is more representative in this primatology service, we found that the average is 8 years in pediatrics. According to the division of pediatric tasks apercentage of 36%, in pediatrics two the percentage of 24% and primatology 40% according to the research result (2021).

Table 5: Distribution of the show according to the degree in Nursing.

Level	N	%
Secondary School of Nursing	16	35
Single act	21	47
Level	8	18
Total	45	100

Compared to the academic degree and according to table 5, it is stated that 47% of the sample is licensed, followed by a secondary nursing level with 35% - therefore, in secondary nursing education is one of the modalities of technical-professional education, equi stopped in secondary education in East Timor. This aspect of training, in particular the degree, is an investment that must be made by nurses, institutions, for greater social and professional recognition and to improve good practices at international level and quality care. We intend to analyze the leadership of the head nurses, which includes the head of service and the team leaders, and the motivation of the nurses of the pediatric service of HNGV Dili Timor-Leste.

Table 6: Distribution of the sample according to your perception of frankness of the head nurse.

No	Your Boss's Sincerity	Answer			
		Yes		No	
		n	%	n	%
1	Is your head nurse disciplined in the service?	25	71,4	10	28,6
2	According to your opinion, your guide to head nurse and direct nursing in the infirmary?	30	85,7	5	14,3
3	According to people's observations, is your head nurse calm, cautious in decision-making?	14	40	21	60
4	Does your head nurse usually preserve time to exchange information about the service's procedures, nursing care?	31	88,6	4	11,4
5	If the head nurse takes her meals, d you usually order meals for the entire service team?	29	82,9	6	17,1
6	Does your head nurse like to solve problems directly and not involve other people?	28	80	7	20
7	Does your head nurse usually participate in social actions at the service?	30	85,7	5	14,3
8	Insituations of consciousness in critical conditions, is your head nurse's attitude generally calm?	27	77,1	8	22,9
9	Does your head nurse make corrections now?	13	37,1	22	62,9
10	Does your head nurse trust you as a partner?	31	88,6	4	11,4
11	Does the head nurse answer you, listen to you and listen to the questions you present?	14	40	21	60
12	Do people think your head nurse is excited about exchanging information?	15	42,9	20	57,1
13	Does your head nurse always support you so that the job goes well?	27	77,1	8	22,9

Leadership and sincerities, according to the opinion of nurses, are illustrated in table 6. We see how the items in which most of the answers that yes were concentrated, if your head nurse often preserves the time to exchange information about service procedures, nursing care and your head nurse trust you as a partner, both with the same number of respondents (31; 88.6%). The point at which the highest number of negative responses was found was in relation to the head nurse who co-rationed at the time (22; 62.86%), however, the context corresponds to a positive evaluation. Thus, according to the results of the research presented in table 6 at the top indicated in the issue of leadership or leadership direction (Carlos & José, 2022).

For the 13 questions listed in Table 6, it should be noted that in 11 of these questions the affirmative answer is considered positive, in the perception of the attitude of the head nurse by the subordinates; on the contrary, in questions 6 and 9 the affirmative answer has a negative connotation in the aforementioned perception or knowledge of the questions asked. Regarding the nurses' opinion about the frankness of their head nurse, we can affirm that most nurses consider that their head nurse often preserves the time to exchange information about the processes of the service and nursing care; the head nurse trusts nurses as partners (31; 88.6%); guides and directs nursing staff in the ward; dedicates herself to social actions in the service (30; 85.7%). The items in which the majority of the group was "no" were the head nurses who made corrections at the time of confirmation (22; 62.9%) and the boss is calm, cautious in making decisions and answers it, listens to it and listens to the questions they present (21; 60%). They need to improve the corrections they make to nurses, because they do so directly, although not publicly disauthorizing the subordinate.

Leadership requires honesty and integrity, being the same indispensable characteristics for a leader who wants to build a good relationship of respect and trust with his employees [15]. It is important to exercise a leadership style that integrates, the ethics and the connection of your work. The leader develops and transforms itself along the suamation as person and and nfermeiro, the attribute of leadership is sincerity with the word in relation to the service of the provision is fundamental [16]. The nursing leader is responsible for teamwork, stimulating their employees or participants, so it is important to know how tohear or hear and that the evidence mostra.se in the competencies of interpersonal relationships. Thus, the nursing team can, together, increase professional freedom and autonomy in the institution, which is recognized for its space of activity based on the academic and scientific modality [17].

Table 7 shows the distribution of the sample when asked about how they understand the humility of their boss. As for the nurses in the sample, we found that the majority considers that the head is humble and responsible, with 85.7% of the answers. In addition, they recognize that demons have a fair and honest attitude and stress that they are looking for possibilities to help people, with 82.9% (29 responses). We emphasize that only 3% consider that the boss tends to participate in social activities, which can

be considered a negative perception. Regarding the opinion of nurses about the humility of their head nurse, we can affirm that most nurses are considered a humble person and simplicity of responsible, which is an important characteristic in a leader, due to the involvement and commitment of the work group. In addition, we emphasize that the group considers that the chief reacts calmly to a conflict (80%), solves problems rationally and is optimistic and shows caution when in new situations (77.1%). Information is an important attribute in the realization of good professional and intergroup relationships, which the leader develops with the group. This way of acting, always favoring the sharing and discussion of groups, favors the self-awareness of problems and the acceptance of the difference of public opinions in the communication of open action [18].

Thus, we conclude that, according to the auscultation of nurses' opinion in relation to the head nurse, those who consider him a disciplined person, who guides his subordinates and supports the, listen to nurses or nurses in the care of calm. In general, nurses consider that the head nurse has an attitude of humility and simplicity of responsible, seeks to help people, assumes the error, correctly manages the conflict and is an optimistic person with their daily work.

Table 7: Distribution of samples on how they understand the humility of the Chief.

No	Humility or simplicity	Answer			
		Yes		No	
		n	%	n	%
1	Is your head nurse a humble and responsible person?	30	85,7	5	14,3
2	Are the head nurse's decisions based on the opinions she hears from the nurses?	29	82,9	6	17,1
3	Does your head nurse tend to engage directly in social activities?	3	8,6	32	91,4
4	Is your head nurse looking for possibilities to help people?	29	82,9	6	17,1
5	Does your head nurse show a fair and honest attitude?	29	82,9	6	17,1
6	Does your head nurse make the mistake?	27	77,1	8	22,9
7	Does the head nurse react calmly to a conflict?	28	80	7	20
8	Does the head nurse solve a problem in a logical and rational way?	27	77,1	8	22,9
9	Do people usually look at the head nurse as an optimistic person?	27	77,1	8	22,9
10	Does the head nurse show caution in the face of a new situation?	27	77,1	8	22,9

Table 8, relatively to the support that the head gives to the career development of nurses, we can affirm that the head gradually provides continuous training to his members (88.6%) and sends his nurses to in-service training (85.7%). In addition, respondents consider that the person responsible presents ideas to improve the

quality of the services provided (82.9%). Dbet that the majority of nurses consider that the head does not support formal and non-formal education; and does not sufficiently guide responsible members in the daily plans for tasks to be carried out in the ward (60%), in accordance with the 2021 investigation results.

Table 8: Distribution of nurses' opinions according to the support of the person responsible for the development of a professional career.

No	Help develop your career	Answer			
		Yes		No	
		n	%	n	%
1	Does the head nurse choose her employees efficiently and effectively?	22	62,9	13	37,1
2	Does your head nurse pay more attention to obligations than to rights?	28	80	7	20
3	The head nurse sends the nurses to training on duty?	30	85,7	5	14,3
4	Does the head nurse guide the members who are your responsibility?	14	40	21	60
5	Does the head nurse train her members gradually?	31	88,6	4	11,4
6	Does the head nurse have ideas to improve quality?	29	82,9	6	17,1
7	Does your head nurse support formal and non-formal education?	14	40	21	60

Table 9: The leadership of the head nurse and the motivation or scope of nurses in the pediatric service, the Guido Valadares Dili National Hospital, Timor-Leste.

No.	The motivation of nurses in the service	Answer			
		Yes		No	
		n	%	N	%
1	Do you always see the list of employees on a daily basis?	8	80	2	20
2	Do you hold pre-conference every day?	9	90	1	10
3	Does the nurse always observe the patient's condition routinely?	7	70	3	30
4	Does increasing nurses' capacity empower people so that people can act freely?	7	70	3	30
5	Does the nurse give an explanation before performing nursing interventions?	8	80	2	20
6	Do nurses watch patients' complaints?	6	60	4	40
7	Do nurses make observations about the problems patients face?	7	70	3	30
8	Do you pay attention to the presence of nurses daily?	5	50	5	50
9	Are patient care and nurse attitude respectful and friendly?	8	80	2	20
10	Do you control nurses' delays and apply the pre-set time?	3	30	7	70

The 10 nurses who perform the functions of head nurses answered this set of questions. In the opinion of 9 of the respondents (90%), it is important to hold the pre-conference daily and motivate their subordinates so that the provision of nursing care is of good quality. Of the respondents, the majority (80%) reported that it is important for nurses to provide explanations before care, as well as to check the list of daily care. They also consider that the patient's care and the nurse's attitude are respectful and friendly, also with 80% of the answers. On the other hand, seven of the head nurses (70%) do not consider it important to control the presence and delays of its members on a daily basis and do not care that meets the predefined timetable, according to the results of the research (Carlos & José, 2021).

It should be noted that, in relation to the results presented in Graph 9, it seems that nurses do not give due attention to the patient's complaints, with 40% expressing a negative response. Also, the control of the presence of nurses by the head seems far below what is desirable, only 50% expressing this concern. To lead is to have the ability to influence people to work with enthusiasm, aiming to achieve common goals, inspiring confidence through the strength of character. It is establishing a positive influence, encouraging people to be the best they can be, to develop their full potential. To do this, some leaders need to develop some key competencies to achieve team collaboration and success in established proposals. Knowing how to listen is one of the most important skills that a leader can present in his work of governing with due knowledge and science.

Conclusions

This study becomes a benefit for nursing and nurses as health agents, because they need to know the importance of the head nurse and the motivation in the pediatric service of HNGV Dili. The outcome of the study will also encourage them to solve problems and adapt the strategies for implementing quality assurance systems. It is expected that this work will contribute to the discussion of the various concepts and perceptions of the leadership of users in relation to health services, namely Pediatrics Hospitalar. With regard to simplicity or humility, those who send the leadership or the chief are usually an equitable, humble and honest person who please feels to support or help their neighbor. They have shown or proved in the applied questionnaire that they are not much more involved in social activities - this aspect can be worked on by the leader to promote social activities such as shared dinners, team birthday parties and community support activities, particularly in the continuity of care for the community or the population of [19].

In the context of career development, the important aspect to motivate a working group or association, the group or association of nurse's states that the head should encourage adequate training, send the elements for continuing training and presentation of ideas, but can and should support more in formal education is fundamental and also does not forget the informal. Thus, we conclude that it is important for the leader to develop more training support actions - if limited or reduced in monetary support, he can make it available in time for his employees to attend training

without stealing or subtracting time from the family, or creating peer support groups for the development of a less qualified training. The results of the studies are favorable to the good performance of patients and the motivation of nurses in the services provided. However, they lead to a reflection on hospital management, in order to enhance corrective actions and improve nursing services, particularly in the fulfillment of working hours, in the management of performance and in the creation of goals, tactical objectives and quality indicators. It is important to define together the strategies of care management, to overcome the situation in relation to nursing services, lack of staff, lack of preparation and lack of motivation (Carlos & José, 2022).

When reflecting on the objectives of the work, we consider that they were achieved and that they were forwarded to good nursing practices in the area of continuing education, and respect for the user/child/family and motivation of the work association and group of nurses from Timor-Leste to grow in the knowledge of applied science. By analyzing the impact of the head nurse's leadership on the motivation or objective of nurses of the Pediatrics Service of HNGV Dili, we show that these variables are interdependent, being in the leadership and in each team member the type of result achieved, although the results recognize that the leader is inspiring the motivation of each element and serves them as a reference to a work of quality and demand. After analyzing some of the results, we consider that other aspects can be worked out and some of the data revealed here can be worked out. In terms of evaluation or appreciation of quality in nursing leadership, we recognize or identify that other strategies of motivation and leadership can still be adopted, so other studies with larger samples should be developed and other variables can be developed. Thus, it is important that nurses improve the quality of nursing services at the Guido Valadares Dili Timor-Leste National Hospital in order to improve cognitive capacity and continue their education and training at a higher level for the acquisition and deepening of specific skills of knowledge in health sciences (Carlos & Jose, 2022).

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