



The Relationship Between the Leadership Style of the Head of the Room and the Performance of Nurses in the Inpatient Room Umami Rosnati Pertamedika Hospital

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Abstract

Background:

Leadership style plays a crucial role in determining nurse performance, particularly in inpatient settings, which require high levels of cooperation, discipline, and motivation. The effectiveness of nursing services in hospitals is greatly influenced by how the ward manager leads their team. A leadership style that fails to foster motivation and support can hinder optimal performance.

Aims:

This study aims to determine the relationship between the leadership style of ward heads and the performance of nurses in the inpatient ward at Pertamedika Umami Rosnati Hospital. The scope of the study includes identifying the dominant leadership style and its influence on nurses' behavior and work performance.

Methods:

This study employed a quantitative cross-sectional design using questionnaires distributed to inpatient nurses. Leadership style was measured with a validated instrument, and nurse performance was assessed using standard hospital performance indicators.

Result:

The study results showed that most nurses working under ward leaders with a democratic leadership style tended to have better performance. Analysis using the chi-square test showed a significant correlation ($p < 0.039$) between the ward leader's leadership style and nurse performance. These findings indicate that a democratic leadership style can improve nurse performance in terms of discipline, responsibility, teamwork, and high quality of service.

Conclusion:

There is a relationship between the ward head's leadership style and the performance of nurses. A communicative, supportive, and participatory leadership style can create a positive work environment and improve the quality of nursing services.

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INTRODUCTION

Hospitals are complex healthcare institutions that require optimal multidisciplinary collaboration, particularly in inpatient wards, which serve as the center of direct patient care. In this context, nurses are healthcare workers with a central role in maintaining quality care. The performance of nurses is crucial to the success of nursing services and contributes directly to patient satisfaction and safety (Kementerian Kesehatan RI., (2022).

One important factor influencing nurse performance is the ward head's leadership style. The ward head's responsibilities extend beyond administrative responsibilities to motivating, facilitating, and coaching the nursing team. The leadership style adopted by the ward head can influence nurse morale, loyalty, and effectiveness in carrying out their duties. Leaders who are able

to build effective communication, provide support, and involve nurses in decision-making tend to create a productive and harmonious work environment (Yukl, 2013).

Previous research by Wahyuni et al. (2020) showed that transformational leadership style was closely related to improved nurse performance. Similarly, a study by Sari, M., & Widodo, (2019). This finding is reinforced by international data. A systematic study by Gebreheat et al. (2023) A study involving more than 5,000 nurses in various countries showed that transformational leadership style contributes positively to work engagement, job satisfaction, and service quality. Another study by De Jong et al. (2023) in Belgium proved that a supportive and communicative leadership style influences patient safety culture and nurses' innovative behavior.

Studies in the ICU environment by Zhang et al. (2024) also found that effective leadership significantly improves organizational climate and supports the efficiency of nursing team performance. In addition, based on a study by Al-Hussami (2023) In Jordan, transformational leadership style was positively correlated with nurses' job satisfaction and intention to remain employed, while laissez-faire leadership style had a negative impact on work morale and productivity.

The Ministry of Health of the Republic of Indonesia has also underlined the importance of clinical leadership in the Nursing Service Quality Management Guidelines Kementerian Kesehatan RI, (2022) This document recommends that ward heads adopt a participatory and communicative leadership style, and actively participate in coaching and empowering nursing staff to improve service quality and patient safety.

Pertamedika Ummi Rosnati Hospital, one of the healthcare institutions in Aceh, faces several challenges related to the quality of nursing care. Based on internal interviews and patient feedback reports, complaints were raised regarding a lack of consistent nurse communication, delayed responses when patients needed assistance, and variations in how nurses provided education to patients and their families. Furthermore, several nurses revealed in focus group discussions (FGDs) that they frequently experienced unclear instructions, minimal emotional support, and a lack of clear direction from ward heads, particularly on high-workload shifts.

These qualitative findings indicate team dynamics that require attention, particularly regarding leadership styles at the ward level. Therefore, examining how ward heads' leadership influences nurse performance is crucial as part of efforts to improve the quality of care and patient safety at the hospital.

METHOD

This study used a quantitative approach with a cross-sectional design to examine the relationship between the leadership style of the ward head and the performance of nurses in the inpatient ward of Pertamedika Ummi Rosnati Hospital. The population in this study were all nurses working in the inpatient ward of the hospital, totaling 51 people. The sampling technique used was total sampling, that is, all members of the population were sampled because the population size was relatively small (less than 100 people). Thus, the sample in this study consisted of 51 nurses in the inpatient ward of Pertamedika Ummi Rosnati Hospital.

The main variables studied consisted of two, namely leadership style as the independent variable and nurse performance as the dependent variable. Leadership style was measured using an instrument adapted from the Multifactor Leadership Questionnaire (MLQ), covering dimensions of transformational and transactional leadership. This instrument consists of 20 positive statements measured on a 5-point Likert scale, from 1 (strongly disagree) to 5 (strongly agree). Scores were categorized as follows: low ($X < 40$), medium ($40 \leq X < 70$), and high ($X \geq 70$). The MLQ instrument has demonstrated good reliability in previous studies, with a Cronbach's alpha value of 0.87 (Rahmawati, I., & Prasetyo, 2021).

Nurse performance was measured using a performance assessment instrument adapted from Gibson et al. (2012), which includes 15 statements covering the dimensions of work quality, punctuality, responsibility, and initiative. Each statement is rated using a 5-point Likert scale, where 1 indicates "very poor" and 5 indicates "very good." Scores are categorized as: low ($X < 45$), moderate ($45 \leq X < 60$), and high ($X \geq 60$). This instrument also demonstrated adequate reliability with a Cronbach's alpha value of 0.82 based on previous studies (Sari & Utami, 2020).

This research was conducted at Pertamedika Ummi Rosnati Hospital, Banda Aceh, with data collection using a questionnaire for two weeks. Data processing was carried out using SPSS for Windows version 25.0 software. The data processing stages included editing, coding, and scoring. Data analysis was carried out univariately to describe the characteristics of each variable, and bivariately to test the relationship between leadership style and nurse performance. The statistical test used was Chi-Square. The relationship was considered significant if the significance value $p < 0.05$. Interpretation of the correlation coefficient was carried out based on the following value ranges: 0.00–0.25 (very weak), 0.26–0.50 (moderate), 0.51–0.75 (strong), and 0.76–0.99 (very strong), with a value of 1.00 indicating a perfect relationship.

RESULTS AND DISCUSSION

Results

1. Leadership Style at Ummi Rosnati Hospital, Banda Aceh

Table 1. Frequency Distribution Based on Leadership Style at Ummi Rosnati Hospital, Banda Aceh

Leadership Style	f	%
Authoritarian	9	17.6
Democratic	31	60.8
Laissez-faire	11	21.6
Total	51	100.0

Source: Primary Data, June 2025

Based on table 4.3, it is known that the frequency distribution of 51 respondents based on Nurse Performance at Ummi Rosnati Hospital shows that the majority are sufficient, namely 27 respondents (52.9%).

2. Nurse Performance at Ummi Rosnati Hospital, Banda Aceh

Table 2. Frequency Distribution Based on Performance at Ummi Rosnati Hospital Banda Aceh

Nurse Performance	f	%
Enough	27	52.9
Good	24	47.1
Total	51	100.0

Source: Primary Data, June 2025

Based on table 4.3, it is known that the frequency distribution of 51 respondents based on Nurse Performance at Ummi Rosnati Hospital shows that the majority are sufficient, namely 27 respondents (52.9%).

3. Connection Leadership Style of the Head of the Room and the Performance of Nurses in the Inpatient Room Pertamedika Ummi Rosnati Hospital, Banda Aceh

Table 3. Frequency distribution of respondents based on the relationship between the leadership style of the head of the room and the performance of nurses in the inpatient room of Pertamedika Ummi Rosnati Hospital, Banda Aceh

Leadership Style	Nurse Performance				Total		P-Value
	Enough		Good		F	%	
	f	%	f	%	F	%	
Authoritarian	7	77.8	2	22.2	9	100.0	0.039
Democratic	12	38.7	19	61.3	31	100.0	
Laissez-faire	8	72.7	3	27.3	11	100.0	
Total	27	52.9	24	47.1	51	100.0	

Source: Primary Data, June 2025

The table above shows that 77.8% of respondents reported an authoritarian leadership style, which is in line with the nurses' performance which is also adequate.

Based on the results of the analysis of the relationship between the leadership style of the ward head and the performance of nurses in the inpatient ward of Pertamedika Ummi Rosnati Hospital using the Chi-Square test, the p value was obtained = 0.039. Because the p value <0.05, it can be concluded that H_0 is rejected and H_1 is accepted, which means there is a significant relationship between the leadership style of the ward head and the performance of nurses. These results indicate that the leadership style applied by the ward head plays an important role in influencing the quality of nurse performance.

Discussion :

Implications :

The results of this study indicate that democratic and transformational leadership styles have a significant influence on nurse performance, and this effectiveness can be explained by the integration of these leadership styles with nurses' psychological needs, such as autonomy, support, collaboration, and professional recognition (Zhu et al., 2023). In this context, transformational leadership has been shown to increase intrinsic motivation, organizational commitment, and nurses' ability to provide quality care through inspiration, idealistic influence, and intellectual stimulation (Boamah et al., 2018) (Brown et al., 2020). Transformational leaders are able to create an empowering work environment, thereby reducing burnout rates and improving clinical performance (Specchia et al., 2021). Thus, democratic leadership has been shown to be effective in the hospital context because it provides space for nurses to participate in decision-making, strengthens professional confidence, and improves team coordination (Ibrahim et al., 2021).

A systematic review by Cummings et al., (2018), also corroborates these findings, showing that supportive, participatory leadership styles focused on staff empowerment significantly contribute to the quality of the work environment and service outcomes. These international findings are consistent with the previously cited studies by Baljoon et al. (2025), McCay, R., & Lyles (2025) and Zhang et al. (2025). which emphasize that transformational and participatory leadership enhance work motivation, emotional well-being, and a positive organizational climate. Therefore, the application of democratic and transformational leadership is highly relevant for leaders in improving mutual well-being, in line with national guidelines that emphasize staff empowerment as a foundation for patient safety (Kementerian Kesehatan RI., 2022).

Research contribution :

This study contributes to strengthening the evidence that the leadership style of ward heads, particularly transformational and participatory, plays a significant role in improving the performance of nurses. This is in line with the findings of Baljoon et al. (2025) which shows that transformational leadership increases nurses' motivation and work engagement. Theoretical support is also provided by Zhang et al. (2024) which highlights the role of organizational climate as a mediator of team effectiveness. At the national level, these results support the policies of the Minister of Health Regulation No. 40 of 2017 and the Nursing Quality Guidelines. Kementerian Kesehatan RI., (2022), about the importance of clinical leadership in quality control and empowerment of nursing staff.

Limitations :

This study has several limitations that need to be considered when interpreting the results. First, the study design used was cross-sectional, which only describes relationships at a single point in time and cannot explain the causal relationship between leadership style and nurse performance (Setiawan, 2020). Second, this research was only conducted in one hospital, namely Pertamedika Ummi Rosnati Hospital, so the results cannot be generalized to other health facilities with different organizational conditions. (Rohayati & Fitria, 2022) Third, data collection using self-report questionnaires can lead to information bias due to the influence of subjective perceptions and respondents' desire to provide answers that are considered socially "good" (Sugiyono, 2019). In addition, this study has not examined other variables that also influence nurse performance, such as work motivation, job satisfaction, workload, and organizational support (Handayani, 2021).

Suggestions :

Based on these limitations, further research is recommended to use a longitudinal design to be able to describe the cause-and-effect relationship in more depth between leadership style and nurse performance (Setiawan, 2020). In addition, expanding the research location to other hospitals with diverse backgrounds can increase the generalizability of the results (Rohayati & Fitria, 2022). The use of triangulation methods such as a combination of questionnaires, interviews, and direct observation also needs to be considered to increase data validity (Sugiyono, 2019). From a practical perspective, hospitals are expected to provide leadership training to ward heads so they can implement appropriate leadership styles that positively impact nurse performance. Furthermore, it is recommended that future research include additional variables such as work motivation, job satisfaction, and organizational climate to gain a more comprehensive understanding of the factors influencing nurse performance (Handayani, 2021).

CONCLUSION

The results of the study indicate a relationship between the leadership style of the ward head and the performance of nurses in the inpatient ward of Pertamedika Ummi Rosnati Hospital. Ward heads who apply transformational and democratic leadership styles tend to be able to foster good working relationships, increase work enthusiasm, and encourage nurses to be more responsible and disciplined in carrying out their duties. A leadership style that is open, communicative, and involves nurses in the decision-making process has been proven to be able to create a work atmosphere that supports improved performance. Conversely, an authoritarian or closed leadership style tends to hinder nurse participation and has a negative impact on performance achievement. Therefore, the selection and implementation of an appropriate leadership style by the ward head is an important factor in improving the quality of nursing services in hospitals.

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AUTHOR CONTRIBUTION STATEMENT

- 1) [NN]: Took primary responsibility for designing the research, developing instruments, conducting data collection, performing statistical analysis, and drafting as well as finalizing the thesis.
- 2) [SD]: Provided methodological guidance, assisted in interpreting research findings, and carried out critical review and refinement of the entire thesis content.
- 3) [AF]: Contributed to strengthening the theoretical framework, assisted in constructing the conceptual model, and reviewed and edited the thesis drafts comprehensively.

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