

The Relationship Between the Leadership Style of the Head of the Room and the Performance of Nurses in the Inpatient Room

Ummi Rosnati Pertamedika Hospital

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Abstract

Background of study:

Leadership style has a significant influence on nurse performance, especially in inpatient units that demand strong collaboration, discipline, and motivation. The quality of hospital nursing services is closely linked to the way ward managers guide and manage their staff. Inappropriate leadership that lacks motivation and support may negatively affect nurses' performance.

Aims and scope of paper:

This study aims to examine the association between the leadership style of ward heads and nurse performance in the inpatient ward of Pertamedika Ummi Rosnati Hospital. The scope includes identifying the predominant leadership style and analyzing its effect on nurses' behavior and work outcomes.

Methods:

A quantitative cross-sectional approach was applied using questionnaires distributed to nurses working in inpatient wards. Leadership style was assessed using a validated measurement tool, while nurse performance was evaluated based on standard hospital performance indicators.

Result:

The findings revealed that nurses led by ward heads who applied a democratic leadership style generally demonstrated higher performance levels. Chi-square analysis showed a statistically significant relationship ($p < 0.039$) between leadership style and nurse performance. These results suggest that democratic leadership contributes to improved discipline, responsibility, teamwork, and service quality.

Conclusion:

There is a significant relationship between ward heads' leadership styles and nurses' performance. Leadership that emphasizes communication, support, and participation fosters a positive working environment and enhances the quality of nursing care.

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INTRODUCTION

Hospitals are complex healthcare organizations that demand optimal multidisciplinary collaboration, especially in inpatient wards as the primary setting for direct patient care. In this setting, nurses play a vital role as frontline healthcare providers responsible for ensuring service quality. Nurse performance is a key determinant of successful nursing services and has a direct impact on patient satisfaction and safety [Kementerian Kesehatan RI. \(2022\)](https://www.kemkes.go.id/2022/01/10/10-poin-penilaian-kinerja-nurse-di-puskesmas/).

One of the key factors affecting nurse performance is the leadership style of the ward head. The role of the ward head is not limited to administrative duties but also includes motivating, facilitating, and guiding the nursing staff. The leadership approach applied by ward heads can

influence nurses' morale, commitment, and effectiveness in carrying out their responsibilities. Leaders who demonstrate effective communication, provide support, and involve nurses in decision-making are more likely to foster a productive and harmonious work environment ([Yukl, 2013](#)).

Previous studies have shown a strong association between leadership style and nurse performance. Research by [Wahyuni et al. \(2020\)](#) reported that transformational leadership was closely linked to improved nurse performance. Similar findings were reported by [Sari, M., & Widodo, \(2019\)](#). These results are supported by international evidence. A systematic study by [Gebreheath et al. \(2023\)](#) involving more than 5,000 nurses across several countries, found that transformational leadership positively affected work engagement, job satisfaction, and service quality. In Belgium, by [De Jong et al. \(2023\)](#) demonstrated that supportive and communicative leadership styles significantly influenced patient safety culture and nurses' innovative behavior.

Research conducted in intensive care unit (ICU) settings by [Zhang et al. \(2024\)](#) also indicated that effective leadership plays an important role in improving organizational climate and enhancing the efficiency of nursing team performance. Furthermore, a study in Jordan by [Al-Hussami \(2023\)](#) revealed that transformational leadership was positively associated with nurses' job satisfaction and intention to remain employed, whereas laissez-faire leadership showed a negative relationship with work morale and productivity.

The Ministry of Health of the Republic of Indonesia has emphasized the importance of clinical leadership in the Nursing Service Quality Management Guidelines [Kementerian Kesehatan RI, \(2022\)](#). These guidelines recommend that ward heads apply participatory and communicative leadership styles and actively engage in coaching and empowering nursing staff to enhance service quality and patient safety.

Pertamedika Ummi Rosnati Hospital, a healthcare institution in Aceh, faces several challenges related to nursing service quality. Based on internal interviews and patient feedback reports, issues were identified such as inconsistent nurse communication, delayed responses to patient needs, and variations in patient and family education. In addition, nurses participating in focus group discussions (FGDs) reported experiencing unclear instructions, limited emotional support, and insufficient direction from ward heads, particularly during high-workload shifts.

These qualitative findings suggest the presence of team dynamics that require attention, especially concerning leadership practices at the ward level. Therefore, investigating the influence of ward heads' leadership styles on nurse performance is essential as part of efforts to improve nursing care quality and patient safety at the hospital.

METHOD

This study applied a quantitative approach using a cross-sectional design to analyze the relationship between ward. The study examined two main variables: 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), which covers transformational and transactional leadership dimensions. The instrument comprises 20 positive statements assessed using a 5-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). Leadership style scores were classified into low ($X < 40$), moderate ($40 \leq X < 70$), and high ($X \geq 70$) categories. Previous studies have shown that the MLQ instrument has good reliability, with a Cronbach's alpha value of 0.87 ([Rahmawati, I., & Prasetyo, 2021](#)).

Nurse performance was assessed using a performance measurement instrument adapted from [Gibson et al. \(2012\)](#), consisting of 15 statements representing work quality, punctuality, responsibility, and initiative. Each item was rated on a 5-point Likert scale, where a score of 1 indicated "very poor" and 5 indicated "very good." Performance scores were categorized as low ($X < 45$), moderate ($45 \leq X < 60$), and high ($X \geq 60$). This instrument also demonstrated acceptable reliability, with a Cronbach's alpha value of 0.82 based on previous research ([Sari & Utami, 2020](#)). The study was conducted at Pertamedika Ummi Rosnati Hospital in Banda Aceh, with data collected through questionnaires over a two-week period. Data analysis was performed using SPSS for Windows version 25.0. The data processing steps included editing, coding, and scoring. Univariate analysis was used to describe each variable, while bivariate analysis was conducted to examine the relationship between leadership style and nurse performance. The Chi-square test was applied,

with statistical significance determined at $p < 0.05$. The strength of the correlation was interpreted based on the following ranges: 0.00–0.25 (very weak), 0.26–0.50 (moderate), 0.51–0.75 (strong), and 0.76–0.99 (very strong), while a value of 1.00 indicated a perfect correlation.

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. ConnectionLeadership Style of the Head of the Room and the Performance of Nurses in the Inpatient RoomPertamedika Ummi Rosnati Hospital, Banda Aceh

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

Leadership Style	Nurse Performance				Total	P-Value
	Enough		Good			
f	%	f	%	F	%	
Authoritarian	7	77.8	2	22.2	9	100.0
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 Chi-Square analysis examining the relationship between ward head leadership style and nurse performance in the inpatient ward of Pertamedika Ummi Rosnati Hospital, a p-value of 0.039 was obtained. Since the p-value was less than 0.05, H_0 was rejected and H_1 was accepted, indicating a statistically significant association between the ward head's leadership style and nurse performance. These findings suggest that the leadership approach adopted by the ward head has an important influence on the quality of nurses' performance.

Discussion :

The findings of this study show that democratic and transformational leadership styles significantly affect nurse performance. This effectiveness can be explained by the alignment of these leadership approaches with nurses' psychological needs, including autonomy, support, teamwork, and professional acknowledgment ([Zhu et al., 2023](#)). In this regard, transformational leadership has been proven to enhance intrinsic motivation, organizational commitment, and nurses' capacity to deliver high-quality care through inspiration, idealized influence, and intellectual stimulation ([Boamah et al., 2018](#)) ([Brown et al., 2020](#)). Transformational leaders are able to foster an empowering work environment, which contributes to lower burnout levels and improved clinical performance ([Specchia et al., 2021](#)). Furthermore, democratic leadership is considered effective in hospital settings as it allows nurses to be involved in decision-making processes, reinforces professional confidence, and enhances team coordination ([Ibrahim et al., 2021](#)).

Implications :

A systematic review conducted by [Cummings et al., \(2018\)](#) further supports these results, indicating that supportive and participatory leadership styles that emphasize staff empowerment make a significant contribution to improving the work environment and service outcomes. These international findings are in line with earlier studies by [Baljoon et al. \(2025\)](#), [McCay, R., & Lyles \(2025\)](#) and [Zhang et al. \(2025\)](#), which highlight that transformational and participative leadership styles increase work motivation, emotional well-being, and a positive organizational climate. Consequently, the implementation of democratic and transformational leadership is highly relevant for nursing leaders in promoting collective well-being, in accordance with national guidelines that prioritize staff empowerment as a key element of patient safety ([Kementerian Kesehatan RI., 2022](#)).

Research contribution :

This study strengthens existing evidence that the leadership style of ward heads, particularly transformational and participatory approaches, plays an important role in enhancing nurse performance. This finding is consistent with the study by [Baljoon et al. \(2025\)](#) which reported that transformational leadership increases nurses' motivation and work engagement. Additional theoretical support is provided by [Zhang et al. \(2024\)](#) who emphasized the mediating role of organizational climate in improving team effectiveness. At the national level, these findings align with the Regulation of the Minister of Health No. 40 of 2017 and the Nursing Service Quality Guidelines [Kementerian Kesehatan RI., \(2022\)](#), which highlight the importance of clinical leadership in quality control and the empowerment of nursing personnel.

Limitations :

This study has several limitations that should be taken into account when interpreting the findings. First, the cross-sectional design only captures relationships at a single point in time and does not allow for conclusions regarding causal relationships between leadership style and nurse performance ([Setiawan, 2020](#)). Second, the study was conducted in only one healthcare facility, namely Pertamedika Ummi Rosnati Hospital, which limits the generalizability of the results to other hospitals with different organizational characteristics ([Rohayati & Fitria, 2022](#)). Third, the use of self-administered questionnaires may introduce information bias, as responses can be influenced by subjective perceptions and the tendency of respondents to provide socially desirable answers ([Sugiyono, 2019](#)). Furthermore, this study did not include other factors that may affect nurse performance, such as work motivation, job satisfaction, workload, and organizational support ([Handayani, 2021](#)).

Suggestions :

Based on the identified limitations, future studies are recommended to apply a longitudinal research design in order to examine more clearly the causal relationship between leadership style and nurse performance ([Setiawan, 2020](#)). In addition, conducting research in multiple hospitals with varying organizational backgrounds would improve the generalizability of the findings ([Rohayati & Fitria, 2022](#)). The application of data triangulation methods, such as combining questionnaires, interviews, and direct observations, should also be considered to enhance data validity ([Sugiyono, 2019](#)). From a practical standpoint, hospitals are encouraged to provide leadership training for ward heads to enable the implementation of leadership styles that have a positive impact on nurse performance. Moreover, future research is advised to include other relevant variables, such as work motivation, job satisfaction, and organizational climate, to obtain a more comprehensive understanding of factors influencing nurse performance ([Handayani, 2021](#)).

CONCLUSION

The findings of this study demonstrate an association between ward head leadership style and nurse performance in the inpatient ward of Pertamedika Ummi Rosnati Hospital. Ward heads who implement transformational and democratic leadership approaches tend to build positive working relationships, enhance work motivation, and encourage nurses to demonstrate greater responsibility and discipline in performing their duties. Leadership that is open, communicative, and involves nurses in decision-making has been shown to create a supportive work environment that improves performance. In contrast, authoritarian or less open leadership styles may limit nurse participation and negatively affect performance outcomes. Therefore, the appropriate selection and application of leadership styles by ward heads is a key factor in improving the quality of hospital nursing services.

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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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