

## NURSE LEADERSHIP STYLES AND THE WORK PERFORMANCE OF NURSES AT AISYIYAH GENERAL HOSPITAL OF WEST SUMATERA INDONESIA : A CROSS SECTIONAL STUDY

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### ABSTRAK

Kinerja perawat memainkan peran penting dalam mencapai tujuan rumah sakit. Gaya kepemimpinan perawat sangat penting dalam meningkatkan kinerja perawat, terutama dalam memberikan pelayanan yang berkualitas dan memastikan keselamatan pasien. Tujuan dari penelitian ini adalah untuk mengetahui hubungan antara gaya kepemimpinan perawat dengan kinerja perawat di Rumah Sakit Umum Aisyiyah Padang, Sumatera Barat, Indonesia. Penelitian ini menggunakan desain penelitian kuantitatif, cross-sectional, dengan total populasi 45 perawat. Variabel independen adalah gaya kepemimpinan perawat dan variabel dependen adalah kinerja perawat. Desain penelitian ini adalah kuantitatif dengan pendekatan cross sectional. Teknik pengambilan sampel pada penelitian ini adalah total populasi, dengan jumlah sampel sebanyak 45 perawat. Pengumpulan data untuk gaya kepemimpinan dan kinerja perawat dilakukan dengan menggunakan kuesioner. Analisis statistik menggunakan analisa univariat dan bivariat untuk menilai hubungan antar variabel dengan nilai p-value 5%. Hasil penelitian menunjukkan bahwa gaya kepemimpinan yang dominan digunakan di Rumah Sakit Umum Aisyiyah adalah kepemimpinan demokratis (53,33%). Selain itu, lebih dari separuh perawat (60%) menunjukkan kinerja yang baik. Penelitian ini menunjukkan adanya hubungan yang signifikan secara statistik dengan p-value =0,012 antara gaya kepemimpinan dan kinerja perawat di Rumah Sakit Umum Aisyiyah.

**Kata kunci** : Indonesia, gaya kepemimpinan, kinerja, perawat, rumah sakit

### ABSTRACT

*Nurses' work performance plays a pivotal role in achieving a hospital's objectives. Nursing leadership style is critical in improving nurse work performance, which is essential for providing quality care and ensuring patient safety. The objective of this study is to examine the relationship between nurse leadership styles and nurses' work performance at the Aisyiyah General Hospital in Padang, West Sumatra, Indonesia. The study employed a quantitative, cross-sectional research design, encompassing a total population of 45 nurses. The independent variables were nurses' leadership styles, and the dependent variable was nurse work performance. The research design is quantitative with a cross-sectional approach. The sampling technique in this study was total population, with a total of 45 nurses. Data collection for leadership styles and nurse work performance was conducted using questionnaires. The statistical analysis employed univariate and bivariate tests to assess the correlation between variables. The results showed that the predominant leadership style employed at Aisyiyah General Hospital was democratic leadership (53.33%). Additionally, more than half of the nurses demonstrated commendable work performance levels (60%). The study revealed a statistically significant correlation ( $p = 0.012$ ) between leadership style and work performance among nurses at Aisyiyah General Hospital. The study's findings suggest that the leadership style of nurses at Aisyiyah General Hospital is associated with their work performance. The study's findings highlight the significance of democratic leadership style in relation and affected to nurses' work performance.*

**Keywords** : hospital, indonesia, leadership styles, nurses, work performance

### INTRODUCTION

Leadership styles in nursing profession have been a major concern worldwide that may affect service delivery by nurses' attitude towards work performance. Management and

leadership of nursing is critical for strengthening quality and integration of care. In hospitals, leadership is seen as a central element of a well-coordinated and integrated provision of care (Sfantou et al., 2017). The structural measures influenced by nurse managers' leadership styles are believed to be important determinants of nurses' job satisfaction, morale, productivity, and retention (Asamani, et al., 2016; Kiwanuka et al., 2021; Pishgooie et al., 2019).

Nurses play a vital role in providing care across all levels of the healthcare system and represent a large part of hospital operating costs. Despite the crucial role they play in delivering high-quality healthcare, there is still much to be learned about their performance and contribution. Unfortunately, policymakers and nurse managers often overlook the importance of nursing care. Therefore, optimizing nurses' performance in healthcare settings is essential to ensure the quality of care and patient well-being (Al Hasnawi & Aljebory, 2023). Leadership style is a pattern or behavior of a leader that is designed to integrate the goals of the organization, individuals in one goal (de Haan et al., 2019). The leadership style of a nurse will also have an impact on nurse work performance, patient satisfaction, and several other things (Winarno et al., 2021). Simplified leadership styles can be divided into several leadership styles like dictator, autocratic, democratic, and relaxed style, liberal or laissez faire (Delima et al., 2020).

Nurse leadership styles play a critical role in the job performance of nursing staff. Effective nurse leadership styles can motivate and inspire nurses to deliver high-quality patient care while impaired leadership styles can lead to job burnout, dissatisfaction, and poor performance (Specchia et al., 2021). Work performance can be defined as the ability of a person to effectively carry out their roles and responsibilities related to providing direct patient care. There are several factors that can affect job performance, including individual characteristics, workload, job satisfaction, personal competencies, recognition of achievements, social support, communication, leadership behavior, and organizational climate (AlMakhaita et al., 2014 in Al Hasnawi & Aljebory, 2023). Leadership style is one of the factors that influence nursing performance, while the determining factor for the quality of nursing work is nursing performance. Nurses will always be required to perform optimally and according to the standards set by the hospital (Trevia et al., 2019).

Dyrbye et al. (2019 in Zamroni et al., 2021) discovered that an American research in 2016 demonstrated that 134 out of 399 nurses exhibited substandard performance, according to a scale that measured 33.8% poor performance. Research conducted by Andriani (2020) suggests that nurses who perform well are nurses in the excellent category, with a percentage of 58% and the category is not good with a percentage of category at 42%. In accordance with the findings of the research conducted by Gannika & Buanasari (2019), it was determined that the majority of nurses at GMIM Pancaran Kasih Hospital demonstrated performance at the sufficient level (45.9%). A'dillah's research (2023) on nurse performance at H. Abdurrahman Sayoeti Hospital in Jambi City revealed that less than half of the 43 nurse respondents had poor performance, at a rate of 41.9%. It can be concluded that the performance of nurses in Indonesia is still below the standard that should be.

Based on Maurissa et al. (2021) it was found that autocratic and liberal leadership styles were effective in improving nurses' performance in the implementation of nursing care in Banda Aceh Hospitals. The implementation of nursing care was carried out well in accordance with the directions, guidance from the head of the room based on the results. Nurses carry out their duties in accordance with the SOP and require increased supervision and direction from the head of the room. Delima et al. (2020) in her research also found that relaxed, democratic, autocratic, dictatorial leadership style is very influential on the performance of nurses in hospitals. The findings of a subsequent investigation by Solichah et al. (2023) revealed that the predominant leadership style in the inpatient department of

Muhamadiyah Gresik Hospital was democratic (79.5%), and the majority of nurses exhibited performance levels in the moderate category (65.9%). Habibi et al. (2019) found that almost half leadership style of nurses was democratic and the findings indicate a correlation between the leadership style of nurse managers and nurse performance. The results of the study demonstrate that a favorable leadership style exerts a significant influence on nurse performance ( $p\text{-value}=0,033$ ). Deniati & Yanti (2019) also found that an authoritarian leadership style has a positive impact on nurse performance by 1.66%, while a democratic leadership style has a more significant impact of 70%.

The ability of nursing leaders to influence decision-making processes, prioritize healthcare interventions, and allocate resources efficiently is essential for achieving health objectives and addressing the myriad of challenges facing the healthcare system (Tyczkowski, et al., 2015 in Rahman & Ali, 2024). Effective leadership of healthcare professionals is critical for strengthening quality and integration of care. Various nursing leadership styles have a direct or indirect impact on the nursing profession, professionals, and patient outcomes (Sfantou et al., 2017). Each of the leadership styles has its own unique approach and impact on the nursing field. Transformational, transactional, passive or avoidant leadership, servant, situational, authentic, charismatic, and quantum are among the widely implemented leadership styles in the healthcare system (Carrara et al., 2017; Lee et al., 2019). Leaders in the nursing profession play an important role in ensuring that their teams fully comprehend the needs and values of their patients. The importance of leadership in the field of nursing, especially in private hospitals, cannot be overemphasized, as it plays a crucial role in the shaping of health care outcomes and the professional development of the nursing staff (Qtait, 2023a).

Based on this situation, it is necessary to further explore the leadership styles of the nurse manager with the work performance of nurses in the hospital. Previously, there was not much research that influential leadership style of nurse manager on the work performance of nurses in health services especially in West Sumatera hospital. So, the relationship between leadership styles and work performance of nurses still needs to be identified. The study's objective was to analyze the relationship between the leadership styles exhibited by nurse managers and the work performance of nurses within a hospital setting in West Sumatera, Indonesia.

## METHODS

This research design is quantitative research with cross sectional approach. The population used in this study were all of the nurses at the patient ward in Aisiyiah General Hospital with a total of 45 nurses. The research sample were the nurses at the inpatient ward, emergency unit, outpatient unit, the OR unit, HCU, and NICU of Aisiyiah General Hospital. The sampling method used total sampling. The independent variable is leadership styles nurse managers and the dependent variable is work performance of nurses. The research instrument was a questionnaire for nurse managers leadership styles taken from Trihastuti et al. (2016) using 12 item questions, with the assessment criteria Autocratic (A), Democratic (B), Laissez-faire (C), while for nurse work performance using a check list that has been set by Oktayanti (2022) consisting of 5 items performance with the number of questions were 26 questions. The questions used are closed or structured questionnaires where the participant only has to answer or select the column provided. The participants were informed about the research. Data was collected between January - February 2023. In this study from taking care of research permits, digging information related to the number of nurses and shift schedules to Aisiyiah General Hospital, researchers visited participants on each shift schedule.

The researcher and team explained the benefits, objectives and research procedures to the participants. Researchers distributed questionnaires to participants. Participants filled out informed consent dan questionnaire. Furthermore, the data that has been obtained is collected and processed by the researcher. Bivariate analysis is an analysis carried out to determine whether there is a relationship between the independent and dependent variables using statistical tests Univariate analysis aims to explain or describe the characteristics of each research variable. Subsequently, a bivariate analysis was conducted using a chi-square test.

## RESULTS

### Overview the Characteristics of Respondents

A total of 45 respondents participated in the study, completing the questionnaire. An analysis of the respondents' characteristics based on gender reveals that the majority (95.6%) identified as female, with more than half (55.6%) falling within the 31-40 age category. Additionally, more than half (71.2%) reported having worked in the range of 1-5 years and 6-10 years. Many of them worked in the inpatient unit, more than half were married, more than half had a diploma in nursing, and more than half had permanent employee status.

**Table 1. Characteristics of Nurses at Aisiyiah General Hospital**

Variable		Frequency	Percentage (%)
<b>Sex</b>	Male	2	4.4%
	Female	43	95.6%
<b>Age</b>	21-30 years	17	37.8%
	31-40 years	25	55.6%
	41-50 years	3	6.7%
<b>Tenure</b>	1-5 years	16	35.6%
	6-10 years	16	35.6%
	11-15 years	11	24.4%
	16-20 years	2	4.4%
<b>Unit</b>	HCU	6	13.3%
	ER	7	15.6%
	NICU	6	13.3%
	OR	9	20%
	OUTPATIENT	7	15.6%
	INPATIENT	10	22.2%
<b>Relationship</b>	Single	9	20%
	Married	36	80%
<b>Education</b>	Diploma	27	60%
	Bachelor	18	40%
<b>Employee Status</b>	Permanent	33	73.3%
	Non permanent	12	26.7%
<b>Total</b>		<b>100</b>	

### Nurse Leadership Styles Overview

The results of the data analysis are presented in Table 2, which provides a description of the leadership style of the head of the ward at Aisiyiah General Hospital.

**Table 2. Overview of the Head of Ward Leadership Styles at Aisiyiah General Hospital**

Leadership Style	Frequency	Percentage (%)
<b>Autocratic</b>	13	28.89%
<b>Democratic</b>	24	53.33%
<b>Laissez Faire</b>	8	17.78%
<b>Total</b>	<b>45</b>	<b>100</b>

Based on table 2, it can be seen that more than half (53.33%) of the head nurse ward use a democratic leadership style.

### Overview of Nurses' Work Performance

Based on the results of data processing, a description of the work performance of nurses at Aisiyyah General Hospital is obtained as follows. Table 3 shows that more than half (60%) of nurses' work performance is in the good category.

**Table 3. Overview of Nurses Work Performance at Aisiyyah General Hospital**

Nurse Work Performance	Frequency	Percentage (%)
Good	27	60%
Less Good	18	40%
Total	45	100

### Correlation between Nurse Leadership Styles and Nurses' Work Performance

Based on the results of data analysis, the correlation between leadership styles and work performance of nurses is obtained in table 4 as follows:

**Table 4. Correlation between Nurse Leadership Styles and Nurses' Work Performance at Aisiyyah General Hospital**

Nurse Leadership Styles	Work Performance				Total		P-value
	Good		Less Good				
	N	%	N	%	N	%	
Autocratic	6	13.33	7	15.56	13	28.89	0.012
Democratic	19	42.22	5	11.11	24	53.33	
Laissez Faire	2	4.44	6	13.34	8	17.78	
Total	27	59.99	18	40.01	45	100	

Based on table 4, it is known that the sig value = 0.012 < 0.05 (p-value < 0.05) indicates that there is a relationship between the leadership styles of the head nurses and work performance of nurses at Aisiyyah General Hospital Padang. The results of the study reveal that the head nurses who implements a democratic leadership styles achieves a 42.22% success rate in regard to nurse work performance. In contrast, the head nurses unit who employs an authoritarian leadership style attains a mere 13.33% success rate, while the head nurses who utilizes a laissez-faire approach attains an even lower rate of 4.44%.

## DISCUSSION

The present study revealed that more than half (53.33%) of the head nurses employed a democratic leadership style, while 28.89% adopted an autocratic approach and the remaining 4.44% adopted a laissez-faire style. The study's findings indicate that the leadership style most frequently employed by nurse managers in Aisiyyah General Hospitals is democratic, followed by autocratic and laissez faire styles. These results are consistent with those reported by Solichah et al. (2023), who identified the leadership style of the head of nurses at the Muhammadiyah Gresik Hospital as predominantly democratic, with 79.5% of respondents adopting this style.

The study also found that 15.9% of head nurses employed an autocratic leadership style, while a relatively low percentage of 4.55% adopted a laissez-faire approach. Concurrently, Zamroni et al. (2021) identified analogous results at RSUD dr. Soedono Madiun, where 60.5% of head nurses employed a democratic leadership style, 10.2% adopted an autocratic style, and 9.8% opted for an action-free style. In a similar study, Ahmad et al. (2021) found that the vast majority of room heads utilized a democratic leadership style (68.8%).



Furthermore, Lestari et al. (2022) observed that the leadership style of the head nurses at Idaman Hospital Banjar Baru predominantly adopted a democratic approach (56.9%). The results of recent research by Wati et al. (2024) at DR. Tadjuddin Chalid Makassar General Hospital found that more than half (79.3%) of the heads of nurses used a democratic leadership style, as many as 20.7% used an autocratic leadership style, and none used a laissez faire leadership style. A subsequent study by Rahman & Ali (2024) at Peshawar Hospital in Pakistan revealed that the leadership styles of the head of nurses was predominantly autocratic (43.3%), followed by democratic (40%), and laissez-faire (39.6%). These findings suggest that the democratic leadership style remains the most prevalent approach employed by the head nurses in Indonesia generally.

The findings of the results related to nurses performance in this study demonstrated that the performance of competent nurses reached 60%, while the remaining nurses were classified as below average. This finding aligns with the results of research conducted by Wati et al. (2024), which reported that 63.4% of nurses exhibited good performance. This finding contrasts with the results reported by Solichah et al. (2023), who found that 65.9% of nurses demonstrated sufficient performance, Najir et al. (2021) also found 53.7% nurses work performance in good category, Royani & Pakpahan (2021) also showed performance of nurses at good category (50%) and with the findings of Zamroni et al. (2021), who reported that 80% of nurses had good work performance. According to the Indonesian Ministry of Health, the minimum nurse performance assessment standard is set at 75%, with a maximum of 90% deemed optimal. This indicates a work environment characterized by perfection, with no errors and no revisions to the performance and service standards that have been determined.

The findings of the present study, based on the bivariate results, demonstrate a significant relationship between the leadership style of the head of nurses and the work performance of nurses at Aisyiyah General Hospital. The head of the room's ability to effectively apply the leadership style has a direct impact on the work performance of nurses. Winarno et al. (2021) found in their research that a good leadership style has 5.409 times the influence in improving nurse work performance. The present study indicates that a democratic leadership style is associated with enhanced nurse work performance. The head nurse leadership style has a significant impact on the successful achievement of organizational goals, particularly those related to nursing services in hospitals.

The results of the study indicate that each leadership style has its own set of advantages and disadvantages. As shown in Table 4, that 53.33% of nurses who rated the nurse's democratic leadership style performed better than those under autocratic (13.33%) and laissez-faire (4.44%) leadership styles. This finding is consistent with the conclusions of Rahayu et al. (2019 in Zamroni et al., 2021), who claimed that democratic leadership style has a significant impact on nurses' performance. Deniati & Yanti (2019) found that democratic leadership styles have a significant impact on improving nurse performance, with a reported increase of 70% in performance outcomes. In contrast, autocratic leadership styles demonstrated a comparatively lower impact, with an increase of only 1.66% in performance. These findings were observed in a study conducted at the Bekasi Public Hospital. This finding aligns with the results reported by Alkhusari et al. (2022), which indicated that democratic and charismatic leadership styles can exert a significant influence on nurse performance, with impact levels reaching up to 93.2%. In contrast, autocratic and laissez-faire leadership styles demonstrated an impact of only 7.6%. Similarly, Ahmad et al. (2021) observed that the democratic leadership style had a substantial influence on nurse performance, with an impact level of 68.8% in hospital settings. Also, based on the research the impact of a relaxed leadership style on work performance is negligible, with a maximum impact of 20%. Conversely, leadership style exerts a substantial influence on good work

performance, with a mean impact of 45.3%. Autocratic leadership style demonstrates a notable impact on good work performance, with a mean impact of 13.3% (Delima et al. 2020).

As stated in Huber (2017), numerous leadership styles are observed among employees of nurse managers. A democratic leadership style is one in which leaders employ a participatory approach to decision-making, thereby ensuring that all group members have a voice in the process. Research by Roussel (2011 in Qtait, 2023) indicates that leaders' provision of feedback on performance fosters employee growth. The responsibility and flexibility that leaders confer upon their teams in making crucial decisions have been shown to enhance workers' morale and motivation (Qtait, 2023).

Nurses who engage in democratic leadership practices have been shown to possess a strong sense of confidence in their abilities as leaders and actively promote the involvement of their staff in the decision-making process. According to the research conducted by Ariani (2021), the leadership style of democratic leaders has a significant and positive impact on their staff's job performance. Democratic leadership is characterized by a collaborative approach, emphasizing teamwork, respect, and trust among individual members to achieve common goals. During periods of optimal operational efficiency and effective patient care, the implementation of democratic leadership was observed to be particularly pronounced. This shift in leadership style has been shown to enhance nurses' job satisfaction and increase their confidence in assuming new responsibilities.

The present study sought to examine the relationship between an authoritative leadership style and nursing performance. The traditional approach influences communication between leaders and followers, which can negatively affect organizational outcomes (Hackman & Johnson, 2013). Conversely, studies by Ibrahim et al. (2016) and Ernawati (2020) posit that autocratic leadership styles can enhance nurses' performance. Autocratic leadership was identified as the most prevalent leadership style within family firms during the period of research conducted by Dyer (1986 cited in Qtait, 2023), primarily attributable to the centralization of power among owner-managers (Sorenson, 2000 cited in Qtait, 2023).

Studies have shown that a leader's style has a big impact on the quality of care they provide. Furthermore one of the most significant components in gaining success is having efficient leadership (Khairunnisa & Nadjib, 2019). Work performance is the success of an organization, but it is not just about one person doing their work well because they enjoy it. Inseparable from there is a link between the quality of care provided by nurses and the healthcare facility's overall aims (Boamah, 2018). Healthcare organizations must consider nurses' job performance as a significant concern and also the quality of care provided, patient outcomes, and the achievement of organizational goals (Islam et al., 2019). Effective leadership can only make things better for employees, which in turn makes them do a better job. In this study, the success of employees depends on how well they work and how productive they are. Nurse managers or head nurse must use specialized leadership methods to deal with different functional challenges and reach departmental goals in order to boost nurse performance.

## **CONCLUSION**

The impact of head nurses' leadership style on the work performance of nurses in health care services is a subject of substantial interest. The leadership style used by head nurses in different situations is influenced by the conditions and circumstances of the team. The results of this research indicate that the majority of nurses with good work performance reported that head nurses employed a democratic leadership style. The results of this study

also suggest that nurse managers/head nurse exhibit characteristics of employee-oriented leadership, and that leadership style influences nurses' work performance. As the leadership style of nurse managers evolves in a positive direction, there is a direct correlation with an increase in nurses' motivation levels to deliver nursing care. Consequently, it is recommended that nurse managers proactively engage in self-development and actively participate in training programs designed to cultivate leadership behaviors. This will enable them to identify and implement an effective leadership style, thereby enhancing the work performance of nurses.

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