

## NURSE LEADERSHIP STYLE IN INDONESIA HOSPITALS: A LITERATURE REVIEW

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**Abstract.** Health services are one of the health service providing institutions. One of the service providers is a nurse. However, the nurse's work performance is very dependent on one of them is the leadership style of the head of the room. The purpose of this study was to look at the leadership style of nurses in Indonesia. The research method used in this study is Literature Review with Prism Method. The keywords used are PICO. P: Hospital Nurse in Indonesia. I: Leadership style (transformational, transactional, liberal, democratic, autocratic), C: -, O: Work performance, motivation, job satisfaction. In addition, researchers also made inclusion criteria in article screening, namely: available in full text, in Indonesian, where the research was carried out in the Hospital, research year 2012-2022. The data base used is Google Scholar. Screening the title of the same article, as well as the last 10 years of research, is not an article but a book of 8938 articles. Furthermore, eligibility does not meet the inclusion criteria of 881. Leadership styles have their own disadvantages and advantages. A good leadership style is determined by the situation and the conditions of the work environment.

**Keywords:** Leadership Style, Nurse

**Abstrak.** Pelayanan kesehatan merupakan salah satu lembaga pemberi layanan kesehatan. Salah satu pemberi jasa adalah perawat. Namun, kinerja kerja perawat sangat tergantung salah satunya adalah dari gaya kepemimpinan kepala ruangan. Tujuan dari penelitian ini adalah untuk melihat gaya kepemimpinan perawat di Indonesia. Metode penelitian yang digunakan dalam penelitian ini adalah Literatur Review dengan Metode Prisma. Adapun kata kunci yang digunakan yaitu: PICO. P: Perawat Rumah Sakit di Indonesia. I: Gaya kepemimpinan (transformasional, transaksional, liberal, demokratis, otokratik), C: -, O: Kinerja kerja, motivasi, kepuasan kerja. Selain itu, peneliti juga membuat kriteria inklusi dalam penyaringan artikel yaitu: tersedia dalam full teks, berbahasa Indonesia, tempat penelitian dilaksanakan di Rumah Sakit, tahun penelitian 2012-2022. Data base yang digunakan adalah Google Scholar. Hasil identifikasi awal artikel pada google scholar sebanyak 9931, lalu skrining judul artikel yang sama, serta tahun penelitian 10 tahun terakhir, bukan merupakan artikel namun buku sebanyak 8938 artikel. Selanjutnya, eligibility tidak sesuai kriteria inklusi sebanyak 881. Gaya kepemimpinan memiliki kekurangan dan kelebihan masing-masing. Gaya kepemimpinan yang baik ditentukan dari situasi dan juga kondisi lingkungan kerja.

**Kata Kunci:** Gaya Kepemimpinan, Perawat

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## INTRODUCTION

Health services are one of the efforts to develop a complete Indonesian society (Winarto & Purba, 2018). One of the institutions that provide health services is the hospital. Nurses are one of the health services that have the largest number in health facilities, especially hospitals. The number of nurses in a hospital dominates 55-56% and is also a profession that provides constant 24-hour service to patients (Alkhusari et al., 2022). One of the successes of a hospital depends on its leader. Every leader has different behavior when leading an organization and that is what is meant by leadership style (Wiliana et al., 2020). Nurses also have expectations for the actions and leadership style of their leaders (Maurissa et al., 2021). 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, namely: dictator, autocratic, democratic, and relaxed style, liberal/laissez faire (Delima et al., 2020).

Democratic leadership style is a leadership style that allows staff to express their aspirations. The decisions taken are also decisions of mutual interest (Delima et al., 2020). The relaxed leadership style is a leadership style that provides very high flexibility and flexibility for its members so they can innovate, and decisions are given to subordinates to work together to improve the quality of nursing services (Delima et al., 2020). Liberal leadership style or laissez faire is a leadership style that delegates full authority to subordinates, and decisions are made by subordinates, and the responsibility for success is also borne by individuals (Maryanto et al., 2013).

In addition, the theories of leadership also explain various kinds of leadership styles. The leadership styles that are usually used by a leader include: authority, transformational, transactional. Authoritarian leadership style, namely: the head of the room gives instructions without paying attention to the opinions or suggestions of staff, there is no increase in motivation at work (Maurissa et al., 2021). The transformational leadership style is a leader who can motivate and inspire his employees to achieve common interests and put aside personal interests (Amrullah, 2022).

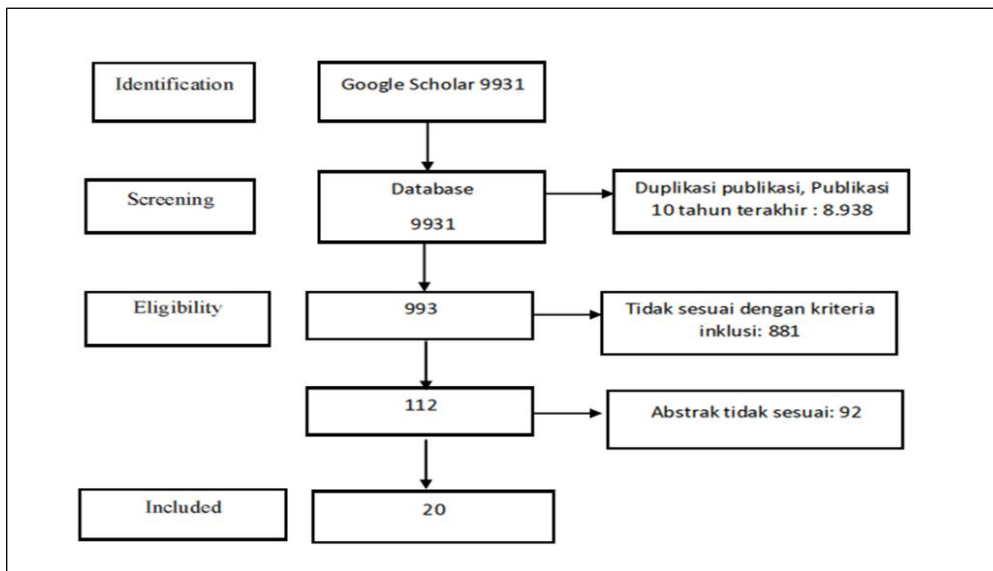
All leadership styles have their own advantages and disadvantages (Deniati et al., 2019). Good leadership requires intelligence as well as technical expertise that can motivate staff or employees. In addition, a successful leader must be able to create conditions that can make all staff contribute to organizational achievement (Winarno et al., 2021). The various leadership styles applied in an organization can help create positive work effectiveness for members and

a leadership style that is appropriate to the situation and conditions of the organization (Deniati et al., 2019). The purpose of this study was to look at the Nurse Leadership Style in Indonesia Hospitals

**METHOD**

The research method used in this research is literature review. The data base used in this study is Google Scholar. The keywords used to search for articles use PICO. P: Hospital Nurses in Indonesia. I: Leadership style (transformational, transactional, liberal, democratic, autocratic), C: -, O: Work performance, motivation, job satisfaction. In addition, the researcher also made inclusion criteria in the screening of articles, namely: available in full text, Indonesian language, where the research was carried out in a hospital, research year 2012-2022, quantitative research design. Researchers used PRISMA (Preferred Reporting Items for Systematic Review and Meta-Analyses) as a reference in carrying out literature reviews.

**RESULTS**



**Figure 1.** Results of article searches using the PRISMA method

**Table 1.** Matrix of hospital nurse leadership styles in Indonesia

No	Author/ Title/ Year	Region	Research design	Sample	Leadership Style	Results	Findings
1	Maurissa, et all/ Nurse's perception of the leadership style of the head of the room with the implementation of nursing care/ 2021 (Maurissa et al., 2021)	Banda Aceh	Cross sectional	87	Autocratic and liberal leadership style	Nurses carry out their duties in providing nursing care with the following percentages: assessment (77.60%), nursing diagnosis (94.33%), intervention and implementation (88.34%), evaluation and documentation (77.30%).	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 of observations in 2 shifts: morning and evening. Nurses carry out their duties in accordance with the SOP and require increased supervision and direction from the head of the room.
2	Amrullah/ The Influence of Transformational Leadership and Work Involvement on Nurse Performance in RSUD. Hopes and Prayers for the City of Bengkulu/ 2022 (Amrullah, 2022)	Bengkulu	Survey	100	Transformational Leadership Style	p-value 0.000 which means there is a significant relationship between transformational leadership style and nurse performance.	Transformational leadership style has an influence on the work involvement of nurses and also a significant increase in work performance. Nurses and leaders have alignment in achieving the hospital's mission.
3	Delima/ The Relationship between Head of Room Leadership Style and Nurse Performance Perceived by Implementing Nurses/ 2020 (Delima et al., 2020)	Payakumbuh City, West Sumatra	Correlation Studies	53	Relaxed, Democratic, Autocratic, Dictatorial Leadership Style	Relaxed leadership style has an impact on work performance of less than 20%. Leadership style has an impact on good work performance by 45.3%. autocratic leadership style has a good work performance of 13.3%, dictatorial leadership style has an impact on good work performance of 5.3%.	The democratic leadership style provides an opportunity for nurses to provide advice to their leaders including making schedules, seminars and training needed by nurses to improve skills.

4	Winarno, et all/ Organizational Communication Relations, Leadership Style, Motivation and Attitudes with Nurse Performance in Hospitals. Dr. A. Dadi Tjokrodipo Bandar Lampung/ 2022 (Winarno et al., 2021)	Bandar Lampung	Cross- sectional	78	Democratic	The results of the statistical test obtained a p-value of 0.001, which means that there is a relationship between leadership style and nurse performance	A good leadership style has a 5,409 greater chance of impacting the good work performance of its staff.
5	Winarto & Purba/ Influence of Transformational Leadership Style on Organizational Citizenship Behavior with Job Satisfaction as an Intervensing Variable (Case Study of Private Hospital Employees in Medan City) / 2018 (Winarto et al., 2018)	Medan, North Sumatra	<i>Cross- sectional</i>	550	transformati onal	The statistical test results obtained a p value <0.01 which means that transformational leadership will be positively related to job satisfaction.	The transformational leadership style instills the values, vision, mission of the organization so that employees or staff will comply with organizational rules and feel they belong to the organization. Also, leaders encourage staff to think creatively.
6	de Haan, et all/ Leadership Style with Nurse Work Motivation in Mental Hospitals/ 2019 (de Haan et al., 2019)	North Sulawesi Manado	<i>Cross- sectional</i>	69	Authoritaria n, Democratic, Participator y, Liberal style	Authoritarian leadership style has an impact on high work motivation by 5.5%, democratic leadership style has an impact on high work motivation by 16.4%, and participatory leadership style has a high work performance impact of 41.1%	The leadership style used in this study was participatory where the head of the room discussed and asked for opinions from nurses when there were problems and immediately made joint decisions.
7	Deniati & Yanti/ Relationship of Head of Room leadership style to the Performance of	Bekasi, West Java	<i>Cross- sectional</i>	60	Authoritaria n leadership style, democracy	The authoritarian leadership style has a good impact on nurse performance by 1.66%, and the democratic	The democratic leadership style is used by most of the head of the room to be able to provide opportunities for implementing nurses to give their

	Implementing Nurses in the Inpatient Room of the Bekasi City General Hospital/ 2019 (Deniati et al., 2019)					leadership style has a good impact on nurse performance by 70%.	opinions and discuss a problem together.
8	Aulia & Rita/ Gender Relations, Service Period, Organizational Commitment, Leadership Style, and Burnout Incidents in Nurses at P.P Hospital in 2019/2021 (Aulia et al.,2021)	South Jakarta DKI Jakarta	<i>Cross-sectional</i>	496	Democratic, transformati onal and visionary	A good leadership style will have a good impact on performance.	Leadership style as behavior and strategy as a result of a combination of philosophy, skills, traits, attitudes, which is often applied by a leader when trying to influence the performance of his subordinates
9	Alkhusari et all/ Relationship between Leadership Style and Work Experience on Nurse Performance/ 2022 (Alkhusari et al., 2022)	South Sumatra	<i>Cross-sectional</i>	99	Democratic and charismatic, authoritarian and laissez faire styles	Democratic and charismatic leadership styles have an impact on good nurse performance by 93.2%, while authoritarian and laissez faire leadership styles have an impact on 7.6% of respondents who have good performance.	A democratic leadership style needs to be owned by a head of room to lead his subordinates, but a head of room must also improve his capabilities and ability to motivate nurses in carrying out their duties in treating patients.
10	Artiningsih/ The Influence of Room Head Leadership Style, Motivation and Discipline on Nurse Performance at the Regional General Hospital (RSUD) Brigadier General H. Hasan Basry Kandungan South Kalimantan/ 2016 (Artiningsih, 2016)	South Kalimantan	<i>Explanatory Research</i>	109	Leadership style: <i>telling, selling, participation, delegating</i>	The t-statistic shows a value of 0.381 which is smaller than the t-table so there is no significant relationship	Leadership style has no direct influence on nurse performance, even though nurses agree with the leadership style used by the current head of the room.
11	Wiliana, et all / Relationship between	Tangerang, Banten	<i>Cross-sectional</i>	50	Otoriter, Demokratis,	Optimal authoritarian leadership style has a job	In addition to the leadership style, a leader must be able to communicate

	Room Head Leadership Style and Nurse Job Satisfaction at RSU Tangerang Regency/ 2020 (Wiliana et al., 2020)				Liberal/Laissez faire	satisfaction effect of 88.2% or 15 of 17, while less optimal authoritarian leadership gives 62.0% job satisfaction, namely 16 of 33 respondents, the p-value results indicate a value <0.05, meaning that there is a relationship between authoritarian leadership style and job satisfaction. The optimal democratic leadership style was found to be satisfied, namely 85.7%, namely 12 of 14, while less optimal showed 52.8%, namely 19 of 36 respondents. P-value obtained value of 0.067 means that there is no relationship between democratic leadership style and job satisfaction. The optimal liberal leadership style gives satisfaction of 57.7%, namely 15 of 26 respondents, while the less optimal is 66.7%, namely 16 of 24 respondents. The result of p-value 0.718 means that there is no relationship between liberal leadership style and job satisfaction.	well in two directions in order to achieve common goals.
12	Abdullah/ The Influence of Leadership Style on Nurse	Makassar, South Sulawesi	<i>Cross-sectional</i>	120	Transformational leadership	Transformational leadership style has a significant effect on nurse performance.	The transformational leadership style is a leadership style that is based on trust between leaders and staff so that it will

	Performance at Ibnu Sina Hospital Makassar/ 2017 (Abdullah, 2019)					style, Transactional	Meanwhile, transactional leadership style does not have a significant effect on nurse performance.	indirectly help nurses improve their work performance. However, it is better if the transformational and transactional leadership styles are combined into one.
13	Azmi/ Relationship of Head of Room Transformational Leadership Style with Nurse Performance at PKU Muhammadiyah Hospital Yogyakarta/ 2018 (Azmi, 2018)	D.I Yogyakarta	<i>Cross-sectional</i>	43	Transformational style	There is a relationship between transformational leadership style and the performance of nurses/	The transformational leadership style gives nurses a sense of trust from leaders, feels valued, loyal and also increases respect for their leaders.	
14	Sandra & Saintika/ Relationship between Head of Room Leadership Style and Work Motivation of Nurses in Internal and Surgical Rooms at Solok Selatan Hospital / 2017 (Sandra & Saintika, 2017)	South Solok, West Sumatra	<i>Cross-sectional</i>	37	Autocratic, Democratic, Free action	Most of the leadership styles are autocratic with a percentage of 54%. And the work motivation of most nurses is low with a percentage of 70%.	Staff need leaders who have an effective leadership style which can adapt to the situation. Because there is no single right leadership style to use, leadership style must adapt to the situation and conditions.	
15	Ningsih, et all/ The Effect of Supervision and Transformational Leadership Style on Nurse Performance in Hand Hygiene Compliance and Fall Risk Prevention at GMIBM Monompia Hospital Kotamobagu/ 2018 (Ningsih et al., 2022)	Kotamobagu, North Sulawesi	<i>Quasy-experiment</i>	112	Transformational style	Transformational leadership style has an influence on nurse performance with a p-value of 0.043	The three-month transformational leadership style education program has an impact on increasing the performance knowledge of leaders and also higher nurse work performance. In addition, the quality of services provided to patients is also more optimal.	
16	Graduation/ Relationship between Head of Room Democratic Leadership	Palembang, South Sumatra	<i>Cross-sectional</i>	38	Democratic style	High democratic leadership style or as much as 60.5% but the results of the p-value test show a value of 0.389 which	Democratic leadership style is not a factor in motivating nurses to work.	

	Style and Nurse Work Motivation/ 2019 (Graduation, 2020)						means there is no relationship between democratic leadership style and the work motivation of nurses.
17	Ahmad et al/ Relationship between Head of Room Leadership Style and Performance of Implementing Nurses in Private Hospitals/ 2021 (Ahmad et al., 2021)	DKI Jakarta	<i>Cross-sectional</i>	64	Democratic style, Authoritarian style	Most of the leadership style of the head of the room is democratic and the impact given is 68.8% have good work performance.	Room heads who have staff with good work performance tend to have a democratic leadership style.
18	Ariani, et all/ Analysis of the Determinants of Job Satisfaction for Implementing Nurses at the Inpatient Installation of Langsa Hospital/ 2020 (Ariani et al., 2020)	Medan, North Sumatra	<i>Cross-sectional</i>	73	Democratic, Participatory, Authoritarian, liberal	Leadership style is dominated by democratic leadership style with a percentage of 43.8%	Democratic leadership style provides better job satisfaction for nurses. This leadership style, the leader is able to direct, participate, foster, support and improve the work performance of nurses better.
19	Yuliandri & Sarwadhama/ The Relationship between Transformational Leadership Style and Employee Work Quality at Panembahan Senopati Hospital, Bantul/ 2021 (Yuliandri et al., 2021)	Bantul D.I Yogyakarta	<i>Cross-sectional</i>	108	Transformational style	The transformational leadership style has a significant influence on the quality of employee work.	The transformational leadership style applied by the leader forms the basis for improving the quality of work of employees because leaders have an orientation towards providing motivation, encouragement and stimulation in carrying out their duties.
20	Savitri / The Influence of Transformational Leadership Style on the Work Motivation of Nurses in the Inpatient Installation (IRNA) II RSUD. Saiful Anwar Malang/ (Savitri, 2014)	Malang, East Java	<i>Cross-sectional</i>	72	Transformational style	The transformational leadership style has a representative influence on the work motivation of nurses.	Leaders with a transformational style motivate employees to achieve success at work and have a strong future vision in the organization. As well as manifesting appropriate inspiration and work motivation.

## **DISCUSSION**

### **Authoritarian Leadership Style**

The authoritarian leadership style combined with the liberal style can have a good and satisfying impact on the work performance of nurses. However, one of the weaknesses of the authoritarian leadership style is that all decisions are taken by the head of the room, causing the nurse to not be responsive in deciding (Maurissa et al., 2021). The results of Wiliana's research state that the authoritarian leadership style explains all activities depending on the leader's decisions. Most of the respondents in this study were diploma graduates in nursing who were satisfied with the authoritarian leadership style. However, nurses who have a fairly good level of education tend to carry out nursing practices that are more effective and efficient (Wiliana et al., 2020).

The autocratic leadership style of the head of the room will assume that all obligations, decision makers, carrying out actions, and supervision are natural things. The implementing nurse does not have the opportunity to give an opinion because this leadership style is a leadership style with one-way communication or can be shortened as communication from the head of the room to the implementing nurse. This leadership style also does not require meetings or deliberations to make decisions, and the staff only carry out the tasks that have been given and then the control system is carried out by the leader (Sandra & Saintika, 2017).

### **Democratic Leadership Style**

This leadership style is a leadership style that can accommodate the aspirations of the staff and can accommodate and respect the interests and background of the staff. Decisions taken by leaders emphasize decision making for the common good. However, the weaknesses of this leadership style include difficulty making decisions and sometimes it takes longer to decide on a problem, prone to conflicts of interest among employees (Delima et al., 2020).

Democratic leadership style influences other people to be willing to work together to achieve the goals that have been set and the ability to respect the characteristics and abilities of staff (Daniati & Yanti, 2019). A democratic leadership style motivates nurses to carry out their duties of serving patients, but leaders still need to increase their capabilities on an ongoing basis to support their expertise (Alkhusari et al., 2022). Democratic leadership style is leadership that places humans as the main and most important factor in the group (Ahmad et al., 2021).

Democratic leadership style is leadership that is willing to provide efficient guidance to its subordinates, is willing to listen to ideas, criticisms, opinions, and pays attention to the welfare of its subordinates (Wiliana et al., 2020). However, a democratic leadership style is not the only thing that can increase the work motivation of his subordinates (Gisuda, 2020). Leaders who have a democratic leadership style tend to stimulate followers to be creative and innovative and stimulate employees to have their own values and beliefs (Yuliandri et al., 2021).

### **Participative Leadership Style**

Participatory leadership style is a leadership style that combines two leadership styles into one, namely democratic and authoritarian leadership styles. This leadership style facilitates a leader in making joint decisions by setting aside individual interests but includes group interests. However, this leadership style still has drawbacks where there are still staff employees who have low work motivation (de Haan et al., 2019).

### **The liberal leadership style /Laissez Faire**

The liberal leadership style mostly causes subordinates to be dissatisfied with leaders who use this leadership style. Liberal leaders surrender all freedom to employees without direction, supervision, and evaluation from the leadership (Wiliana et al., 2020).

### **Transactional Leadership Style**

The transactional leadership style is a leadership style characterized by conducting transactions to motivate staff or employees by appealing to their personal interests (Abdullah, 2019). This leadership style is not appropriate when applied to employees or staff who already have good self-management skills, and also to hospitals that already have standards, processes within the hospital that are good enough so that the role of leader is no longer needed (Abdullah, 2019).

### **Transformational Leadership Style**

The transformational leadership style adopted by the leader has an impact on good work performance. In addition to good work performance, the work involvement of nurses or the attention of nurses while carrying out their duties provides nursing care and health services in accordance with the hospital's mission (Amrullah, 2022). The transformational leadership style has four dimensions according to its users, namely: idealism, motivational inspiration, intellectual stimulation, and individual consideration. This leadership style is associated with

positive results (Winarto & Purba, 2018). The transformational leadership style is one of the most effective leadership styles used in any situation and cultural background. This leadership style will also help employees develop faster to achieve more optimal performance that can even exceed what was previously planned (Abdullah, 2019). The transformational leadership style provides motivation to employees. Nurses at work and do more work than expected by leaders so that the work performance of nurses increases (Azmi, 2018).

## CONCLUSION

Each style of leadership has its own characteristics. All leadership styles have advantages and disadvantages. The application of a good and appropriate leadership style is adjusted to the time and environment of the workplace. Most of this article uses a democratic leadership style, but the democratic leadership style still has drawbacks, including slower decision making when compared to the dictatorial leadership style.

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