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The Influence Of Leadership On The Performance Of Nurses In Inpatient Departments In Hospitals: Literature Review

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Abstract

Introduction: Good human resources can be managed with good leaders. Leaders also have the ability to motivate someone to achieve goals. Motivating nurses to carry out nursing actions is the right of the head of the room with nurses to implement a patient safety culture. In an effort to improve the performance of nurses in the inpatient department of the hospital, further research and development of leadership development programs that are appropriate to the context and specific needs in the health care environment are needed. To find out the influence of leadership on the performance of inpatient nurses in hospitals. **Material and Methods:** The approach used in this article is literature review. Overall, good leadership in the inpatient ward has a significant impact on nurse performance. Leaders who are able to create a positive work environment, provide support, coaching, effective communication, fair decision-making, and pay attention to nurse welfare will improve nurse performance and improve the quality of service in the hospital inpatient ward. **Results:** In the inpatient ward, good and effective leadership has a significant influence on nurse performance. Motivation, support, coaching, development, effective communication, fair decision-making, and meeting nurse needs are some important aspects of leadership that can improve nurse performance in the inpatient ward. **Conclusion:** Leaders who are able to create a positive work environment, provide support, and pay attention to nurse needs will help improve the quality of service provided and patient satisfaction.

Keywords: Nurse Performance, Leader, Inpatient, Hospital

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Volume 3 | Number 1 | March 2025 |

**1. Introduction**

The success of an organization is largely determined by the management of its human resources. Human resources are the main pioneers in running an organization. activities. Good human resources can be managed with good leaders. Leadership is every action taken by each individual or group that is united in a container with the same goal (Baker, 2020). Leaders are committed that the ability of hospital leaders can inspire health workers with strategic planning and good resources in achieving the expected goals of the hospital. Therefore, leadership is an action from a leader that influences his subordinates to carry out tasks by working together in achieving the desired goals (Baker, 2020).

Leaders also have the ability to motivate someone to achieve goals. Motivating nurses to carry out nursing actions is the right of the head of the room with nurses to implement a patient safety culture. Effective communication between leaders and nurses will result in actions in accordance with standard operating procedures. Leadership plays an important role in creating a work environment that affects the motivation and performance of nurses. A good relationship between leaders and nurses can be a good harmony (Irawati, 2019).

Performance is the manifestation of work done by employees on the basis of assessment. Good performance can be a process in achieving organizational goals, therefore appropriate steps are needed to improve performance (Aguilera et al., 2024). The Hospital treatment room implements effective leadership by improving employee performance, so that they are willing to work together and follow orders from the leader well and support the achievement of work goals. Leaders who have a democratic to authoritarian leadership style are greatly influenced by experiences in their personal lives. Through a good leadership style, a leader can provide direction, support, and inspiration to nurses. With a good relationship between leaders and nurses, mutual trust, high work motivation, and active involvement in work arise. This has a direct impact on improving the quality of service and patient satisfaction (Fahlevi et al., 2022).

In an effort to improve the performance of nurses in the inpatient department of the hospital, further research and development of leadership development programs that are





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Volume 3 | Number 1 | March 2025 |



appropriate to the context and specific needs of the health care environment are needed. Thus, a mutually beneficial relationship between leaders and nurses will be created and will encourage an increase in the quality of health services as a whole. The purpose of this study was to determine the effect of leadership on the performance of inpatient nurses in the Hospital.

2. Research Method

The method used in this article is literature review. Carry out data collection using Google Scholar and several databases from PubMed both internationally and nationally. Search for journals or articles from 2019-2023 (the last 5 years) using the keywords "The Influence of Leadership Style on Nurse Performance", "The Influence of Leadership on Nurse Performance in Hospitals", and "Nurse Performance". The articles used are in the original article format, full text, and open access. The determination of the article is based on the purpose of writing, namely to determine the influence of leadership on the performance of inpatient nurses in hospitals. The study used is an article that discusses the influence of leaders on the performance of nurses in inpatient rooms both in international and national hospitals. This study is not determined in a particular area, but for the research design it only circulates in quantitative and qualitative research.

3. Results And Discussions

Based on the search results, there are a total of 8 journals with different locations. There are three journals published in 2023, two journals in 2022, four journals in 2021, one journal in 2020, and one journal in 2019. Of the 8 journals selected, there are three journals with quantitative methods, two journals with qualitative methods, one journal with true experimental design method and four journals using descriptive cross-sectional methods. The results of the review show that each leader has a way of improving the performance of their nurses, including in collaboration in the inpatient ward. Not only from a good relationship, there are leaders who pay attention to nursing workers to see the psychological side of nurses. Leadership style also has a major influence on nurse performance. A good leader is a leader who pays attention to his surroundings both in terms of work professionalism, improving teamwork, and leaders also play a role in the welfare of nurses.





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Volume 3 | Number 1 | March 2025 |



A good and effective leader is able to create a positive work environment and have a positive impact on nurse performance. Overall, good leadership in the inpatient ward has a significant impact on nurse performance. Leaders who are able to create a positive work environment, provide support, coaching, effective communication, fair decision-making, and pay attention to nurse welfare will improve nurse performance and improve the quality of service in hospital inpatient rooms.

No	Author	Method Study	Sample/Population	Results
1	(Abdullah, 2019)	using quantitative research and cross sectional study design.	he population is all implementing nurses at Ibnu Sina Hospital Makassar, totaling 175 people. The sample is 120 people.	The results of the study showed that leadership style had a significant effect on nurse performance and that transformational leadership style and transactional style together had a significant effect on nurse performance.
2	(van Kraaij et al., 2020)	This research method is descriptive qualitative.	Data were collected from April-July 2018, and purposive sampling was used for eighteen semi-structured interviews. The study was conducted and reported according to the COREQ checklist.	The results of the study were three major themes about the current leadership role of nurse practitioners emerged, all of which were related to successful nurse practitioner positions. All themes appeared to have an impact on the scope of nurses' daily practice.
3	(Rohmat Taufiq, 2021)	Quantitative analytical research method with cross-sectional design	The population is 175 people. The sample taken based on the simple random sampling	The results of this study show that the leadership style of the head of the room and the performance of nurses are categorized





			technique is 64 people.	as good and there is a meaningful correlation between the leadership style of the head of the room and the performance of implementing nurses.
4	(López-Ibort et al., 2021)	The research method used is descriptive cross sectional.	The population used all nurses and all supervisors working in nine general hospitals. The sample consisted of 2541 nurses, 192 supervisors, and 2500 matched dyads	Statistically significant results show the influence of supervisor leadership on nurse job satisfaction.
5	(Sahraei Beiranvand et al., 2021)	This research is a descriptive correlational study with an emphasis on structural equations.	A random sample of 384 nurses in general hospitals in Tehran responded to three self-report questionnaires.	Authentic leadership variables explain 74.5% of the variance of the psychological empowerment variable. In addition, ethical leadership variables explain 87.7% of the variance of the psychological empowerment variable. Saying that the influence of ethical and authentic leadership is effective in psychological empowerment of nurses.
6	(Saleem et al., 2022)	The research method used is	A sample of 339 registered nurses	The results of the study are that servant leadership has





		cross-sectional with psychometrically proven instruments and structural equation modeling is used to test the model.	from four public hospitals in Pakistan provided survey data.	a significant direct influence on trust in leaders and an indirect influence on hospital performance through trust in leaders.
7	(Solehudin et al., 2022)	The research method uses a true experimental design through a pretest – posttest control group design with a control group.	The number of implementing nurses at Hospital X reached 94 individuals. The sample in this study was 76 implementing nurses consisting of 38 participants in the control group and 38 participants in the intervention group.	The results of this study are that transformational leadership influences nurse performance.
8	(Efkelin et al., 2023)	This research method uses quantitative descriptive and cross-sectional descriptive methods.	The subjects of this study consisted of nurses who actively worked in the Anggrek and Gladiol rooms of Husada Hospital. The sample consisted of 30 people from the entire population.	The results of this study show a significant relationship between leadership and nurses' work performance, with good leadership influencing nurses' work performance.





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Volume 3 | Number 1 | March 2025 |



A leader must have the ability to inspire and motivate his team members through words, actions, and behaviors shown. The leadership style shown by a leader can influence the attitudes of others. Leadership in a hospital is a critical role held by individuals or groups who are responsible for leading, directing, and managing hospital operations. This leadership involves the ability to inspire, motivate, and influence staff and other team members in achieving organizational goals, providing quality services to patients, and maintaining the efficiency and sustainability of the hospital. In addition, a leader must have certain qualities, a deep understanding of leadership, and pay attention to three aspects of leadership including leaders, followers, and situations. Several types of leadership styles are charismatic, authoritarian, democratic, and moralistic which can be used as one of the leadership styles in an organization, according to (Abdullah, 2019). According to (van Kraaij et al., 2020) in terms of the relationship between leadership style and nurses tend to follow a participatory leadership style with 85.3%.

Highly effective leaders tend to use collective decision-making rather than individual decision-making. They encourage nurses to be active in choosing and achieving high performance targets, while building supportive relationships with their subordinates (Alsadaan et al., 2023). As a leader, the ward head has the ability to inspire nurses to achieve high performance in the inpatient unit. Through the arrangement and direction aimed at nurses in carrying out their duties and responsibilities in providing services, the ward head also shows examples of leadership by carrying out their managerial role. Leadership in nursing according to (Fukada, 2018) refers to the ability and skills of a nurse to influence other nurses under his/her supervision. This aims so that implementing nurses can carry out their responsibilities in carrying out their duties in providing nursing care services, with the aim of achieving the desired results in care.

Improved nurse performance and service quality contribute to significant improvements in patient satisfaction, according to (Rohmat Taufiq, 2021) Nurse performance refers to the actions and work results carried out by nurses in carrying out their duties and responsibilities in providing nursing services to patients. Nurse





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Volume 3 | Number 1 | March 2025 |



performance can be measured based on a number of factors, including the quality of nursing care provided, compliance with medical procedures and protocols, efficiency in completing tasks, communication skills with patients and other health care teams, and participation in professional development and service quality improvement. High nurse performance is essential to providing safe, effective, and quality care to patients (Oldland et al., 2020).

Comprehensive and perfect nursing care to patients is an indicator of the quality of hospital services. The success of perfect nursing care services is not only influenced by internal factors within the nurse herself, but also by external factors from the surrounding environment, one of which is the role of the leader. Performance refers to concrete actions shown by each individual as a result of work achievements that are in accordance with their role in an organization (Avalos et al., 2021).

Nurse empowerment was measured using an adapted version of the Spreitzer questionnaire. Nurses need intervention strategies that allow them to feel like active actors, with adequate resources to commit to the organization (Spreitzer, 2021). However, in large hospitals, when nurses feel empowered, the relationship between leadership quality and nurse job satisfaction tends to decrease. The relationship between high levels of education and increased work productivity is a significant factor. One effort to improve respondent performance is through the provision of education and training, which is expected to provide understanding to health workers, especially nurses, about effective work practices in improving patient care, thereby creating satisfaction.

The importance of aligning training with organizational needs, such as hospital size, and providing a framework for addressing complex issues related to nursing and health care, according to (Smith et al., 2021). (López-Ibort et al., 2021) said that the importance of the role of leadership communication in nursing care highlights the need for more in-depth research on key nurse skills, such as altruism, and how they are perceived and influenced by their subordinates. Nurse performance in the inpatient setting refers to the actions and work results carried out by nurses in the inpatient setting. Nurses in the inpatient setting are responsible for providing direct care to patients, monitoring patient conditions, administering necessary medications and therapies, and collaborating with other health care





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International Journal of Health Sciences (IJHS)Journal Homepage: <https://jurnal.agdosi.com/index.php/IJHS/index>

Volume 3 | Number 1 | March 2025 |



teams. Nurse performance in the inpatient setting includes a number of aspects, such as adherence to nursing procedures, careful monitoring and evaluation of patient conditions, handling responses and emergencies, implementing patient safety policies and standards, and effective communication with patients and families. Good nursing performance in the inpatient setting involves the application of appropriate clinical knowledge and skills, proficiency in time management and priorities, the ability to work collaboratively with members of a multidisciplinary team, and an empathetic and caring attitude toward the physical, emotional, and psychological needs of patients. Optimal nursing performance in the inpatient setting plays an important role in creating a safe, comfortable environment and providing quality care services to patients (NMC, 2020).

One of the leadership styles commonly used by the head of the room is a democratic leadership style, which has an impact on improving the performance of nurses. The role of the leader in implementing nursing care is by determining tasks between nurses, giving praise for the results of the nurse's work, caring if there are problems between nurses related to nursing work. A good leader is able to provide a clear vision and goals to nurses in the inpatient room. With a clear understanding of the direction and goals to be achieved, nurses can work in a focused manner and collaborate in achieving common goals. This provides clear guidance and increases nurse involvement in efforts to achieve the desired results (Sahraei Beiranvand et al., 2021).

Leadership in the performance of nurses in the inpatient room, namely leaders who are able to provide appreciation, praise, and encouragement to nurses will motivate them to work well. This also builds a positive work culture and inspires nurses to continue to excel. Good leadership is characterized by effective communication between leaders and nurses. Good communication also helps in team coordination and problem solving that arises in the inpatient room. Good communication facilitates a better understanding of goals and expectations, and allows nurses to ask questions, provide feedback, and share input (Saleem et al., 2022).

This can improve team coordination, reduce errors, and improve the quality of care. Nurses will feel appreciated and recognized for their contributions when decisions are made





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Volume 3 | Number 1 | March 2025 |



based on fair considerations. This will have a positive impact on the motivation and performance of nurses in the inpatient ward. Nurse empowerment encourages a sense of ownership of their duties, increases intrinsic motivation, and allows for increased creativity and innovation in providing the best care (Solehudin et al., 2022). Good leadership also pays attention to the welfare and needs of nurses by providing adequate facilities, arranging a balanced work schedule, and paying attention to the psychological and emotional conditions of nurses will increase their job satisfaction and performance. In the inpatient ward, good and effective leadership has a significant influence on nurse performance. Motivation, support, coaching, development, effective communication, fair decision making, and meeting nurse needs are some important aspects of leadership that can improve nurse performance in the inpatient ward. Leaders who are able to create a positive work environment, provide support, and pay attention to nurse needs will help improve the quality of care provided and patient satisfaction (Efkelin et al., 2023).

4. Conclusion

A leader must have the ability to inspire and motivate his/her team members through the words, actions, and behaviors shown. The leadership style shown by a leader can influence the attitudes of others. Highly effective leaders tend to use collective decision-making rather than individual decision-making. They encourage nurses to be active in choosing and achieving high work performance targets, while building supportive relationships with their subordinates. Nurses need intervention strategies that allow them to feel like active actors, with adequate resources to commit to the organization. However, in large hospitals, when nurses feel empowered, the relationship between leadership quality and nurse job satisfaction tends to decrease. In the inpatient ward, good and effective leadership has a significant influence on nurse performance. Motivation, support, coaching, development, effective communication, fair decision-making, and meeting nurse needs are some important aspects of leadership that can improve nurse performance in the inpatient ward. Leaders who are able to create a positive work environment, provide support, and pay attention to nurse needs will help improve the quality of care provided and patient satisfaction.





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International Journal of Health Sciences (IJHS)Journal Homepage: <https://jurnal.agdosi.com/index.php/IJHS/index>

Volume 3 | Number 1 | March 2025 |

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Disclosure of conflict of interest

There is no potential for any stakeholder to have a conflict of interest in this research.

Statement of informed consent

In our capacity as writers, every action we perform constitutes a joint agreement or consent.

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International Journal of Health Sciences (IJHS)

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Volume 3 | Number 1 | March 2025 |



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International Journal of Health Sciences (IJHS)

Journal Homepage: <https://jurnal.agdosi.com/index.php/IJHS/index>

Volume 3 | Number 1 | March 2025 |



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