

## The relationship between the leadership of the head of room and work environment with performance of nurse in Pringsewu Region General Hospital

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### ABSTRACT

Nurses' performance is still insufficient in providing services to patients and they are often late when coming to work. The head of the room also said that relations between colleagues were still not good enough in the work environment and that internet access in the hospital still not good and lighting in the inpatient room was still lacking. Likewise, the nurse said that the head of the room was still lacking in communicating with the nurses. This research aims to determine the relationship between the leadership style of the head of the room and the work environment with the performance of nurses at the Pringsewu Region General Hospital. The performance of inpatient room nurses is still not good in providing services to patients and they are often late when coming to work, so the formulation of the problem in this research is what is the relationship between the leadership style of the head of the room and the work environment with the performance of nurses at the Pringsewu Region General Hospital? This research uses a quantitative type of research. The population was 129 respondents with a sample of 99 respondents. The sampling technique is purposive sampling. Univariate and bivariate data analysis. The results of research based on univariate analysis show that the leadership style of the majority of room heads is good leadership style, 74 (74.7%). The majority of work environments are in the good category, 49 (49.5%). The majority of implementing nurses performed well at 79 (78.8%). Bivariate analysis using the gamma test obtained a p-value of 0.000 (<0.05). The results of the research show that there is a relationship between the leadership style of the head of the room and the work environment and the performance of nurses at the Pringsewu Regional General Hospital. The suggestion in this research is to increase knowledge in the field of nursing in order to provide professional nursing performance and improve the quality of nursing services.

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## 1. INTRODUCTION

Health services provided by hospitals must be of high quality, efficiency and effectiveness. Nurses are responsible for maintaining quality and professionalism in providing services to patients. Better performance and productivity while being friendly to patients and their families. Performance is the work output or results of work carried out by each employee that contributes to the completion of transactions and the realization of business unit goals. In essence, nurse performance is an individual matter, because each employee has different skills. Nurse performance is more closely related to nurse performance. (Siswadi et al., 2021)

According to Ivancevich, Konopaki and Matteson (2006) in Siswadi (2021), nurse performance is a set of results achieved and refers to activities related to the results and implementation of something that is required for work and presentation, namely motivation and ability. A person must have certain abilities and skill levels to perform certain tasks. Skill alone is not enough to do the job without understanding. (Siswadi et al., 2021)

Nurse performance is not only measured by the nurse's willingness to act but is more than that. This performance must also pay attention to the individual's readiness to act. According to (Dewi Kusumaningsih) the performance of nursing in Lampung province by looking at performance data at RSUD Dr. H. Abdul Moeloek, Lampung province, in 2019 obtained a score of 70 (sufficient), communicating well with patients was at a score of 65 (sufficient), and in the aspect of no complaints from patients was at a score of 72 (sufficient).

One of the factors that influences the performance of nurses is leadership style. Zulfian, (2019) stated that nurses assessed the leadership style of the head of the group in the inpatient room of Ahmad Yani Metro Hospital as autocratic, of which (3.9%) in the high category and (9.1%) in the low category. The *laissez faire* leadership style has a high performance of (5.9%) and a low performance of (94.1%). Meanwhile, the democratic leadership style has a high performance of as much as (96.1%) and a low performance of as much as (3.9%).

According to Lippits and K. Whitel, the leadership style of the leadership is authoritarian, democratic, *laissez faire* (free action). Each leadership style has advantages and disadvantages. Leaders implement a leadership style that depends on their skills and personality. (Gannika & Buanasasi, 2019)

Related research by Pujiastuti in 2021 revealed that if the leadership style of the head of the room is democratic, it will result in work motivation of nurses as high as (92.9%), if the leadership style is participative as high as (100.0%), and if the leadership style is *laissez faire* will result in the lowest (66.7%). The result of this research shows that the leadership style of the head of the room influences nursery service. (Pujiastuti, 2021)

Leadership style is very closely related to environmental factors, because a leader's ability to achieve the goals that have been set is very dependent on the leader in creating a good environment. In this case, it is hoped that the ward management's leadership style can provide a comfortable working environment for the nurses. (Pujiastuti, 2021)

The work environment is the environment that surrounds the worker and can influence him in carrying out assigned tasks, for example, work environment, etc. The work environment is the entire body that surrounds an employee when he is working, both physically and non-physically, and can influence him and his work. A conducive work environment helps employees work more enthusiastically so as to achieve better work results. This work environment can provide and increase employee motivation in carrying out their work. A comfortable environment helps employees work well. Disruptions or uncomfortable conditions affect work productivity and employee work performance will suffer. Nurses care about the work environment for their personal comfort and to facilitate the delivery of nursing care. For nurses, workers also provide social communication benefits. Therefore, having friendly and supportive coworkers will bring work satisfaction. (Pamungkas & Widowati, 2020)

Based on the results of interviews with 4 heads of room and also 8 nursing staff carried out by research in the inpatient ward of Pringsewu General Hospital on 26 January 2023. Of the 3 heads of rooms, the performance of inpatient ward nurses was still not good in providing services to patients and was often late to work. One of the heads of the room also said that communication between

colleagues was still not good in the work environment and that internet access in the hospital was still not good and lighting in the inpatient room was still poor. It was also reported that nurses said that the head of the room was still lacking in communicating with his subordinates regarding work issues or supervisors' progress. Based on the description of the background to the problem, the results of the problem in this research are several factors related to the leadership style of the department head and the work environment and the performance of nurses at Pringsewu General Hospital.

## 2. RESEARCH METHOD

The type of research used in this research is quantitative. This research implements an observational analytical research plan using cross-selective approach, namely the research strategy by means of research, observation or collecting cell data at that time (point time approach). This means that each research subject is only observed once, and the research is carried out on the character status of the subject at the time of the research.

This research was carried out at Pringsewu General Hospital, Lampung Province in July 2023. The population of this research was Pringsewu General Hospital inpatient nurses with a total of 129 inpatient nurses. With a total sample of 99 people. In order to avoid sample deviations, the inclusion and exclusion criteria are determined. Inclusion Criteria Are criteria that can be taken as research samples (Notoatmodjo, 2018). Inclusion criteria for this research: Inpatient hospital nurses who are willing to be responders, Inpatient hospital nurses who come in during working hours during the research. Exclusion criteria are population object criteria that cannot be taken as research samples. (Notoatmodjo, 2018). Exclusion criteria for this research: Inpatient hospital nurses who are in the middle of their work period/study permit and are currently in the period of pregnancy, childbirth, marriage, illness), Do not serve as head of the room, Do not serve as deputy head of the room.

The sampling technique used in this research is purposive sampling. Purposive sampling is a sampling technique based on a set of detailed considerations made by the researcher, based on the characteristics or properties of the population that have been known since the beginning. (Notoatmodjo, 2018).

Variables are traits or characteristics possessed by members of groups that are different from those possessed by other groups (Notoatmodjo, 2018). In this research, the independent variables are leadership style and work environment. Dependent variables are variables whose values are reflected by other variables (Nursalam, 2015) In this research, the dependent variable is nurse performance.

Data analysis in this research is by using various techniques:

a. Univariate Test

This is done for each variable, namely describing the development of leadership style, as well as the results/cultivation of leadership style and environment which are presented in the form of data.

b. Bivariate Test

The statistical test used is the Gamma test using computer assistance. Based on the results of statistical calculations, it can be seen the significance of the relationship between 2 variables, namely:

If  $p$  value  $< 0.005$  then it is meaningful/significant, meaning there is a significant relationship between the variable and the variable, or the hypothesis ( $H_0$ ) is rejected.

If the  $p$  value is  $> 0.005$  then it is significant, meaning there is no significant relationship between the independent variable and the dependent variable, or the hypothesis ( $H_0$ ) is accepted.

## 3. RESULTS AND DISCUSSIONS

### Univariate Analysis Results

#### General Data

The characteristics of the respondents are based on gender, education, and length of work. The results of data processing can be seen in the table below:

**Table 1.** Frequency Distribution of Respondent Characteristics Based on Gender, Age, Education and Length of Work in the Inpatient Room at Pringsewu Region Hospital

Respondent Characteristic	N	%
Gender		
Male	36	36,4
Female	63	63,6
Age Range		
20-30 Years old	63	63,6
>30 Years old	36	36,4
Education		
Diploma	64	64,6
Nurse	35	35,4
Length of Work		
<5 Years	35	35,4
5-10 Years	34	34,3
>10 Years	30	30,3
Total	99	100,0%

From the results of table 1, it is known that of the 99 respondents, 63 (63.6%) were female, as many as 63 (63.6%) were aged 20-30 years, as many as 64 (64.6%) had diploma education, as many as 35 (35.4%) length of work less than 5 years.

### Special Data

#### Head of Room Leadership Style

The leadership style variable is categorized into good and poor; the results of data processing can be seen in the table below:

**Table 2.** Frequency Distribution of Leadership Styles of Head of Rooms at Pringsewu Region Hospital

Leadership Style	N	%
Good	74	74,7
Insufficient	25	25,3
Total	99	100,0

From the results of table 2, it is known that from 99 respondents, 74 (74.7%) respondents returned assessment value of head of rooms in the good category, 25 (25.3%) respondents returned assessment value of head of rooms in the insufficient category.

### Work Environment

The work environment variable is categorized into good, enough, and bad; the results of data processing can be seen in the table below:

**Table 3.** Frequency Distribution of Work Environment in the Inpatient Room at Pringsewu Region Hospital

Work Environment	N	%
Good	49	49,5
Enough	50	50,5
Total	99	100,0

From the results of table 3, it is known that of 99 respondents, 49 (49,5%) responded that the work environment in the hospital ward in the good category, and 50 (50,5%) in the enough category.

### Nurse Performance

The nurse performance variable is categorized into good and insufficient; the results of data processing can be seen in the table below:

**Table 4.** Frequency Distribution of Nurse Performance at Pringsewu Region Hospital

Nurse Performance	N	%
Good	79	79,8
Insufficient	20	20,2
Total	99	100,0

From the results of table 4, it is known that of 99 respondents, 79 (78,8%) respondents have good nurse performance and 20 (20,2%) have insufficient nurse performance.

### Bivariate Analysis Results

#### The Relationships between Head of Room Leadership and Nurse Performance

**Table 5.** Frequency Distribution of the Relationship between Head of Room Leadership Style and Nurse Performance in the Inpatient Room at Pringsewu Region Hospital

Head of Room Leadership Style	Nurse Performance						<i>p-value</i>
	Good		Insufficient		Total		
	N	%	N	%	N	%	
Good	74	75	0	0	74	75	0,000
Insufficient	4	4	21	21	25	25	
Total	78	79	21	21	99	100	

The results of table 5, the results of the analysis of the leadership style of the head of room and the performance of nurses in the Pringsewu Hospital's inpatient ward, it is known that of the 99 respondent, 74 (75%) stated that the leadership style of the head of room in the category was good and the performance of the nurses in the category was good, as many as 4 ( 4.0%) stated that the leadership style of the head of room was poor with the performance of the nurses being good, as many as 21 (21.0%) stated that the leadership style of the head of room was poor with the performance of the nurses being less good. The results of data analysis using the gamma test obtained a *p-value* of 0.000 (<0.05), it can be concluded that H<sub>0</sub> is rejected, meaning that there is a relationship between leadership style and the performance of nurses at Pringsewu General Hospital.

#### Relationship Between Work Environment and Nurse Performance

**Table 6.** Frequency Distribution of the Relationship between the Work Environment and Nurse Performance in the Inpatient Room at Pringsewu Regional Hospital

Lingkungan Kerja	Kinerja Perawat						<i>p-value</i>
	Baik		Kurang		Total		
	N	%	N	%	N	%	
Baik	44	45	6	6	74	51	0,020
Cukup	34	34	15	15	25	49	
Total	78	79	21	21	99	100	

The results of table 6, the results of the analysis of the Work Environment and Nursing Performance in the Inpatient Room of Pringsewu General Hospital, show that of the 99 respondents, as many as 44 (45%) stated that the Work Environment in the category was good with the Nursing Performance of the category being good, as many as 34 (34%) stated that Work Environment sufficiently good with the performance of the nurses being good, as many as 6 (15%) stated that the work environment sufficiently good with the performance of the nurses insufficient and as many as 15 (15%) stated that the work environment of the sufficiently good with the performance of the nurses insufficient. The results of data analysis using the gamma test obtained a *p-value* of 0.020 (<0.05). It can be concluded

that H0 is rejected, meaning that there is a relationship between the work environment and the performance of nurses in the Pringsewu Hospital.

## DISCUSSIONS

### Univariate Analysis Results

#### Leadership Style

The results of research on the leadership style of the head of room at Pringsewu Region Hospital showed that of the 99 respondents, 74 (74.7%) of the respondents carried out an assessment of the leadership style of the head of room in the good category, as many as 25 (25.3%) respondents carried out an assessment of the leadership style of the head of the room in the insufficient category. It can be concluded that the majority of 74 (74.7%) respondents stated that the leadership style of the head of the room was in the good category.

In line with Melra's research (2020), the results of the analysis show that the leadership style at General Hospital Dr. Adnaan WD Payakumbuh has a good category of 78.8% and a less than good category of 21.2%. The influence of leadership is very important as stated by (Mulyatiningsih & Sasyari, 2021) that superior performance and organizational productivity are consistent displays of transformational leadership behavior. Based on the research results of Lawton, Carruthers, Gardner, Wright, & McEachan. (Mulyatiningsih & Sasyari, 2021) a series of latent failures that resulted in treatment errors were identified, one of which was supervision and leadership.

Leadership style is the way or style of a leader in influencing the behavior of subordinates, so that they are willing to work together and work productively to achieve organizational goals. The leadership style found in every organization is seen as a key process for the success of the involved organizations. Leadership style refers to the leader's behavior towards his followers, or the way in which the leader influences his followers, while Hersely states that leadership style is consistent behavior patterns that are applied in work. (Sugiantara & Ardana, 2019)

Leadership involves the use of the skills of a leader (nurse) in influencing other nurses who are under his/her supervision to ensure the division of duties and responsibilities in providing nursing care assistance services so that the goal of nursing care is achieved. Each nurse has different potentials in leadership, but these skills can be learned so that they can always be applied and improved. From clear explanations, a leader must carry out control by looking at the process of implementing employee activities in the services provided (Retnaningsih & Dwiantoro, 2020)

The research concluded that the head of leadership at Pringsewu General Hospital had already carried out his duties and responsibilities well and with a good leadership style. However, there are several heads of room who are still lacking in leadership style due to factors that influence the leadership of the nurses under them, including the case of the heads of room providing instructions to the implementing nurses in completing work tasks without prior discussion with the nurses.

#### Working Environment

The results of the research on the work environment variable showed that from 99 respondents, 49 (49.5%) stated that the work environment of the Pringsewu Hospital was in a good category, 50 (50.5%) of the respondents stated that the work environment of the Pringsewu Hospital was sufficiently good.

In line with Badri's research (2020), the results of his research obtained data on the work environment in the ICU and ER of Harapan Bunda Hospital and Camatha Sahidya Hospital Batam (53.2%) of the respondents stated that the criteria were good and (46.8%) the respondents stated that the results of the work environment were not good.

Each nurse is believed to be able to carry out work according to the position held and adapt to the environment and work colleagues who have different characteristics. Interaction between each nurse in the work environment can have a negative impact which can lead to conflict and problems in work and a positive impact, namely the creation of dynamic work environment conditions due to the resolution of challenges in the work environment. Meanwhile, a work environment that lacks potential can cause nurses to fall ill more easily, suffer from stress, make it difficult to concentrate

and reduce work productivity. If the work area is less comfortable, the conditions are hot, there is a lack of light, the air is polluted, the work area is too congested, the work environment is less clean, it will have an impact on the work of nurses. (Badri, 2020)

A work environment that is less comfortable, as well as situations that interfere with physical attention in carrying out one's duties will have a big influence in causing errors in carrying out one's work actions.

The researchers concluded that the work environment at Pringsewu General Hospital was categorized as generally good because the collaboration between employees at this hospital was running well, the implementation of lighting restrictions in the premises was good and the respect for all employees in the work circles was also good and supported work activities.

### **Nurse Performance**

The results of research on the patient performance variable showed that of the 99 respondents, 79 (78.8%) had nurse performance in the good category, and 20 (20.2%) of the hospital staff had nurse performance in the poor category. It can be concluded that the majority of the Indonesian governmental services have a Nursing Performance in the good category of 79 (79.8%).

In line with research (Delima, 2020), the research results showed that the majority of respondents, namely 53 people (70.7%) stated that the performance of nurses at Adnan WD Payakumbuh General Hospital in 2020 was good.

Based on the questionnaire filled out by the nurses, the majority stated that in providing services to patients, attention is always accompanied by the patient's satisfaction/hope, almost always the nurses say it is complete. The failure of individual cells to implement performance regulations (performance management) is a global issue today. This occurred as a result of community consultation regarding the pursuit of excellent service or truly high-quality service in the field of health. Quality is inseparable from standards, because everyone's performance is measured based on standards. Through the clinical performance of nurses, it is hoped that they will be able to make real professional contributions in improving the totality of nursing services, which will have an impact on overall health services at workplaces, and ultimately have an impact on the quality of life and well-being of the community (Muninjaya, 2014)

Performance assessment is a tool that can be trusted by nursing staff in controlling human capacity and productivity. Swanburg (Hafid, 2014), the process of assessing the performance of a nurse can be used effectively in directing the behavior of nurses to produce nursing services of high quality and volume. A nurse can implement rational performance operational processes to regulate work direction in selecting, training, guiding career planning, as well as providing appreciation to competent nurses. Research has concluded that the performance of a nurse is an influence on the service and quality of a hospital in providing services to the community. Nurses must always have a professional attitude in providing nursing care starting from the process of Assessment, Nursing Diagnosis, Intelligence, Implementation and Nursing Evaluation. If nurses provide nursing care according to standards and maintain overall service performance and always carry out goal 6 aspects of patient safety, then this can protect nurses from the dangers of legal action and, more importantly, protect patients from the risks of accidents.

### **Bivariate Analysis Results**

#### **The Relationship between the Leadership Style of the Head of the Room and the Performance of Nurses in the Inpatient Room at Pringsewu Regional Hospital**

Based on the research results, it was found that of the 99 department heads' leadership style with the performance of nurses in the Pringsewu Hospital's inpatient wards, it was found that of the 99 respondents, 74 (75.0%) stated that the leadership style of the head was good with the performance of the nurses in the category being good, 4 (4.0%) indicated that the leadership style of the head in the category was poor with the performance of the category of nurses being good, as many as 21 (21.0%) stated that the leadership style of the head in the category was poor with the performance of the category of nurses being less than good. The results of the analysis using the gamma test obtained a p-value of 0.000 ( $<0.05$ ) it can be concluded that  $H_0$  is rejected, meaning that there is a

relationship between the leadership style of the head and the performance of nurses at Pringsewu General Hospital.

In line with research (Najir et al., 2022) the results of the study showed that from 54 respondents showed that a significant value was obtained  $p \text{ value } 0.006 \leq \alpha (0.05)$  meaning that there was a relationship between the leadership style of the head of the room and the performance of nurses in the Inpatient Room of the General Hospital Kendari City area.

Another researcher, Michael Armstrong (Delima, 2020) stated that the factors that influence the performance of a nurse are leadership, the work situation, which is meant to include, among others, work conditions, work facilities, work climate, leadership policies, work leadership patterns and work conditions. The results of this research also include the theory of Usman (Mulyatiningsih & Sasyari, 2021) who states that performance assessment is the ultimate activity of assessing the success or failure of an employee in carrying out work the task, therefore, performance assessment must be in line with the standards that have been mutually agreed upon in the work standards. The results of this research are also in line with the research carried out by Titik regarding the Power Leadership of the Head of the Room on the Work Motivation of Nurses in the Inpatient Room at Probolinggo Hospital, which states that there is a significant linear relationship between the leadership variable of the head of the room and the work motivation of nurses (Suhartini, 2022)

Based on the results of previous research, the research concluded that a ward manager who has a good leadership style will influence the performance of nurses in carrying out nursing duties at the Pringsewu Hospital's Inpatient Room. This is because the leadership of the head of the department can influence subordinates (nurses) through communication both directly and indirectly with the ultimate goal of mobilizing subordinates to achieve optimal health services for the community.

### **The Relationship between the Work Environment and Nurse Performance in the Inpatient Room at Pringsewu Regional Hospital**

Based on the results of the analysis of the relationship between the work environment and the performance of nurses in the inpatient ward at Pringsewu Region Hospital, it is known that of the 99 respondents, the majority, 44 (45%) stated that the work environment was in the good category with nurse performance in the good category, as many as 34 (34%) stated that the work environment was in the good category. Fairly good category with Nurse Performance in the Good category, as many as 6 (15%) stated that the work environment was in the Good category with Nurse Performance in the Poor category and as many as 15 (15%) stated that the work environment in the Fair Category was Good with Nurse Performance in the Poor category. The results of data analysis using the gamma test obtained a p-value of 0.020 ( $<0.05$ ). It can be concluded that  $H_0$  is rejected, meaning that there is a relationship between the Work Environment and Nurse Performance in the Inpatient Room at Pringsewu Region Hospital.

In line with research (Tama, 2020), it is known that the results of the product moment correlation test obtained a correlation coefficient  $r$  of 0.289 with a significance value  $(p): 0.005 < 0.05$ , so the hypothesis is accepted so that there is a positive relationship between the work environment and nurse performance. The better the work environment, the higher the performance of nurses, and vice versa, the worse the work environment, the lower the performance of nurses at Kraton Pekalongan Hospital.

The work environment is one of the factors that influences employee work productivity and work effectiveness. The work environment can be a material environment such as places and production facilities, as well as a psychological environment such as the atmosphere of social relations between company personnel (Tama, 2020).

Work environment factors can influence the performance of nurses themselves. The work environment includes both physical and non-physical work environments. This is supported by the opinion of Prihantoro (2019) that the work environment is one of the factors that influences the work productivity and work effectiveness of a nurse. The work environment can be a material environment such as place and facilities, production, as well as a psychological environment such as the atmosphere of social relations between personal nurses or superiors. Meanwhile, the results of



research carried out by Hendrawan (2018) stated that an unfavorable work environment can require more labor and time and does not contribute to the achievement of an efficient work system design. This pays attention to a safe, comfortable and quiet work environment, which will develop employee work enthusiasm which has a direct influence on performance.

Researchers conclude that a nurse's performance will be good if it is supported by a good work environment. This is largely due to a work environment that provides standards in service and provides comfort, so there is an awareness that the performance of nurses must be improved, nursing staff prepared through efforts to increase knowledge, attitudes and skills, equipment and a well-developed environment, as well as the availability and implementation of appropriate environmental standards.

#### 4. CONCLUSIONS

The results of research based on univariate analysis show that the leadership style of the majority of room heads is good leadership style, 74 (74.7%). The majority of work environments are in the good category, 49 (49.5%). The majority of implementing nurses performed well at 79 (78.8%). Bivariate analysis using the gamma test obtained a p-value of 0.000 (<0.05). The results of the research show that there is a relationship between the leadership style of the head of the room and the work environment and the performance of nurses at the Pringsewu Regional General Hospital

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