



RELATIONSHIP BETWEEN LEADERSHIP STYLE AND CHARACTERISTICS OF ROOM HEAD AND NURSES' PERFORMANCE

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ABSTRACT

Nursing services have a close relationship with nurse performance, which is influenced by various factors, including leadership style and characteristics of the head of the room. A good leadership style can create positive work effectiveness, while ineffective leadership often triggers complaints about health services. This study aims to determine the relationship between leadership style and characteristics of the head of the room with nurse performance at the dr. AK Gani Military Hospital, Palembang. This study used a correlational design with the Cross-Sectional method. The study sample consisted of 131 nurses taken using a purposive sampling technique. Data were collected using a questionnaire and analyzed using the Chi-Square test. The results showed a significant relationship between leadership style and nurse performance ($p = 0.003$) and between the characteristics of the head of the room and nurse performance ($p = 0.004$). In conclusion, leadership style and characteristics of the head of the room have an important role in influencing nurse performance. This study is expected to provide benefits for the development of nursing management, especially in improving the quality of leadership of the head of the room to support optimal nurse performance.

Keywords: characteristics of the head of the room; leadership style; nurse performance

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INTRODUCTION

Nursing services are certainly related to the performance of nurses. Many factors influence the performance of nurses. As with the theory put forward by Gibson (2016) in Guna (2022), that behavior and performance are influenced by individual variables, organizational variables and psychological variables (Guna, 2022). One of the organizational variables is leadership, leadership is directing and influencing others to have motivation in achieving a goal. The leadership style applied in an organization can help create positive work effectiveness for members (Pramudya et al., 2023).

A common phenomenon is often heard complaints in the community that the nursing profession in hospitals states that nurses are unfriendly, do not care about patients, nurses are slow in handling patients who come for treatment, all of this corners the nursing profession. For the dr. AK Gani Military Hospital, Palembang through the suggestion box and the researcher himself interviewed 10 patients at the dr. AK Gani Military Hospital, Palembang, there were complaints from the public that nurses were not friendly, did not care about patients, where if there were complaints from patients, the family had to call the nurse because the nurse was not active with the patient.

The researcher conducted a survey with 10 nurses out of 76 nurses at Dr. AK Gani Hospital. AK Gani Palembang obtained data stating that hospital nurses have a high level of boredom and stress experienced because leaders demand maximum results but with less direction and guidance. Leaders who pay less attention to nurses' performance and there are several internal

problems among nurses such as shift mates who are less cooperative, this is one of the triggering factors for a decline in nurse performance which results in people complaining or feeling dissatisfied with the services provided so that people are reluctant to return to the dr. AK Gani Palembang Military Hospital because of the less than satisfactory service.

According to the 2022 Ministry of Health's Public Satisfaction Index (IKM) Survey, the results showed that the Public Satisfaction Index in Indonesia regarding health services decreased from 82% to 79%. According to the IKM survey on the dr. AK Gani Military Hospital in Palembang, it decreased, in 2021 it was 80.00 while in 2021 it was 79.00. The success of an organization or hospital depends on the various resources it has, one of the most important resources is Human Resources (HR) including nurses. In addition, one of the things that determines the success or failure of an organization is leadership. The good or bad nursing services are certainly related to the performance of the nurses (Triatmaja et al., 2022). Many factors influence the performance of nurses. As with the theory put forward by Gibson (2016) in Guna (2022), that behavior and performance are influenced by individual variables such as abilities and skills, background (family, social level and experience), and demographics (age, ethnicity and gender), organizational variables (resources, leadership, rewards, job structure and design) and psychological variables (perception, attitude, personality, learning and motivation) (Guna, 2022).

Various case examples are often complained about by patients and their families regarding the low performance of nurses, including the slow response given by nurses, nurses who are not agile in working and working carelessly. In addition, there are also complaints about nurses who are less communicative and provide less friendly services. As a result, there may be wrong medication, wrong dosage, misreading labels, mishandling patients, or more fatally wrong blood transfusions. Some of these conditions are rarely found in writing because nurses do not include them in nursing process activities (Hasna, 2020).

Leadership is directing and influencing others to be motivated to achieve a goal. In addition, leadership is also defined as an activity that uses the communication process to influence the activities of a person or group towards achieving goals in certain situations (Tyaningsih & Nurachadijat, 2023). The leadership style applied in an organization can help create positive work effectiveness for members (Hermawan & Adiyani, 2022). With the leadership style with the situation and conditions of an organization, members will be more enthusiastic in carrying out their duties and obligations to achieve common goals. In addition, there are also negative impacts of leadership style, one of which is a decrease in performance in members of the organization (Amang, 2022). Research conducted by Wati and Fauziah (2024) states that a good leadership style tends to more often produce high officer performance, and vice versa if the leadership style is not good it will result in low officer performance (Wati & Fauziah, 2024). The results of this study are also supported by Aziz's research (2024), where the results of the regression test show that a good leadership style will result in good officer performance, conversely a poor leadership style will result in poor performance (Aziz, 2024). This is also in line with the results of Desiantari's research (2024), that leadership style has a positive and significant effect on officer performance, where a good officer-oriented leadership style produces high performance (Desiantari, 2024). The success of health services depends on the participation of nurses in providing quality nursing care for patients so that patient satisfaction can be achieved (Ariadi & Juliadi, 2023). Therefore, hospitals must have leaders who can guide and direct nurses in their work so that patient satisfaction is achieved (Mendrofa, 2022). This study aims to determine whether the leadership style and characteristics of the head of the room have an influence on the performance of nurses at the dr. AK Gani Military Hospital, Palembang.

METHOD

The design of this study is a correlational study with a cross-sectional method. The study began in December to March 2023. The location of the study was at the dr. AK Gani Military Hospital, Palembang. The population used as the object in this study were all nurses at the dr. AK Gani Military Hospital, Palembang with a population of 194 nurses. The sample size was obtained using the Slovin formula with a result of 131 samples taken using a purposive sampling technique. The independent variables in this study are the leadership style and characteristics of the head of the room at the dr. AK Gani Military Hospital, Palembang and the dependent variable in this study is the performance of nurses at the dr. AK Gani Military Hospital, Palembang. The instrument used in this study was a questionnaire. Data analysis used the Chi-Square test.

RESULT

Table 1.
Overview of the Head of Room Leadership Style (n=131)

Leadership Style	f	%
Democratic	76	58
Authoritarian	26	19,8
Laissez-faire	29	22,1

The results of this study indicate that the majority of room heads' leadership styles are democratic at 58%, followed by Laissez-faire leadership styles at 22.1% and authoritarian at 19.8%.

Table 2.
Characteristics of the Head of Room (n=131)

Characteristics of the Head of Room	f	%
Good	83	63,4
Enough	29	22,1
Less	19	14,5

The results of this study indicate that the majority of the characteristics of the room heads are good at 63.4%, followed by sufficient at 22.1% and lacking at 14.5%.

Table 3.
Nurse Performance (n=131)

Nurse Performance	f	%
Good	79	60,3
Enough	27	20,6
Less	25	19,1

The results of this study indicate that the majority of nurses' performance is good at 60.3%, followed by sufficient at 20.6% and poor at 19.1%.

Table 4.
Relationship between Head of Room Leadership Style and Nurse Performance (n=131)

Leadership Style	Nurse Performance						N	%	p value
	Good	%	Enough	%	Less	%			
Good	48	63,2	17	22,4	11	14,5	76	100	0,003
Enough	14	53,8	5	19,2	7	26,9	26	100	
Less	17	58,6	5	17,2	7	24,1	29	100	
Total	79	60,3	27	20,6	25	19,1	131	100	

Table 5.

Relationship between Characteristics of Room Head and Nurse Performance (n=131)									
Characteristics of the Head of Room	Nurse Performance						N	%	<i>p value</i>
	Good	%	Enough	%	Less	%			
Good	48	57,8	20	24,1	15	18,1	83	100	0,004
Enough	17	58,6	5	17,2	7	24,1	29	100	
Less	14	73,7	2	10,5	3	15,8	19	100	

The results of data analysis in table 4 show that there is a relationship between the leadership style of the head of the room and the performance of nurses (p value = 0.003). While the data analysis in table 5 shows that there is a relationship between the characteristics of the head of the room and the performance of nurses (p value = 0.004).

DISCUSSION

Based on the univariate analysis of primary data that has been taken by the researcher, it can be seen that out of 131 nurses as respondents, the majority of respondents chose a democratic leadership style. From the instruments distributed by the researcher, it was found that the description of the leadership style applied at AK Gani Hospital, hospital leaders involved themselves in friendly interactions, but continued to try to ensure that all members of the nursing team were aware of their responsibilities, worked with the nursing team and were involved together in problem solving, building good interpersonal relationships by making nurses feel important and involved in every decision making.

The results of the leadership style study at AK Gani Hospital are supported by the theory of G.R. Terry (2010) in Nur and Yaqien (2024), that a democratic leader considers himself as part of his group and together with his group tries to be responsible for the implementation of common goals (Nur & Yaqien, 2024). In order for each member to be responsible, all members participate in all activities, planning, organizing, monitoring and evaluating. Each member is considered a valuable potential in the effort to achieve goals. Democratic leadership is active, dynamic, and directed leadership. Control activities are carried out in an orderly and responsible manner. The division of tasks accompanied by clear delegation of authority and responsibility allows each member to participate actively (Firdaus, 2023).

In the leadership style questionnaire, 29 respondents or 22.1% chose the laissez-faire leadership style. The results of the laissez-faire leadership style study are supported by the theories of Lewin (1951) and White & Lippit (1960) in Hasna (2020) that laissez-faire leadership is a permissive leadership style, motivating its members only when asked by the group/individual, and leaving decision-making entirely to the group (Hasna, 2020). The laissez-faire leadership style describes a leader who as a whole gives his employees or groups the freedom to make decisions and complete work in the way that his employees think is most appropriate (Ruswandi & Lestari, 2024).

According to researchers, democratic leadership style is a leadership style that places humans as the main and most important factor in every group, realized by providing ample opportunity for group members to participate in every activity. Each group member is not only given an active opportunity, but is also assisted in developing their leadership attitudes and abilities, so that everyone is ready in career development to be promoted to a leadership position in stages, this also affects the welfare of members. All work is carried out according to the plan that has been agreed upon and determined together. finally, an atmosphere of discipline is created, a healthy, pleasant family and carrying out tasks with a full sense of responsibility. While laissez-faire leadership is a leadership style that frees its members in decision making because the leader does not give instructions and orders, the leader allows

his subordinates to do as they please, there is no control and correction so that in this leadership it is very easy for chaos and clashes to occur.

Based on the univariate analysis of the primary data that has been taken by the researcher, it can be seen that of the 131 nurses as respondents, the majority of respondents showed that the characteristics of leaders at AK Gani Hospital were good. In accordance with the research instrument conducted by the researcher, the highest answer from the 3 indicators of the leader characteristics questionnaire was the leader's personality, which the majority of respondents indicated that leaders were able to adapt to the environment, had new ideas to improve services, were able to work together with their subordinates, were responsive when problems occurred, were confident with the knowledge they had, firmly upheld principles in order to improve services, were able to control their emotions, kept up with the times and were able to complete their own tasks without relying on subordinates.

The results of the research on the characteristics of leaders are supported by Kreitner's theory (2007) in Handayani (2023) who believes that people who are born or trained with certain personalities will make them excel in leadership roles (Handayani, 2023). This means that certain personality qualities such as courage, intelligence, knowledge, skills, responsiveness, imagination, physicality, creativity, sense of responsibility, discipline and other values can make someone a good leader. According to Senge and Gardner (1990) in Said (2022) the characteristics of leaders consist of intelligence (knowledge, confidence, decision-making and speaking skills), personality (adaptable, creative, cooperative, responsive, confident, have self-integrity, balanced and controlled emotions, modern, independent), and abilities (able to work together, interpersonal skills, wise, diplomatic, honorable, participate socially) possessed by a leader (Said, 2022). According to the trait theory put forward by Senge and Gardner, the more characteristics above are possessed by a leader, the higher the success of his leadership. A good leader will produce good results based on the duties and functions of a leader in an organization, on the other hand, if the leader of the organization is considered less good, it will have a less good impact on subordinates and the organization (Wahyudi et al., 2022).

In accordance with the research instrument conducted by the researcher, the lowest answer from the 3 indicators of the leader characteristics questionnaire was the leader's intelligence, where the majority of respondents indicated that the leader lacked confidence in making decisions and was less able to speak when leading meetings. The results of the leader characteristics study are supported by Soemanto's theory (1990) in Restian (2020) which states that intelligence concerns the ability to learn and use what has been learned in an effort to adapt to unfamiliar situations or in solving problems (Restian, 2020). Individuals who learn often face new situations and problems. This requires the ability of individuals who learn to adapt and solve every problem they face. Intelligence according to Sabri (1996) in Pakpahan (2021) is a noun that describes a verb or description, a person shows his intelligence when he acts or does something in a situation, a person's intelligence can be seen in the way the person acts or does something (Pakpahan, 2021).

According to researchers, the characteristics possessed by hospital leaders such as being able to adapt to the environment, having new ideas to improve services, being able to work together with subordinates, being responsive if problems occur, being confident in the knowledge they have, firmly upholding principles in order to improve services, being able to control their emotions, keeping up with the times, being able to complete their own tasks without relying on subordinates and being able to speak when leading joint discussions can make it easier for leaders and their subordinates to achieve group goals and advance all

members they lead. The majority of respondents stated that leaders at AK Gani Hospital are sometimes less able to speak when leading meetings and are less confident in making decisions so that hospital leaders lack intelligence characteristics.

Based on the univariate analysis of primary data that has been taken by the researcher, it can be seen that out of 131 nurses as respondents, 79 of them (60.3%) have good performance. In accordance with the research instrument conducted by the researcher, the highest answers were obtained from the 4 indicators of the nurse performance questionnaire, namely the assessment of the majority of respondents showed that most of them conducted an initial assessment of the patient. The initial assessment is that nurses collect data on the client's health status systematically, comprehensively, accurately, concisely and continuously. The results of the nurse performance study are supported by the theory of Mangkunegara (2008) in Mulia (2021) that performance can also mean the results of a planned work implementation process, concerning time, place, implementer or nurse from an institution (Mulia, 2021). Nursing performance is the work achievement shown by nurses in carrying out nursing care tasks so as to produce good output to customers (organizations, clients, nurses themselves) within a certain period of time. Meanwhile, signs of good nurse performance are high levels of client and nurse satisfaction, zero complaints from customers (Arifin et al., 2024). According to Gibson (1993) in Julianto and Carnarez (2021) the factors that influence behavior and performance are individual factors, psychological factors and organizational factors (Julianto & Carnarez, 2021).

In accordance with the research instrument conducted by the researcher, the lowest answer was obtained from the 4 indicators of the nurse performance questionnaire, namely planning, from the majority of respondents indicating a lack of nursing planning. According to PPNI (2000) in Ekaputri et al. (2024) nursing planning is when nurses make nursing action plans to address problems and improve client health which include: setting problem priorities, goals and nursing action plans, working with clients in preparing nursing action plans and documenting nursing plans (Ekaputri et al., 2024). The researcher is of the opinion that the majority of respondents' performance at AK Gani Hospital is in the good category even though they have not reached good performance standards, most respondents have carried out the stages of the nursing process, which include: assessment, nursing diagnosis, planning, implementation, evaluation. However, some respondents do not do nursing planning in working with clients to prepare nursing actions because some respondents more often prepare actions with colleagues.

Based on the results of the Chi-Square test, a significance value of $<0.03 <0.05$) is obtained, meaning that H_a is accepted, meaning that there is a relationship between leadership style and nurse performance at AK Gani Hospital. The closeness of the relationship and the direction of the relationship can be seen from the contingency coefficient value of 0.408 which is categorized as moderate. This means that the closeness of the relationship between leadership style and nurse performance at AK Gani Hospital is classified as moderate. However, the contingency coefficient value is positive. Where the democratic leadership style provides increased performance for nurses at AK Gani Hospital.

Democratic leadership style is a leadership style that is friendly in communication, always willing to help or serve subordinates by giving advice, giving directions if needed, placing humans as the main and most important factor in every group/organization by providing ample opportunities for group/organization members to participate in every activity (Saragih & Sagala, 2024). In addition, each member is assisted in developing leadership attitudes and abilities. So that in their career development, each member has the opportunity to occupy a

position as a leader. The head of the health center wants nurses to want to improve the quality of their work, be good at socializing in the community, progress, achieve success in their respective endeavors, and all work is carried out according to the plan that has been agreed upon and determined together so that a healthy and pleasant atmosphere of discipline, family and carry out tasks with full sense of responsibility. Based on research, it can be concluded that a democratic leadership style can improve the performance of nurses. This is in line with research conducted by Putra and Rosita (2023) which explains that a democratic leadership style has a significant and positive effect on employee performance (Putra & Rosita, 2023).

The results of the study on the relationship between leadership style and nurse performance are supported by Gibson's theory (1996) in Maak, Fanggidae and Nursiani (2022) which explains that there are 3 variables that influence performance: (1) individual factors: abilities, skills, background, and demographics of a person; (2) psychological factors: perception, attitude, personality, learning, and motivation. According to Gibson, these variables are greatly influenced by family, social level, previous work experience, and demographic variables; (3) organizational factors: resources, leadership style, leader characteristics, rewards, structure, and job design. The closeness of the relationship between leadership style and nurse performance is low because in organizational factors there are other aspects such as: resources, rewards, structure and job design that can affect performance (Maak et al., 2022). This is supported by Pakpahan's research (2021) that structure and rewards have a significant relationship with nurse performance and a strong closeness of relationship. Prasetyo's research results (2023) state that leadership, work climate and motivation have a positive effect on nurse performance (Prasetyo, 2023).

Researchers argue that the leadership style applied or used by hospital leaders has led to coaching through supervision and feedback expected by nurses as subordinates such as praise or other forms of rewards have been given as an effort to improve nurse performance at AK Gani Hospital. Hospital leaders consider themselves as part of a group and are responsible for the implementation of goals, hospital leaders are able to create a comfortable working atmosphere by complementing and supporting each other, hospital leaders also always involve nurses in decision making and directly monitor the development and implementation of health services at AK Gani Hospital.

CONCLUSION

The conclusion of the results of this study is that leadership style and characteristics of the head of the room have an important role in influencing the performance of nurses. For hospitals, a more detailed performance evaluation should be held than before in order to monitor the performance of nurses to minimize unfinished work or complaints from patients. Conducting training for hospital nurses and encouraging them to continue formal education, hospital leaders should also provide awards, both in the form of fair and open incentives and other awards according to the performance of nurses, not only based on educational background.

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