



THE RELATIONSHIP BETWEEN LEADERSHIP STYLE, JOB SATISFACTION, AND WORK ENVIRONMENT WITH NURSE PERFORMANCE IN THE INPATIENT WARD AT UNIVERSITAS KRISTEN INDONESIA GENERAL HOSPITAL

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ABSTRACT

Nurse performance refers to the execution of tasks, responsibilities, and authority in the best possible manner to achieve hospital goals in providing nursing services. In Indonesia, many hospitals have nurse performance levels below the ideal target of 75% of the available workforce. Objective to analyze the relationship between leadership style, job satisfaction, and work environment with nurse performance in the inpatient ward at Universitas Kristen Indonesia General Hospital. This quantitative study uses a cross-sectional design with a sample of 72 nurses, selected through total sampling. The research instruments include questionnaires on leadership style, job satisfaction, and work environment. Data were analyzed using the Chi-Square statistical test. 59.7% of nurses had moderate performance levels. 61.1% rated leadership style as moderate. 61.1% of nurses reported moderate job satisfaction. 68.1% assessed the work environment as moderate. Bivariate analysis showed a significant relationship between: Leadership style and nurse performance (p -value = 0.001); Job satisfaction and nurse performance (p -value = 0.001); Work environment and nurse performance (p -value = 0.001). There is a significant relationship between leadership style, job satisfaction, and work environment with nurse performance in the inpatient ward of Universitas Kristen Indonesia General Hospital.

Keywords: job satisfaction; nurse performance; leadership style; work environment

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INTRODUCTION

A hospital is an institution in the health sector that provides comprehensive health services, which include inpatient care, outpatient care, and emergency services (Kemenkes R.I, 2020). According to the Ministry of Health of the Republic of Indonesia 2023, the number of healthcare workers in Indonesia reaches 2,077,473 people, consisting of 183,694 medical personnel (8.8%), 1,317,589 health workers (63.4%), and 576,190 supporting health personnel. Of the total healthcare workforce, the largest proportion is nurses, representing 44.3%. The role of nurses is very important in hospital services as they interact directly with patients and their families 24 hours a day, but the performance of nurses is still often complained about by patients and their families. Along with the development of nursing paradigms that comprehensively encompass bio-psycho-social-spiritual aspects, nurses are required to always maintain a professional attitude. The complexity of the problems faced necessitates optimal work quality from nurses. The individual capabilities of nurses in hospitals are crucial to improve professionalism in order to achieve the ideal conditions desired by hospitals, including the application of leadership styles used by head nurses to support the success of nurse's performance (Masaong et al., 2023).

According to data held by the Directorate of Nursing and Medical Technology of the Ministry of Health of the Republic of Indonesia in collaboration with the World Health Organization (WHO) regarding the profile of nurses in five provinces in Indonesia, namely DKI Jakarta, West Java, North Sumatra, South Sulawesi, and East Kalimantan, it was found that 47.4% of nurses do not have a complete job description, 70% of nurses have never participated in training in the last three years, 39.8% of nurses are still performing non-nursing duties, and the monitoring and evaluation

system for nurse performance has not been developed. This condition affects the performance of nurses themselves, and the performance of nurses in hospitals has not yet reached the standard or ideal figure that should be 75% of the total available resources (Kemenkes R.I, 2022).

According to Masturi et al. (2021) performance can be influenced by three main factors that affect performance, namely individual, psychological, and organizational factors. Individual factors include the abilities, skills, background, and demographics of employees. Meanwhile, psychological factors relate to employees' attitudes and perspectives towards work, including perceptions, personality, and motivation while performing tasks. Lastly, organizational factors encompass leadership style, characteristics, resources, and the structure present within the organization. Research conducted by Yasni & Nur Fajri (2022) indicates that leadership style plays a significant role in improving employee performance. According to the research conducted (Wanda et al., 2020), good leadership can ensure optimal performance of nurses, especially in reporting patient safety incidents. Another study conducted (Meher & Rochadi, 2021) shows that the performance of nurses in inpatient wards is still considered low, with a percentage of 52.5%. A similar finding was reported in the study (Gurning et al., 2021) which states that the majority of nursing performance is still assessed poorly, reaching 53.5%.

According to Krismawati, 2022 in Marliani et al., (2023), the work environment in hospitals plays a crucial role in influencing the performance and satisfaction levels of both medical and non-medical staff. In general, the work environment in hospitals can be divided into two main aspects: physical and non-physical aspects. The physical aspect includes various facilities and infrastructures, such as workspaces, medical equipment, and other supporting facilities. Meanwhile, the non-physical aspect includes elements such as institutional policies, organizational culture, and interactions among employees. Based on various research findings, a conducive work environment has been proven to enhance the performance and satisfaction of both medical and non-medical staff. Therefore, hospitals need to create an optimal work environment to improve the performance and satisfaction of healthcare workers.

The results of a preliminary study conducted by the researcher through interviews with three nurses working in the inpatient ward at the Indonesian Christian General Hospital related to the variables studied (Leadership Style, Satisfaction, and Work Environment) found that the unit head's leadership style in the inpatient ward has been carried out well. However, there is one condition where the head of the ward does not provide an opportunity for nurses to express their opinions during discussions. This could be influenced by several factors such as human error or other mistakes, which is certainly a problem considering that the leadership style used by the head of the ward is a democratic leadership style. Regarding the job satisfaction of nurses, there are complaints from two nurses because one nurse is delegating their tasks to other nurses and is complaining about their increased workload when they have to do work outside of their responsibilities, such as escorting patients for examinations outside the inpatient room, as well as a work environment that is not adequately addressed, such as the long process of submitting requests for the replacement of damaged items, which can impact patient safety and satisfaction.

METHOD

This research design is using descriptive correlative research methods based on cross-sectional. The population of this study is homogeneous, with a total number of 72 nurses working in inpatient wards, and the sampling technique used in this study is total sampling.

RESULT

Based on table 1 the nurses in the inpatient ward of UKI Hospital are in late adolescence with 3 people (4.2%), early adult with 35 people (48.6%), late adult with 25 people (34.7%), and early elderly with 9 people (12.5%), with a male gender of 6 people (8.3%) and female gender of 66

people (91.7%). Additionally, the nurses with the last education of Diploma of Nursing are 39 people (54.2%), Bachelor of Nursing are 14 people (19.4%), and Nurse Professional are 19 people (26.4%)

Table 1.
Frequency Distribution of Characteristics Respondents

Characteristics Respondents	f	%
Age		
Late Adolescence (17-25)	3	4,2
Early Adult (26-35)	35	48,6
Late Adult (36-45)	25	34,7
Early Elderly (46-55)	9	12,5
Gender		
Male	6	8,3
Female	66	91,7
Education		
Diploma of Nursing	66	54,2
Bachelor of Nursing	14	19,4
Nurse Professional	19	25,4

Table 2.
Frequency Distribution of Leadership Styles

Leadership Styles	f	%
Less	12	16,7
Sufficient	44	61,1
Good	16	22,2

Based on table 2 the nurses assessed the leadership styles implemented by 6 head nurses with the category of less accounting for 12 people (16.7%), the sufficient category for 44 people (61.1%), and the good leadership style for 16 people (22.2%).

Table 3.
Frequency Distribution of Job Satisfaction

Job Satisfaction	f	%
Very Dissatisfied	13	18,1
Dissatisfied	1	1,4
Fairly Satisfied	44	61,1
Satisfied	14	19,4

Based on table 3 the results of job satisfaction in the inpatient room of UKI Hospital with the category of very dissatisfied there were 13 people (18.1%), dissatisfied 1 person (1.4%), fairly satisfied 44 people (61.1%), satisfied 14 people (19.4%)

Table 4.
Frequency Distribution of the Work Environment

Work Environment	f	%
Less	10	13,9
Sufficient	49	68,1
Good	13	18,1

Based on table 4 the work environment nurses at UKI Hospital with a less category amount to 10 people (13.9%), sufficient category amounts to 49 people (68.1%), and the good category amounts to 13 people (18.1%).

Table 5.
Frequency Distribution of Performance

Performance	f	%
Low	13	18,1
Moderate	43	59,7
Good	16	22,2

Table 5 the performance of nurses in the inpatient room of UKI Hospital is categorized as low

for 13 people (18.1%), moderate for 43 people (59.7%), and good for 16 people (22.2%).

Table 6.

The Relationship Between Leadership Style and Nurse Performance

Leadership Style	Performance								P Value
	Low		Moderate		Good		Total		
	f	%	f	%	f	%	f	%	
Less	12	100	0	0	0	0	12	100	0,001
Sufficient	1	2,27	42	95,45	1	2,27	44	100	
Good	0	0	1	6,25	15	93,75	16	100	

Based on table 6 a less leadership style with low performance of nurses totaling 12 people (100%), a sufficient leadership style with moderate performance of nurses totaling 42 people (95.45%), and a good leadership style with good performance of nurses totaling 15 people (93.75%). The results of the data analysis using the chi-square statistical test obtained a p-value of $0.001 < \alpha (0.05)$, meaning there is a relationship between leadership style and nurse performance in the inpatient room of UKI Hospital.

Table 7.

The Relationship Between Job Satisfaction and Nurse Performance

Job Satisfaction	Performance								P Value
	Low		Moderate		Good		Total		
	f	%	f	%	f	%	f	%	
Very Dissatisfied	12	92,31	0	0	1	7,69	13	100	0,001
Dissatisfied	1	100	0	0	0	0	1	100	
Fairly Satisfied	0	0	43	97,73	1	2,27	44	100	
Satisfied	0	0	0	0	14	100	14	100	
Very Dissatisfied	12	92,31	0	0	1	7,69	13	100	

Based on table 7 the job satisfaction is very dissatisfied with the low performance of nurses for 12 people (92.31%), job satisfaction is fairly satisfied with the performance of nurses for 43 people (97.73%), and job satisfaction is satisfied with the performance of nurses for 14 people (100%). The results of the data analysis using the chi-square statistical test obtained a p-value of $0.001 < 0.05$, which means there is a relationship between job satisfaction and the performance of nurses in the inpatient ward of UKI Hospital.

Table 8.

The Relationship of Work Environment to Nurse Performance

Work Environment	Performance								P Value
	Low		Moderate		Good		Total		
	f	%	f	%	f	%	f	%	
Less	10	100	0	0	0	0	10	100	0,001
Sufficient	3	6,12	43	87,76	3	6,12	49	100	
Good	0	0	0	0	13	100	13	100	

Based on table 8 the work environment is less with a low performance of nurses amounting to 10 people (100%), the work environment is sufficient with moderate performance of nurses amounting to 43 people (87.76%), and the work environment is good with the good performance of nurses amounting to 13 people (100%). The results of data analysis using the chi-square statistical test obtained a p-value of $0.001 < \alpha (0.05)$, which means there is a relationship between the work environment and the performance of nurses in the inpatient room of Universitas Kristen Indonesia General Hospital.

DISCUSSION

Leadership Style

The results of this study show that nurses rated the leadership style as sufficient amounting to 44 individuals (61.1%). This is in accordance with the study by Annisa (2024), which found that 55.0% of nurses rated the leadership style of the head of the room as sufficient at Buah Hati

Hospital Ciputat. However, this does not align with the research by Assa & UlfiFebriani (2022), which found that 59.3% of nurses rated the leadership style of the head of the room as good at RSUD Poso. Leadership style is a pattern of behavior designed to align organizational goals with individual goals in order to achieve desired results. This style can also be used by leaders to evaluate each staff member or subordinate individually (Fitriana et al., 2023).

Job Satisfaction

The results of this study show that the majority of job satisfaction felt by nurses in the inpatient ward of UKI Hospital falls into the quite satisfied category, with 44 individuals (61.1%) out of 72 nurses. These results are consistent with the research by Budhiana (2022), which found that 58.8% of nurses felt quite satisfied with job satisfaction at the Al-Mulk Hospital in Sukabumi. However, they are not in line with the study conducted by Yanidrawati (2020), which indicated that 92.96% of nurses felt dissatisfied with their job satisfaction at the Bekasi Hospital.

Work Environment

The results of this study show that the working environment in the inpatient room of RSU UKI is quite good, evidenced by 49 people (68.1%) out of 72 falling into the adequate category for the working environment in the inpatient room of RSU UKI. This is consistent with Annisa's research (2024) which found that 58.8% of nurses rated the working environment at Buah Hati Hospital in Ciputat as adequate. However, it is not in accordance with Marna's research (2023) which indicated that 70.2% of nurses rated the working environment at Elim Hospital Rantepao in North Toraja as good. According to Nasution (2022), the work environment includes everything around employees that can influence them in carrying out their assigned tasks. This environment involves all aspects directly related to the workers, both physical and non-physical. Non-physical factors, such as the work atmosphere or relationships among employees, have a significant impact on the workers' ability to fulfill the responsibilities set by the company.

The Relationship of Leadership Style to the Performance of Nurses

The results of this study show that leadership style has a significant effect on the performance of nurses, as evidenced by 42 individuals (55.45%) in the inpatient ward of UKI Hospital with a p-value = $0.001 < \alpha 0.05$, thus it can be concluded that there is a significant relationship between leadership style and the performance of nurses. This research is in line with the study conducted by Annisa (2024) which shows a significant relationship between leadership style and nurse performance where the leadership style categorized as good has (91.7%), while the leadership style categorized as adequate has (27.3%) with a p-value result of $0.000 < \alpha 0.05$. This is supported by Chalid's research (2024) which also shows that leadership style has a significant relationship with performance with a good leadership style (83.4%) with a p-value of $0.003 < \alpha 0.05$. This is different from the results of Bobo's study (2024) which states that there is no significant relationship between leadership style and implementing nurses with a moderate leadership style (59.6%) which obtained a p-value result of $0.733 > \alpha 0.05$.

The Relationship of Job Satisfaction to the Performance of Nurse

The results of this study indicate that work satisfaction is quite satisfied concerning the performance of nurses, with 43 individuals (97.73%) in the inpatient room of Universitas Kristen Indonesia General Hospital and a p-value of $0.001 < 0.05$, leading to the conclusion that there is a significant relationship between work satisfaction and nurse performance. This study is in line with research conducted by Budhiana (2022), which shows a significant relationship between work satisfaction being quite satisfied and good nurse performance (40.0%), with a p-value of $0.008 < \alpha 0.05$. Supported by research from Syafitri (2020), which shows that satisfied work satisfaction has a significant relationship with good nurse performance (56.7%) with a p-value of $0.000 < \alpha 0.05$. This contrasts with the results of Utami's (2023) research, which stated no significant relationship between dissatisfied work satisfaction and moderate performance (45.2%) of nurses at

Bahteramas in Southeast Sulawesi Hospital, which resulted in a p-value of $0.920 > \alpha 0.05$.

The Relationship Between Work Environment and Nurse Performance

The results of this study indicate that the work environment is adequate for the performance of nurses, with 49 individuals (68.1%) in the inpatient ward of RSUD UKI, with a p-value = $0.001 < \alpha 0.05$, thus concluding that there is a significant relationship between the work environment and nurses' performance. This is consistent with a study conducted by Marna et al. (2023) which showed a significant relationship between a good work environment and high nurses' performance (70.2%) with a p-value = $0.000 < \alpha 0.05$ at Elim Hospital Rantepao. This is supported by research from Annisa (2024) which shows that a good work environment has a significant relationship with good nurses' performance (90.9%) with a p-value = $0.000 < \alpha 0.05$. However, this contradicts the findings of Cahyani & Ida (2022) which stated that there was no significant relationship between an adequate work environment and moderate nurses' performance (60.3%) at RS Siloam Bali with a p-value = $0.908 > \alpha 0.05$.

CONCLUSION

Based on the characteristics of nurses in the inpatient room of Universitas Kristen Indonesia General Hospital it shows that the majority of nurses are in early adulthood, totaling 35 nurses (48.6%), with a female gender representation of 66 nurses (91.7%) and the last education level being a DIII in Nursing for 39 individuals (54.2%). According to the frequency distribution results of the relationships between Leadership Style, Job Satisfaction, and Work Environment on Nurse Performance in the Inpatient Room of RSUD UKI, the style of leadership from the head of the ward is deemed sufficient by 44 respondents (61.1%), job satisfaction is rated as quite satisfied by 44 respondents (61.1%), and the work environment is considered sufficient by 49 respondents (68.1%). The performance of nurses is at a moderate level with 43 respondents (59.7%). There is a significant relationship between leadership style and nurse performance with a chi-square result of p-value = $0.001 < \alpha 0.05$. There is also a relationship between job satisfaction and nurse performance with a chi-square result of p-value = $0.001 < \alpha 0.05$. There is a significant relationship between the work environment and the performance of nurses with a chi-square p-value = $0.001 < \alpha 0.05$, in the inpatient ward of the Universitas Kristen Indonesia General Hospital.

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