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**The Influence of the Leadership Style of the Head of the Health Center on
The Performance of Health Workers in the Health Center: *Literature Reviews***

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Abstrak

Kepemimpinan merupakan unsur penting dan menentukan kelancaran pelayanan puskesmas karena kepemimpinan merupakan inti dari manajemen organisasi. Penelitian ini bertujuan untuk mengetahui seberapa besar pengaruh gaya kepemimpinan kepala puskesmas terhadap kinerja tenaga kesehatan di puskesmas. Metode yang digunakan adalah *literature review* dengan memanfaatkan dua *database online*, yaitu Google dan Google Scholar. Pencarian dibatasi pada jurnal yang diterbitkan antara tahun 2012 hingga 2023, yang tersedia dalam Bahasa Indonesia. Hasil penelitian menunjukkan bahwa dari berbagai jurnal yang dijadikan referensi, gaya kepemimpinan memiliki peran yang krusial dalam menciptakan perubahan positif dalam membangun kualitas tenaga kesehatan yang berkualitas, lingkungan kerja, peningkatan kualitas pelayanan publik, dan kinerja organisasi secara keseluruhan. Kesimpulan dalam penelitian ini menunjukkan bahwa ada pengaruh gaya kepemimpinan, transaksional, transformasional dan situasional dengan kinerja tenaga kesehatan. diharapkan dapat memberikan gambaran tentang kualitas kepemimpinan yang maksimal untuk meningkatkan kualitas kinerja tenaga kesehatan untuk mengambil suatu kebijakan lebih lanjut.

Kata Kunci : Gaya Kepemimpinan, Kinerja Tenaga Kesehatan, Puskesmas.

Abstract

Leadership is an important element and determines the smoothness of health center services because leadership is the core of organizational management. This study aims to determine how much influence the leadership style of the head of the health center has on the performance of health workers in the health center. The method used is a literature review by using two online databases, namely Google and Google Scholar. The search was limited to journals published between 2012 and 2023, which are available in Indonesian. The results of the study show that from the various journals used as references, leadership style has a crucial role in creating positive changes in building the quality of health workers, the work environment, improving the quality of public services, and overall organizational performance. The conclusion in this study shows that there is an influence of leadership style, transactional, transformational and situational on the performance of health workers. is expected to provide an overview of the maximum leadership qualities to improve the quality of health worker performance to take further policies.

Keywords: *Leadership Style, Health Worker Performance, Health Center.*

INTRODUCTION

Leadership is an art and skill in utilizing power to influence others in achieving specific goals (Usman, 2020). In an organizational context, leadership does not solely depend on the leader but also involves followers and the prevailing situation (Salam, 2013). Therefore, an effective leader in one condition may not necessarily maintain the same effectiveness in a different scenario. According to Darmin (2024), Leadership style has a great influence on nurse performance. Leadership is an art and process to influence and direct others so that they have the motivation to achieve the desired goals in certain situations, so that in the end it must be realized that the role of leadership in an organization is very important and very decisive in efforts to achieve previously set goals. If the leadership style is good, then employee work performance will be higher, and vice versa if the leadership style is not

good then employee work performance will be lower.

A leader will play a very important role in his organization. With good leadership, it will increase the work motivation of his employees. Leaders must pay attention to the performance of subordinates and provide stimulus to improve performance, both in the form of motivation and awards for health workers who have high work discipline (Rusmitasari, 2020). The leadership that is applied is that leaders are able to increase the passion for work and foster employee behavior. Leaders tell what to do, and maintain a sense of security and a pleasant atmosphere.

In healthcare organizations, leadership plays a crucial role in determining the effectiveness of healthcare services. Good leadership contributes to the smooth and efficient operation of community health centers (puskesmas). Leaders in the healthcare sector must be able to integrate organizational goals with the needs of healthcare personnel to achieve optimal service delivery (Darmin, 2024). The leadership style adopted in healthcare organizations significantly impacts the performance of healthcare personnel. Leadership style refers to the behavioral patterns used by leaders to direct and coordinate their subordinates. An appropriate leadership approach can enhance motivation and productivity among healthcare personnel, whereas ineffective leadership may lead to decreased performance and job satisfaction (Darmin, 2024).

According to Gibson's theory, as cited by Mangkunegara, an individual's performance is influenced by both internal and external factors. Internal factors include intelligence, skills, emotional stability, attitude, personality characteristics, age, gender, education, work experience, and cultural background. Meanwhile, external factors encompass organizational policies, labor regulations, economic conditions, leadership, social environment, wage systems, and colleagues' actions (Usman, 2020). This indicates that leadership plays a significant role in shaping a conducive work environment for healthcare personnel. Healthcare services play a vital role in improving the quality of life within society. Therefore, every nation strives to provide the best healthcare services for its citizens (Alfadhalah & Elamir, 2022; Irawan, 2020). Healthcare services encompass various efforts, both individual and organizational, aimed at maintaining, improving, and restoring public health.

At community health centers, the role of the head of the center is crucial in determining service effectiveness. As a leader, the head of the health center is responsible for managing healthcare personnel and available resources to achieve optimal service delivery. Ineffective leadership can result in various issues, such as low motivation among healthcare personnel, poor coordination, and a decline in service quality for the community. One common issue in community health centers is the lack of attention from the head of the center towards the concerns of healthcare personnel. When healthcare workers feel unsupported, their performance may decline, ultimately affecting the quality of services provided to patients. Responsive and communicative leadership is essential to ensure that healthcare personnel feel valued and motivated in performing their duties.

Many studies indicate that participative and supportive leadership styles tend to be more effective in enhancing healthcare personnel performance compared to authoritarian leadership styles. Leaders who involve healthcare personnel in decision-making processes tend to create a more harmonious and productive work environment. In the context of community health centers, effective leadership must be capable of accommodating various challenges faced by healthcare personnel. Beyond technical aspects of healthcare services, leaders must also understand the psychological and social needs of healthcare personnel to provide appropriate support.

The Tebing Health Center UPT in Karimun Regency, Riau Islands, is one such community health center experiencing leadership challenges. Several healthcare personnel have reported a lack of attention from the head of the center regarding their concerns, impacting their motivation and performance. This issue is a significant factor contributing to the decline in healthcare service quality at the center. To gain further insights into the impact of leadership on healthcare personnel performance, this study aims to analyze the relationship between the leadership style of the head of the health center and the performance of healthcare personnel at the Tebing Health Center UPT. This study is expected to provide valuable insights into the importance of leadership in improving healthcare service quality.

Additionally, this research seeks to identify the leadership aspects that most significantly influence healthcare personnel performance. By understanding these factors, more effective improvement strategies can be proposed to enhance the work environment and service quality. The findings of this study are anticipated to provide recommendations for the head of the health center in adopting a more effective leadership style. Furthermore, the results can serve as a reference for local governments in formulating policies related to leadership in the healthcare sector. In conclusion,

leadership plays a vital role in determining the effectiveness of healthcare services at community health centers. With the right leadership approach, healthcare personnel can perform optimally, ultimately leading to improved healthcare service quality for the community. Through this study, it is hoped that a better leadership system can be established at community health centers, allowing healthcare personnel to work in a more supportive environment and ensuring the continuous improvement of healthcare services for the public.

RESEARCH METHODS

This study employed a systematic literature review methodology to comprehensively analyze the impact of leadership styles on health worker performance. The review process was structured in accordance with established guidelines for conducting systematic reviews, ensuring rigor and replicability in data collection and analysis.

The literature search was conducted using multiple reputable online databases, including Google Scholar, PubMed, Scopus, Web of Science, and ScienceDirect. This multi-source approach was chosen to enhance the breadth and depth of relevant literature. The data collection spanned from July 1 to December 31, 2024, allowing sufficient time to capture a wide range of studies and mitigate the risk of overlooking key research.

To ensure relevance and credibility, the search was restricted to peer-reviewed journal articles published between 2012 and 2023 in the Indonesian language. A combination of key terms was used to refine the search, including 'leadership style,' 'transformational leadership,' 'transactional leadership,' 'servant leadership,' 'health worker performance,' 'health service quality,' and 'patient satisfaction.' Boolean operators (AND, OR) were applied to create specific and effective search queries.

From search *database* , has collected 13 journal, in where 10 in among others meet the inclusion criteria that have been set for all identified journals. The issues that analyzed in these journals is the impact of leadership style on the quality of health workers' performance in Community Health Centers. All articles taken for this literature review were written in English. Indonesia. The steps in the process of selecting articles included in the review are: as following:

- 1. Journal Which relevant Which identified with search electronic database based onsay Key 13 Journal
- 2. Journal *full text* Which considered in accordance with criteria, n=10
- 3. Journal Which has meet the criteria inclusion is present on table 1.

RESULTS AND DISCUSSION

Table 1.
Role Journal Leadership In Effort IncreasePerformance
Organization and Quality of Resources Man

No	Author(s)	Title of Study	Year	Method	Journal	Objective	Research Results	Conclusion
1	Usman, Muhammad Badiran, Muhammad Iman	The Influence of the Leadership Style of the Head of the Health Center on Performanc e of Health Workers at Peureulak Barat Health Center	2020	Quantitative	UMANTIK Journal	To determine the influence of the leadership style of the head of the health center on the performan ce of health workers.	Shows that there is an influence of leadership style (transactional, transformational, and situational) on the performance of health workers at the Peureulak Barat Health Center.	Leadership style significantly affects the quality of health worker performance and organizational efficiency.
2	Jumhur Salam, Muhammad Ikhtiar, Nurhayani	Relationshi p between Leadership Style and Health Worker	2013	Quantitative	Indonesian Journal of Health Administrat ion and Policy	To analyze the relationshi p between leadership style and	Based on bivariate analysis, there is a moderate relationship (Cramer's V =	Effective leadership is associated with improved health worker

		Performanc e at the South Wara Health Center, Palopo City				health worker performan ce at the South Wara Health Center, Palopo City.	0.40) between leadership style and performance of health workers.	performance and problem- solving capabilities.
3	Darmin, Suci Rahayu Ningsih, Abdul Malik Darmin Asri, Adnan, Gufran	The Relationshi p between the Leadership Style of the Head of the Health Center and the Performanc e of Health Workers at the Sangtomb lang Health Center	2024	Quantitative	Journal of Preventive Promotion	To determine the leadership style at the Sangtomb olang Health Center.	Leadership style significantly influences motivation and performance of health workers (p < 0.05).	Leadership plays a key role in motivating employees and improving overall healthcare service quality.
4	Heni Rusmitasari, Ahmad Ahid Mudayana	Leadership and Work Motivation of Health Workers at the Yogyakarta City Health Center	2020	Quantitative	Indonesian Journal of Public Health	To analyze the relationshi p between leadership and work motivation in health workers.	There is a significant relationship between leadership and work motivation.	Good leadership enhances work motivation and leads to better performance.
5	Meity Tombinawa, Lisda Van Gobel, Laksmyn Kadir	The Influence of Leadership Style and Work Environme nt on the Performanc e of Health Workers at the Ollot Health Center, North Bolaang Mongondo w Regency	2023	Quantitative	INNOVAT IVE: Journal Of Social Science Research	To analyze the influence of leadership style and work environme nt on health worker performan ce.	Leadership style and work environment contribute 81.7% to performance.	Leadership and workplace conditions are critical in improving performance.
6	Suranta Bill Fatric Ginting, Terima Kasih Ndruru	Analysis of the Relationshi p between Leadership Style, Internal Supervision , and Work	2023	Quantitative	Healthy Health Journal	To examine the relationshi p between leadership style, supervisio n, and	There is a significant relationship between leadership style and performance (p < 0.05).	Leadership, supervision, and motivation collectively impact worker efficiency.

		Motivation with the Performanc e of Health Workers at the Talun Kenas Health Center, Deli Serdang Regency				motivation in health worker performan ce.		
7	Gueen LG Naray, Jimmy Posangi, Fatimawal, Welong S. Surya, Dina V. Robot	Analysis of the Influence of Leadership Style and Workload on Employee Performanc e at Belang Health Center, Southeast Minahasa Regency	2024	Quantitative	Tambusai Health Journal	To understand the impact of leadership style and workload on employee performan ce.	Leadership style significantly influences employee performance.	Proper leadership can optimize workload management and enhance productivity.
8	Evi Fitriani	The Relationshi p Between Leadership Style and Work Discipline of Health Workers at Gunung Tua Health Center	2020	Quantitative	Namira Madina Midwifery Pillar Journal	To examine the relationshi p between leadership style and work discipline.	Leadership style has a significant effect on work discipline.	Strong leadership fosters discipline and efficiency.
9	Damaris, Fatimawali, Adrian Umboh, Welong S. Surya	Analysis of the Influence of Leadership Style and Workload on Employee Performanc e at the Girian Weru Kota Bitung Health Center	2024	Quantitative	Tambusai Health Journal	To analyze leadership style and workload impact on performan ce.	Leadership style and workload affect employee performance.	Effective leadership can mitigate workload stress and improve efficiency.
10	Annisa Puti Amira, Eka Madani Nasution, Nurhidayah, Shinta Rahma, Tia	Relationshi p between Leadership and Health Worker Performanc e at	2024	Qualitative	El- Mujtama: Journal of Community Service	To explore leadership and health worker performan ce relationshi	Findings show strong leader- worker relationships improve service quality.	Effective leadership fosters collaboration and enhances healthcare services.

	Mariani, Fitriani Gurning	Labuhan Ruku Health Center, Telawi District, Batu Bara Regency				ps.		
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Based on the analysis of 10 selected journals, the study findings consistently highlight the crucial role of leadership style in enhancing the performance of health workers at community health centers. Various research methodologies, predominantly quantitative approaches, have been employed to assess the relationship between leadership styles such as transactional, transformational, and situational leadership and health worker performance.

Despite extensive research on the influence of leadership styles on health worker performance, there remains a gap in understanding the contextual factors that mediate this relationship, such as work environment conditions, organizational culture, and leadership adaptation to crises like the COVID-19 pandemic. Many studies have focused on general leadership approaches but have not thoroughly examined how leadership styles impact specific operational challenges faced by health centers in different regions. Additionally, limited research has explored how leadership training and development programs affect long-term improvements in health worker performance. Addressing these gaps could provide a more comprehensive understanding of how leadership strategies can be optimized to enhance healthcare service quality.

The study by (Usman, 2020) confirmed that leadership style significantly influences the efficiency and effectiveness of health workers at the Peureulak Barat Health Center, East Aceh Regency. The findings suggest that transactional, transformational, and situational leadership styles each contribute to different aspects of worker motivation and job satisfaction. Transactional leadership provides clear expectations and immediate feedback, while transformational leadership inspires long-term commitment and professional growth.

Similarly, (Salam,2013) identified a moderate correlation between problem-solving leadership approaches and the performance of health workers at the Wara Selatan Health Center, Palopo City. Leaders who focus on structured problem-solving techniques and team collaboration tend to foster higher employee engagement and productivity. However, the study also noted that leadership effectiveness depends on the individual personalities and competencies of health workers, indicating a need for personalized leadership approaches.

Further research by (Darmin, 2024) demonstrated that different leadership styles significantly impact motivation and performance. The study highlighted that health workers under transformational leadership exhibited higher levels of innovation and adaptability, particularly in response to organizational changes. These findings reinforce the idea that effective leadership is essential for fostering a positive work environment and enhancing overall healthcare service quality.

The study conducted by (Rusmitasari & Mudayana, 2020) found that strong leadership enhances work motivation, ultimately improving health worker performance. Leaders who actively support and acknowledge the contributions of health workers create an environment where employees feel valued and motivated to deliver high-quality patient care. The research also emphasized the role of emotional intelligence in leadership, as leaders who demonstrate empathy and effective communication skills tend to establish stronger connections with their teams.

Additionally, (Tombinawa, 2023) found that leadership style and work environment jointly contribute to 81.7% of the performance outcomes of health workers at the Ollot Health Center. This study suggests that leadership alone is not sufficient to drive performance; rather, an enabling work environment that includes adequate resources, fair workload distribution, and organizational support plays a crucial role in employee effectiveness.

A similar conclusion was drawn by (Ginting, 2023), who observed a statistically significant relationship between leadership style and employee efficiency at the Talun Kenas Health Center. The study emphasized that leadership interventions, such as mentorship programs and continuous professional development, can further enhance worker performance. However, the research also pointed out that in the absence of strong leadership, health workers often experience decreased morale and reduced job satisfaction.

Moreover, studies by (Naray, 2024) and (Damaris, 2024) confirmed that leadership style directly affects workload management and overall performance in multiple healthcare settings. Effective leaders implement structured workload distribution strategies that prevent burnout and promote a balanced workflow. This finding is particularly relevant in community health centers, where resources are often limited, and health workers are required to manage high patient volumes.

(Fitriani, 2020) further emphasized that leadership significantly influences discipline among health workers, reinforcing the importance of strong managerial leadership. The study suggested that

leaders who consistently enforce policies and maintain a fair yet firm approach to management tend to cultivate a disciplined and accountable workforce. In contrast, weak leadership structures were associated with higher rates of absenteeism and lower compliance with healthcare protocols.

Finally, (Amira, 2024) highlighted the positive relationship between leadership and collaboration among health workers, leading to improved service delivery at the Labuhan Ruku Health Center. The study demonstrated that leaders who promote teamwork and open communication create a culture of shared responsibility, resulting in more efficient healthcare operations and better patient outcomes.

CONCLUSION

The findings from this study reinforce the critical role of leadership style in influencing the performance of health workers in community health centers. Various leadership styles transactional, transformational, and situational have been shown to significantly impact worker motivation, job satisfaction, and overall service delivery. Transformational leadership, which focuses on inspiring and empowering employees, tends to yield the most positive outcomes in terms of long-term performance and commitment. However, transactional leadership is also essential in providing clear guidelines and ensuring accountability. Meanwhile, situational leadership allows adaptability based on the specific needs and challenges faced by healthcare professionals in different settings.

Beyond leadership style itself, the research highlights the importance of contextual factors such as work environment, organizational support, and leadership development programs. Studies indicate that even the most effective leadership strategies may fall short if health workers are not provided with the necessary resources, professional development opportunities, and a supportive workplace culture. Leadership alone cannot drive performance; rather, it must be complemented by policies that foster job satisfaction, stress management, and a fair distribution of workload. Additionally, leadership training programs tailored to health center managers could enhance their ability to implement strategies that drive sustained improvements in healthcare service quality.

Future research should address several key gaps, including the role of leadership adaptability in crisis situations, the long-term impact of leadership interventions on healthcare systems, and the effectiveness of leadership training programs in improving workforce performance. There is also a need for comparative studies examining leadership effectiveness across different healthcare settings, such as urban versus rural health centers, to identify best practices that can be widely implemented. By addressing these gaps, researchers and policymakers can develop a more comprehensive understanding of leadership dynamics in healthcare, ultimately leading to improved patient care, increased worker satisfaction, and more efficient health service delivery.

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