

LEADERSHIP AND ORGANIZATION ON NURSES' PERFORMANCE

Arniti ¹, Harif Fadhilah ², Eni Widiastuti ³, Muhamad Hadi ⁴, Rahayu Nawangwulan ⁵

^{1,2,3,4} Fakultas Ilmu Keperawatan Universitas Muhammadiyah Jakarta, Jakarta 10510, Indonesia

⁵ Rumah Sakit AN-NISA Tangerang, Jl.Gatot Subroto No 96 Km 3 Cibodas Tangerang

Email :

umiarniti.1234@gmail.com ¹

Harif.fadhillah@umj.ac.id ²

eni_widhi@yahoo.com ³

Muhammad.hadi@umj.ac.id ⁴

rahayunawangwulan@gmail.com ⁵

Received : 09 September 2025

Revised : 15 September 2025

Accepted : 10 September 2025

Published : 16 September 2025

Corresponding Author:

Author Name*: Arniti

Email*:

Abstract: Nurse performance is a series of activities in providing nursing care which is a process or nursing practice activities provided by nurses to patients using the nursing process. Poor performance can be caused by ineffective leadership. As a form of supervision, a leader can use a performance appraisal system to support optimal organization. Organizing is the process of managing and directing all assets, including the workforce, so that they can collaborate and synergize effectively and ensure that each element clearly understands their respective roles, obligations, and areas of responsibility. The purpose of this study was to identify the relationship between the leadership of the ward head and organization with the performance of nurses in the inpatient ward of the Jakarta Islamic Hospital Sukapura. The study design was cross-sectional. The number of samples in this study was 75 respondents with a selection technique while using the total sampling technique. The analysis used was univariate, bivariate, and multivariate analysis. The results of the study showed that there was a relationship between the leadership of the head of the room and the performance of nurses ($p = 0.001$), there was a relationship between organization and nurse performance ($p = 0.000$), there was no relationship between length of service ($p = 1.000$), there was no relationship between education ($p = 0.783$), there was no relationship between gender ($p = 0.757$), and there was no relationship between age and nurse performance ($p = 0.658$). Organization is the most dominant factor that influences nurse performance. Hospital management should evaluate the inpatient organizational structure with a more effective command flow and span of control of the head of the room that allows each nurse to receive supervision, thereby improving nurse performance in providing nursing care services.

Keywords : Stress, Workload and Motivation, Nursing Quality in Inpatient Care



How to cite:

Example: Arniti et al (2025). Leadership and Organization On Nurse's Performance . *Journal of Public Health Indonesian*, 1(1), 1-13. DOI: <https://doi.org/10.62872/z2w3y528>

INTRODUCTION

Improving the quality of nursing services can be achieved through optimizing performance in facing various challenges. Performance refers to the work achievements of individuals or groups within an organization, which are based on personal motivation and perseverance (Solehudin et al., 2022). A nurse's ability to provide care according to standards reflects their performance in nursing care. This process involves several stages: conducting an assessment, establishing a nursing diagnosis, developing a plan, implementing actions, and evaluating the results. According to Lilis Rohayani et al., 2023, nursing care refers to standards consisting of assessment, diagnosis, planning, implementation, and evaluation. A leader or manager in the health care sector must have an effective program to achieve service goals and master the skills to carry out their duties. Thus, they can influence and motivate people to gain compliance, trust, respect, and cooperation in carrying out activities. The head of the ward is considered a key element in the profession that is crucial for the success of hospital services. The head of the ward is a manager in the ward, where in carrying out their duties must be able to understand the principles of management (Wijaya, 2018).

The role of the head of the ward has a significant influence on the performance of nurses in providing nursing care. This nursing care includes several stages, namely conducting an assessment, determining a nursing diagnosis, developing an intervention plan, implementing actions, and evaluating results. The successful implementation of each stage depends on the leadership and direction provided by the head of the ward (Mulat & Hartaty, 2019). The ward head plays an important role in ward management and influences nurse performance through effective direction and leadership (Wijaya, 2018). Good organization ensures clear roles and responsibilities, thereby increasing work effectiveness (Nurdiani et al., 2019; Nasrah, 2023). At the Jakarta Islamic Hospital in Sukapura, nurse performance is not optimal due to a lack of supervision and an ineffective organizational structure. Based on observations, the initial assessment was completed by 60%, the follow-up assessment by 40%, and the action plan by 50%. This indicates the need for improvement in the organization of nursing care. Therefore, this study aims to identify the relationship between ward head leadership and organization with performance.

METHODOLOGY

This study used a descriptive correlation analytical design with a cross-sectional approach. The sampling technique in this study used a purposive sampling technique. The number of samples in this study was 75 nurses who served in the general inpatient ward of the Islamic Hospital Jakarta Sukapura. This research instrument used a questionnaire consisting of a questionnaire on respondent characteristics (age, gender, length of service and education), a performance questionnaire consisting of 30 statement items with

answer choices 1 = less, a ward head leadership questionnaire consisting of 20 statements with answer choices 1 = never, 2 = sometimes, 3 = often, 4 = very often. Leadership is said to be lacking if the score < the median value and leadership are categorized as good if the score is $\geq$ the median value (Panggola, 2019). The organizational questionnaire consists of 39 statements with answer choices of 1 = never, 2 = sometimes, 3 = often, and 4 = very often. Organization is said to be poor if the score is < the median value and is said to be good if the score is $\geq$ the median value (Rahmadhani, 2010). Data were collected by asking respondents to fill out a questionnaire that includes the characteristics of the respondents, the leadership of the room head, and organization. The validity and reliability of the questionnaire were tested before use. Data analysis consisted of univariate, bivariate, and multivariate analyses. The statistical tests used in this study were the Chi-Square test and multiple logistic regression.

RESULTS AND DISCUSSION

The results of the univariate analysis conducted aimed to determine the frequency distribution of each variable studied, namely the respondent characteristic variables (age, gender, education, and length of service). In this study, data on age, gender, education, length of service, leadership of the head of the room, organization, and nurse performance used a categorical measurement scale so that the data was displayed in the form of a frequency distribution.

Table 5.1

Frequency Distribution of Respondents Based on Nurse Characteristics (Age, Gender, Education, and Length of Service) in the Inpatient Ward of Jakarta Islamic Hospital Sukapura in 2024 (n=75)

Variables	Frequency (n)	Percentage (%)
Age		
Early adulthood (20-40 years)	6	92.0
Late adulthood (41-50 years)	9	8.0
Gender		
Man	1	17.3
Woman	3	82.7
Education		
D3	2	75.3
Nursing Nurses	9	24.7
Years of service		
≤ 5 years	4	56,0

> 5 years	2	44.0
-----------	---	------

Table 1.1 shows that the majority of nurses working in inpatient wards are in the early adulthood age category (20-40 years), namely 69 respondents (92.0%). Generally, nurses are female, namely 62 respondents (82.7%). The majority of respondents are respondents with a Bachelor's degree in Nursing, namely as many as 46 respondents (61.3%). Most of the nurses who work in the inpatient ward have a work period of ≤ 5 years, namely as many as 42 respondents (56%).

Table 5.2

Frequency Distribution of Respondents Based on the Leadership of the Head of the Room and Organization in the Inpatient Ward of the Jakarta Islamic Hospital, Sukapura, in 2024 (n=75)

Variables	Frequency (n)	Percentage (%)
Leadership		
Head of Room		
Not enough	28	37.3
Good	47	62.7
Organizing		
Not enough	24	32.0
Good	51	68.0

Based on table 5.2, it shows that of the 75 nurses who work in the inpatient ward, most nurses rated the leadership of the head of the inpatient ward as good, namely 47 respondents (62.7%). In general, nurses rated the organization in the inpatient ward as good, namely 51 respondents (68.0%), light, as many as 71 respondents (92.2%), and high nurse work motivation as many as 70 respondents (90.9%).

Table 5.3

Frequency Distribution of Respondents Based on Nurse Performance in the Inpatient Ward of Jakarta Islamic Hospital Sukapura in 2024 (n=75)

Variables	Frequency (n)	Percentage (%)
Performance		
Nurse		
Not enough	26	34.7
Good	49	65.3
Total	75	100

Based on table 5.3, it shows that of the 75 nurses working in the inpatient ward, the majority of nurses have good performance, namely 49 respondents (65.3%).

5.1 Bivariate Analysis

The bivariate correlation test used in this study uses the Chi Square Test which aims to see the relationship between the independent variables, namely age, gender, education, length of service, leadership of the head of the room and organization with the dependent variable, namely nurse performance in the form of categorical data with categorical data.

Table 5.8

The Relationship Between the Head of the Room's Leadership and the Performance of Nurses in the Inpatient Ward of the Jakarta Islamic Hospital Sukapura in 2024 (n=75)

Head of Room Leadership	Nurse Performance				Amount		OR (95%CI)	P-Value
	Not enough		Good					
	N	%	n	%	n	%		
Not enough	17	60.7	11	39.3	28	100	6,525	0.001
Good	9	19.1	38	80.9	47	100	2,283-	
Total	26	34.7	49	65.3	77	100	18,652	

Based on table 5.8 shows the results of the relationship between the leadership of the head of the room and the performance of nurses in the inpatient ward, it was found that of the 28 respondents who assessed the leadership of the head of the room in the poor category, there were 17 respondents (60.7%) who had poor performance and 11 respondents (39.3%) who had good performance. Of the total 47 respondents who assessed the leadership of the head of the room in the good category, there were 9 respondents (19.1%) who had poor performance and 38 respondents (80.9%) who had good performance. The results of the chi square statistical test obtained a p value = 0.001 ($p < 0.05$) which means there is a relationship between the leadership of the head of the room and the performance of nurses in the inpatient ward of the Jakarta Islamic Hospital Sukapura. From the results of the bivariate analysis test, an Odd Ratio (OR) value of 6.525 was obtained, which stated that the leadership of the head of the room in the poor category had a 6.525 times risk of having poor nurse performance compared to the leadership of the head of the room in the good category.

Table 5.9

The Relationship Between Organization and Nurse Performance in the Inpatient Ward of Jakarta Islamic Hospital Sukapura in 2024 (n=75)

Organizer	Nursing Quality	Amount	OR	P-
-----------	-----------------	--------	----	----

pupil	Not enough		Good		(95%CI)		Value
	N	%	n	%	n	%	
Not enough	16	66.7	8	33.3	24	100	8,200
Good	10	19.6	41	80.4	51	100	2,744- 0,000
Total	26	34.7	49	65.3	75	100	24,501

Based on table 5.9 shows the results of the relationship between organization and nurse performance in the inpatient room, it was found that of the 24 respondents who assessed the organization in the inpatient room as less than the category of less than the performance of less than 16 respondents (66.7%) and those who had good performance were 8 respondents (33.3%). Of the total 51 respondents who assessed the organization as good, there were 10 respondents (19.6%) who had less than the performance and those who had good performance were 41 respondents (80.4%). The results of the chi square statistical test obtained a p value = 0.000 ($p < 0.05$) which means there is a relationship between organization and nurse performance in the inpatient room of the Jakarta Islamic Hospital Sukapura. From the results of the bivariate analysis test, an Odd Ratio (OR) value of 8.200 was obtained, which states that less than the category of organization has an 8.200 times risk of having less than the category of nurse performance compared to good category organization.

Multivariate Analysis

Multivariate analysis was used to determine the most dominant factors associated with nurse performance in the inpatient ward at Jakarta Islamic Hospital Sukapura. This study employed multiple logistic regression. The modeling steps are as follows:

1. Candidate Selection

At this stage, independent variables were selected, namely nurse characteristics (age, gender, education, and length of service), ward head leadership, and organizational skills suspected of being related to nurse performance. The results of the bivariate analysis are as follows:

Table 5.10

Bivariate Selection Results of Multiple Logistic Regression Test of Independent Variables with Nurse Performance in the Inpatient Ward of Jakarta Islamic Hospital Sukapura in 2024 (n=75)

No	Variables	P-Value
1	Age	0.658
2	Gender	0.757
3	Education	0.783
4	Years of service	1,000
5	Head of Room Leadership	0.001

6	Organizing	0,000
---	------------	-------

*Variables with $\alpha < 0.25$ (multivariate candidates enter the next stage. Table 5.10 shows that there are 2 variables whose P value is < 0.25 , namely the leadership of the room head and organization so that these two variables can be continued into multivariate modeling.

Multivariate Modeling

Table 5.11

Results of Multivariate Modeling with Full Model of Factors Related to Nurse Performance in the Inpatient Ward of Jakarta Islamic Hospital Sukapura in 2024 (n=75)

Variables	B	Wald	P-Value	(95%CI)
Head of Room Leadership	0342	0.079	0.778	0.131-
Organizing	1,792	2,111	0.146	0.535-

The analysis showed that both variables had p-values > 0.05 . The highest p-value was for the room head's leadership ($p=0.778$). Therefore, in subsequent modeling, the room head's leadership variable was removed from the model. Using the same steps, the following results were obtained:

Table 5.12

Final Results of Multivariate Modeling Related to Nurse Performance in the Inpatient Ward of Jakarta Islamic Hospital Sukapura in 2019-2024 (n=75)

Variables	B	Wald	P-Value	(95%CI)
Organizing	2,104	14,195	0,000	2,744-

Based on the results of the analysis, it can be seen that after the variable of the head of the room leadership was removed, there was a change in the Odd Ratio (OR) value, so it can be concluded that the organization variable is the most dominant factor related to nurse performance ($p = 0.000$). From the results of the statistical test, the OR value was obtained = 8.200, which means that inpatient rooms with poor organization have an 8.2 times risk of producing poor nurse performance compared to those with good organization.

Discussion

Respondent Characteristics Based on Age

The results of the study showed that the majority of nurses working in inpatient wards were in the early adulthood category (20-40 years), amounting to 69 respondents (92.0%), while late adulthood (41-50 years) amounted to 6 respondents (8.0%). In the 20-40 year age range, generally have significant roles and responsibilities in their lives, including in economic matters, no longer dependent on their parents. Physically, early adulthood is characterized by prime physical condition, good health levels, and optimal endurance. This allows early adulthood to show initiative, creativity, speed and proactive attitudes in carrying out various tasks and responsibilities (Putri, 2018). Based on the researcher's analysis, the average age of respondents is included in the productive young age category. This has a positive impact on nurse performance, especially in providing nursing care and operating computerized systems for documenting electronic medical records. Nurses with early adulthood tend to be faster and more efficient and have a proactive attitude compared to nurses with late adulthood.

Respondent Characteristics Based on Gender

The results of this study indicate that the majority of nurses in the inpatient ward are female, namely 62 respondents (82.7%), while 13 respondents are male (17.3%). Research conducted by Hayat et al. (2020) at Harapan Bunda Hospital, Batam City supports the results of this study, by showing that 65 female respondents (52%) were assessed as having a good level of caring. In addition, the results of this study are in line with the findings of Novita & Riza (2023) in the inpatient ward of Pertamedika Hospital, Banda Aceh, the majority of females were 96.3% and only 3.7% were male, revealing that female nurses have good work performance.

Respondent Characteristics Based on Education

The results of this study found that nurses who had a D3 educational background were 29 respondents (38.7%), while 46 respondents (61.3%) had a S1 nursing degree. This shows that the majority of nurses in the inpatient ward have had advanced nursing education. Education plays an important role in supporting the improvement of nurse performance. With a higher level of education, nurses are expected to be able to carry out their duties more competently, including in documenting nursing care. The higher the level of education, the easier it is to receive and develop knowledge and technology (Faizin, 2019). According to research by Welembuntu & Iswanto, (2020) in their study on the relationship between the last education and performance of 60 respondents, 66.7% of those with nursing education had good performance, while those with vocational education had poor performance. 53.7%.

The Relationship Between Age and Nurse Performance in Inpatient Rooms

Based on the results of this study, it was found that of the 69 respondents included in the early adulthood age category, 36.2% had poor performance, while 63.8% showed good performance. In the late adulthood age group, 16.7% had poor performance, while 83.9% showed good performance. Based on statistical analysis using the Chi-Square test, a p value of 0.658 ($p > 0.05$) was obtained, which indicates that there is no significant difference between the two groups.

A significant relationship between age and nurse performance in the inpatient ward of Sukapura Islamic Hospital, Jakarta. These results indicate that nurse performance in the inpatient ward is not directly influenced by age category. In other words, both early and late adult nurses can demonstrate good performance. According to the researchers, although there is no statistically significant relationship, the distribution shows that the majority of nurses with good performance come from the early adult age category. This may be due to the higher energy, motivation, and adaptability in that age range. On the other hand, although the number of respondents from the late adult age group is smaller, most of them also demonstrate good performance, which is likely influenced by more mature work experience and better ability to manage responsibilities.

The Relationship Between Gender and Nurse Performance in Inpatient Wards

Based on the results of this study, it was found that out of 13 male respondents, 5 respondents (38.5%) had performance in the poor category, while 8 respondents (61.5%) showed good performance. On the other hand, out of a total of 62 female respondents, there were 21 respondents (33.9%) with poor performance, and 41 respondents (66.1%) showed good performance. Based on the results of statistical analysis using Chi-Square, a p value of 0.757 ($p > 0.05$) was obtained, which indicates that there is no significant relationship between gender and nurse performance in the inpatient ward of the Jakarta Islamic Hospital Sukapura. The data distribution also shows that most nurses, both male and female, have good performance. This indicates that nurse performance is not influenced by gender. Meanwhile, according to research by Yanti & Warsito, (2020), the results of statistical tests related to the relationship between gender and documentation quality showed a p value of 0.659 ($p > 0.05$), which means there is no relationship between gender and documentation quality. Gender variation, including the involvement of both male and female nurses, is expected to improve the quality of nursing documentation. According to researchers, the gender of both male and female nurses indicates that nurse performance in providing nursing care is more influenced by other factors such as competence and motivation to carry out nursing duties effectively.

The Relationship Between the Head of the Room's Leadership and Nurse Performance in the Inpatient Ward

Based on the results of this study, there is a significant relationship between the leadership of the ward head and the performance of nurses in the inpatient ward of the Jakarta Islamic Hospital, Sukapura. The data show that ward head leadership that is assessed as good is associated with good nurse performance, while leadership that is assessed as poor tends to be followed by poor nurse performance. Regarding the relationship between leadership and nurse performance, transformational leadership style can be an important factor supporting the improvement of nurse motivation and performance. Transformational leadership shows a positive relationship, especially in terms of work motivation, commitment, and leader effectiveness (Setiadi & Lutfi, 2021). According to researchers, effective leadership is a key factor in boosting nurse performance. A leader's ability to influence, guide, and direct their team can improve nurse motivation, commitment, and the quality of their performance.

The Relationship Between Organization and Nurse Performance in Inpatient Wards

The study revealed a significant relationship between the organizational system and the work performance of nurses in the inpatient ward of the Jakarta Islamic Hospital Sukapura. Of the total of 24 nurses who



considered the organization to be poor, 66.7% showed poor performance, and 33.3% performed well. On the other hand, of the 51 nurses who considered the organization to be good, the majority, namely 80.4%, showed good performance, while only 19.6% performed less than optimally. Based on the chi-square statistical test, the p value = 0.000 ($p < 0.05$), which indicates a significant relationship between organization and nurse performance. Good organization includes careful planning, effective task management, appropriate resource allocation, and efficient coordination in the work environment. When the organization is done well, nurses are able to work more focused, efficient, and optimally, resulting in better performance.

Multivariate

Bivariate Selection Results of Multiple Logistic Regression Test of Independent Variables with Nurse Performance in Inpatient Wards

The analysis results showed that there were two variables with p -values below the threshold of 0.25, namely the leadership of the ward head (p -value = 0.001), Organization (p -value = 0.000). Other variables, such as age (p -value = 0.658), gender (p -value = 0.757), education (p -value = 0.783), and length of service (p -value = 1.000), had p -values greater than 0.25 so they were not continued to the multivariate analysis stage. The low p -values for the variables of leadership of the ward head and organization indicate a significant relationship between the two variables and nurse performance in the bivariate analysis stage. Therefore, these two variables meet the requirements for further analysis in multivariate logistic regression modeling. The nursing care system is a method for organizing and providing nursing services to achieve the expected results. One method of providing nursing care is the team method. Success in implementing nursing care is greatly influenced by the role of the team leader (Aeni et al., 2019). According to researchers, effective leadership and good organization of the ward head can improve nurse performance, which ultimately contributes to the quality of more optimal nursing care documentation.

Results of Multivariate Modeling with Full Model of Factors Related to Nurse Performance in Inpatient Wards

At this stage, the variables of ward head leadership and organization were entered into the full model. The analysis results showed that the ward head leadership p -value of 0.778 (>0.05) indicated that this variable was not significant in the multivariate model. The Odds Ratio (OR) of 1.407 with a 95% confidence interval (0.131–15.161) indicated that the influence of ward head leadership on nurse performance was not strong enough in this analysis. The results of the organization analysis showed that the p -value of 0.146 (>0.05) indicated that this variable was also not statistically significant. In the OR model of 6.000 with a 95% confidence interval (0.535–67.278) indicated a tendency that good organization could increase the chances of nurses having better performance, although the results were not statistically significant. In this case, both variables had p -values above 0.05, so they did not show a significant relationship with nurse performance in this multivariate analysis. The ward head leadership variable had the largest p -value (0.778), so it was removed from the model in the next analysis stage to simplify the model and focus the analysis on more potential variables. The results of the multivariate analysis showed that neither ward head leadership nor organization had a significant relationship with nurse performance in this full model. However, organization tended to have a stronger influence than ward head leadership, although it did not reach statistical significance.



Final Results of Multivariate Modeling Related to Nurse Performance in Inpatient Wards

Multivariate analysis showed a p-value of 0.000 (<0.05) indicating that there is a highly significant relationship between organization and nurse performance. This indicates that organization has a significant influence on nurse performance. The Odds Ratio (OR) of 8.200 with a 95% confidence interval (2.744–24.501) indicates that inpatient wards with poor organization have an 8.2 times risk of producing low nurse performance compared to inpatient wards with good organization. Organization is an important aspect in hospital operational management. It includes a clear division of tasks, resource management, and coordination between team members. This study confirms that effective organization supports nurses to work more efficiently, increase productivity, and ensure task implementation according to established standards. Conversely, poor organization can cause several problems, such as unclear division of tasks and responsibilities, uneven workload among nurses, disruptions in coordination that lead to decreased service efficiency (Yanti & Warsito, 2020).

The quality of organization in the inpatient ward is improved by creating a structured and clear workflow, adjusting the workload based on patient needs and resource availability, and strengthening communication between nursing team members to improve coordination with the ward head and nursing manager. Effective organizational management is essential for properly organizing tasks, motivating staff, and creating a work environment that supports optimal performance. Furthermore, regular evaluation of the organizational system is necessary to ensure its effectiveness. Organization has been shown to be a dominant factor related to nurse performance in the inpatient ward. These results emphasize the importance of good management to ensure nurses can work optimally. By improving the organizational system, hospitals can improve nurse performance in providing nursing care.

CONCLUSIONS

1. There is a significant relationship between the leadership of the head of the room and nurse performance (P-value 0.001).
2. There is a significant relationship between organization and nurse performance (P-value 0.000).
3. Organization was shown to have a highly significant relationship with nurse performance, with a p-value of 0.000 (<0.05). These results indicate that organization has a significant influence on nurse performance. An Odds Ratio (OR) of 8.200 with a 95% confidence interval (2.744–24.501) indicates that inpatient wards with poor organization have an 8.2 times higher risk of poor nurse performance, compared to inpatient wards with good organization.

Suggestion

Nursing Services It is hoped that the quality of nursing services will be more optimal, thereby contributing to increased patient satisfaction and safety. Nursing Research This research provides an opportunity for future researchers to delve deeper into the factors that influence nurse performance. Future researchers are advised to use more objective data collection methods.

REFERENCES

1. Ahmad, M. 2020. Cervical Cancer Prevention Behavior. Indonesian Science Media. Bandung
2. Faizin, A. (2019). The Relationship Between Education Level and Length of Service. Nursing Science News ISSN 1979-2697, Vol. 1 No. 137–142. Jayanti, KN, & Dewi, KTS (2021).
3. The Impact of Length of Service, Work Experience, and Work Ability on Employee Performance. JEMBA: Journal of Development Economics, Management, and Business, Accounting, 1(2), 75–84. <https://doi.org/10.52300/jemba.v1i2.2986>
4. Karen Maslita. (2017). Overview of the Performance of Nurses in the Inpatient Ward of Tangerang Regency General Hospital. Thesis, 111.
5. Khoiriyah, IM, Ari, A., & Rizal, F. (2020). The Relationship between the Planning Function of the Head of the Room and Nurse Performance in Providing Nursing Services in the Inpatient Ward of Samarinda Regional Hospital. Borneo Student Research, 1(3), 2020.
6. Lilis Rohayani, Setiawati, & Zia Airiza Zahara Fauzia. (2023). The Relationship Between Team Assignment Methods and Nurse Job Satisfaction at Dustira Hospital. Journal of Holistic Complementary Nursing, 1(2), 23.
7. Maryani, L. (2022). The Relationship Between Ward Head Leadership and Nurse Performance in Implementing Patient Safety in Hospital Inpatient Wards. An Idea Health Journal, 2(01), 24–31. <https://doi.org/10.53690/ihj.v3i01.71>
8. Mogopa, CP, Pondaag, L., & Hamel, RS (2017). The Relationship between Team Method Implementation and Performance. E-Journal of Nursing (e-Kp), 5(1), 1–8.
9. Novita, F., & Riza, S. (2023). Analysis of Nurse Workload on the Quality of Nursing Services in the Inpatient Room at Pertamedika Umami Rosnati Hospital, Banda Aceh City in 2023. Journal of Healthcare Technology and Medicine, 9(2), 2615–109.
10. Nurdiani, MD, Dedi, B., & Susilo, WH (2019). Implementation of the Organizing Function and Supervision By the Head of the Room At the Mother and Children'S Hospital Love of the Ciputat Study Phenomenology. Manado Nursing Scientific Journal (Juiperdo), 7(2), 82-91. <https://doi.org/10.47718/jpd.v7i2.804>.
11. Rohita, T., Nurapriana, D., & Nurkholik, D. (2023). The Relationship Between Ward Head Leadership and Nurse Performance in Implementing Nursing Care at Hospital X, Ciamis Regency in 2023. Galuh Nursing Journal, 5(2), 75–80. <https://jurnal.unigal.ac.id/index.php/JKG/75>
12. Solehudin, S., Hadi, M., Sulaeman, S., Kurniati, T., & Nursalam, N. (2022). The Effect of Transformational Leadership on Nurse Performance. Journal of Nursing Leadership and Management, 5(1), 1–7. <https://doi.org/10.32584/jkkm.v5i1.1183>

13. Wijaya, YA (2018). Leadership Management in Hospitals: Case Study Analysis of Leadership Management in Treatment Rooms. January 2018. <https://doi.org/10.13140/RG.2.2.16896.10249>
14. Yanti, RI, & Warsito, BE (2020). The Relationship between Nurse Characteristics, Motivation, and Supervision with the Quality of Nursing Care Process Documentation. *Journal of Nursing Management*, 1(2), 107–114.
15. Yusnilawati, & Mawarti, I. (2021). Analysis of the Implementation of the Head of Ward Management Function on the Performance of Nurses in the Success of Nursing Services at the Jambi Provincial Mental Hospital in 2021. *Jambi Medical Journal (JMJ)*, 10(2), 199–210. <https://online-journal.unja.ac.id/kedokteran/article/view/19405/137>.