



## THE RELATIONSHIP BETWEEN THE LEADERSHIP STYLE OF NURSE MANAGERS AND THE PERFORMANCE OF HEALTH CADRES

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### ABSTRACT

The leadership style adopted by nurse managers in community health centers plays a crucial role in determining the performance of health cadres. Effective leaders can increase team motivation, engagement, and productivity, leading to the success of community-level health programs. Therefore, it is important to analyze the relationship between nurse managers' leadership style and the performance of health cadres in community health centers. This study aims to analyze the relationship between the leadership style of managing nurses and the performance of health cadres at Community Health Center X, Sukabumi City. This study used an observational analytical design with a cross-sectional approach. The respondents were 50 health cadres at Community Health Center X. Leadership style was measured using the Leadership Style Questionnaire (LSQ), while health cadre performance was measured using the Job Performance Scale. Data analysis was performed using the Spearman test to examine the relationship between the two variables. Among the 50 health cadres, those supervised under a transformational leadership style showed the highest performance, with 64.3% rated as high performers. Cadres under transactional leadership mostly achieved moderate performance (50%), while cadres under laissez-faire leadership had the lowest performance, with 62.5% rated low and none rated high. A significant positive relationship was found between leadership style and cadre performance ( $r = 0.423$ ;  $p = 0.003$ ). This study concludes that transformational leadership style has a significant influence on improving the performance of health cadres at Community Health Center X.

Keywords: community health center; job performance; leadership style

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## INTRODUCTION

Community Health Centers (Puskesmas) play a crucial role in Indonesia's health system, primarily as primary health care units directly responsible for public health at the village or sub-district level (Hermiyanty & Nurdiana, 2020). As the spearhead of health services, Puskesmas not only provide basic medical services, such as examinations and treatment, but also function in disease prevention, promotion, and efforts to improve the quality of life of the community through various health programs (Purwaningsih et al., 2020). Puskesmas also contribute significantly to the achievement of national health development goals, which include improving health standards, reducing mortality rates, and improving the quality of life of the community (Destri Andri & Kuswati, 2024).

Health cadres at Puskesmas play a key role in implementing various community-based health programs. They are responsible for health promotion, disease prevention, and community outreach. In terms of health promotion, health cadres work to raise public awareness about the importance of a healthy lifestyle, such as maintaining cleanliness, consuming nutritious food, and exercising regularly (Fauziah et al., 2023). In addition, cadres are also responsible for disease prevention by monitoring the community, conducting early disease detection, and ensuring that the community participates in immunization programs and regular health check-ups (Sabinus Bungaama Kedang et al., 2023). Health cadres are also actively involved in outreach, providing information to the community on various health issues, both through face-to-face meetings such as at integrated health posts (Posyandu) and through other media (Iswarawanti, 2010). Through these efforts, health cadres

act as a liaison between the Puskesmas and the community, educating and encouraging active community participation in maintaining their health. The strong performance of health cadres significantly influences the success of health programs, as they play a direct role in changing behavior and improving the community's quality of life, ultimately contributing to the achievement of broader health goals (Labrague et al., 2025; Sullivan et al., 2024).

The leadership style of a managing nurse significantly influences the performance of health cadres, as good leadership can increase their enthusiasm, motivation, and commitment to carrying out their duties. A collaborative leadership style involving open communication and cooperation among team members can foster mutual trust and support among health cadres (Cappelli et al., 2024). Leaders who provide space for participation and shared decision-making will make cadres feel valued and more involved in implementing health programs. This can increase their sense of responsibility and improve their performance (Yu, 2024). A motivational leadership style, in which leaders provide encouragement, recognition, and rewards for individual or team achievements, can also boost health cadres' enthusiasm for performing better. Cadres who feel valued and motivated tend to perform better, have a higher commitment to their duties, and are more enthusiastic about implementing health programs in the community (Rahayuwati et al., 2023).

Nurse managers at community health centers face various challenges in managing the performance of health cadres. One major challenge is limited resources, both in terms of the quantity and quality of training received by cadres (Connor et al., 2020). Health cadres often work with limited facilities, which can affect the quality of services they provide to the community. Furthermore, differences in cadre backgrounds, including education, experience, and motivation, can also pose challenges in achieving uniform performance (Alluhaybi et al., 2023). Cadres with different backgrounds may have different understandings of the importance of their duties, which can affect their performance in implementing health programs. Motivation also plays a crucial role. Cadres who do not receive adequate rewards or incentives often lose enthusiasm, which can reduce the effectiveness of the health programs they run (Rohmani & Utari, 2020). Therefore, nurse managers must be able to address these challenges with a flexible approach and adequate support to improve cadre performance.

Previous research has shown that the leadership style adopted by health leaders can influence the performance of health workers, including health cadres (Sullivan et al., 2024). Several studies have revealed that transformational leadership tends to increase cadre motivation and performance because leaders who inspire and set a positive example can create a higher sense of responsibility and commitment (Wijayanti & Aini, 2022; Yusuf & Irwan, 2021). However, other research has shown that a situational leadership style that can adapt its approach to individual conditions and characteristics can also play a significant role in motivating cadres to perform better. The main objective of this study is to analyze this relationship in Community Health Center X, which will provide important insights for managing nurses in improving cadre performance.

## **METHOD**

This study used an observational analytical research design with a cross-sectional approach. This design was chosen to observe the relationship between the leadership style of managing nurses and the performance of health cadres at a single point in time at Community Health Center X, Sukabumi City. This approach allowed researchers to simultaneously evaluate variables influencing health cadre performance. This research was conducted at Community Health Center X, Sukabumi City, in November 2025. Respondents in this study were health cadres who were actively involved in health programs at Community Health Center X, with a total of 50 people. The total sampling technique was used, namely all health cadres who met the inclusion criteria and were willing to be respondents would be involved in this study.

This study has two main variables. The independent variable is the leadership style of managing nurses, which is measured using the Leadership Style Questionnaire (LSQ) with a 5-point Likert scale. This questionnaire measures the leadership style of managing nurses based on three main dimensions: transformational, transactional, and laissez-faire styles. The dependent variable is the performance of health cadres, which is measured using the Job Performance Scale (Cadre Performance Questionnaire from the Ministry of Health), which consists of various performance indicators, such as task effectiveness, health program achievements, and cadre involvement in Community Health Center activities. Validity testing was carried out through expert judgment, producing a Content Validity Index (CVI) of 0.85, indicating good content validity. Construct validity using Exploratory Factor Analysis (EFA) showed that the instrument met statistical requirements, with a KMO value of 0.80 and a significant Bartlett's Test of Sphericity ( $p < 0.001$ ). All items demonstrated acceptable factor loadings ranging from 0.50 to 0.78, indicating adequate construct validity. Reliability testing using Cronbach's Alpha showed that both instruments had good internal consistency, with alpha coefficients ranging from 0.82 to 0.88, confirming that the measurement tools were reliable and consistent.

Data were collected through direct and online distribution of questionnaires to respondents who had been explained the purpose and benefits of the study. Respondents were instructed to complete the questionnaires based on their experiences performing their duties at the Community Health Center. Data analysis was conducted using univariate and bivariate techniques. Univariate analysis used frequency calculations, percentages, and data descriptions to describe respondent characteristics and the distribution of variables. To test the relationship between leadership style and cadre performance, the Spearman test was used because the data obtained were ordinal and not normally distributed. The results of the Spearman test will provide an indication of whether there is a significant relationship between the two variables. This study adheres to the ethical principles of research, namely autonomy, fairness, benefits and harms, and confidentiality. All respondents were fully explained the purpose of the study and were given the opportunity to provide informed consent before participating. The principle of autonomy is maintained by ensuring voluntary participation, while the principle of fairness ensures a fair distribution of the benefits and burdens of the study. This study also guarantees that the data collected will be kept confidential and used only for research purposes.

## RESULT

Table 1.  
Respondent Characteristics (n = 50)

Characteristics	Results
Gender	
– Male	20 (40%)
– Female	30 (60%)
Age, years	20–40
Leadership Style	
– Transformational	28 (56%)
– Transactional	14 (28%)
– Laissez-Faire	8 (16%)
Performance	
– Low	10 (20%)
– Moderate	19 (38%)
– High	21 (42%)

The study included 50 health cadres at Community Health Center X, the majority of whom were female (30; 60%) with ages ranging from 20 to 40 years. Table 1 presents the distribution of respondents by gender, age, leadership style, and performance level. Most respondents reported that their managing nurses applied a transformational leadership style (28; 56%), followed by transactional leadership (14; 28%) and laissez-faire leadership (8; 16%). Regarding cadre

performance, the majority rated their performance as high (21; 42%), followed by moderate (19; 38%) and low (10; 20%). A significant positive relationship was found between the leadership style of managing nurses and the performance of health cadres, indicating that higher leadership scores are associated with better cadre performance. Table 2 shows the distribution of cadre performance according to the type of leadership style.

Table 2.  
Cadre Performance by Leadership Style of Managing Nurses (n = 50)

t	Low Performance	Moderate Performance	High Performance	Total
Transformational	1 (3.6%)	9 (32.1%)	18 (64.3%)	28 (56%)
Transactional	4 (28.6%)	7 (50%)	3 (21.4%)	14 (28%)
Laissez-Faire	5 (62.5%)	3 (37.5%)	0 (0%)	8 (16%)
Total	10 (20%)	19 (38%)	21 (42%)	50 (100%)

Table 2 shows that cadres under a transformational leadership style achieved the highest performance, with 18 out of 28 cadres (64.3%) rated as high performers, 9 (32.1%) as moderate performers, and only 1 (3.6%) as a low performer. Cadres under a transactional leadership style were mostly moderate performers (7 out of 14; 50%), with 3 (21.4%) achieving high performance and 4 (28.6%) low performance. In contrast, cadres under a laissez-faire leadership style had the lowest performance, with the majority (5 out of 8; 62.5%) rated low, 3 (37.5%) moderate, and none achieving high performance. These results indicate that the transformational leadership style of managing nurses is positively associated with higher performance among health cadres at Community Health Center X, highlighting the importance of this leadership approach in fostering motivation, engagement, and effectiveness in community health programs.

## DISCUSSION

The results of this study indicate that the leadership style of nurse managers at Community Health Center X has a significant influence on the performance of health cadres. The transformational leadership style implemented by nurse managers focuses on empowerment, motivation, and effective communication. Leaders who are able to inspire cadres and provide clear direction tend to create a supportive environment and motivate cadres to improve their performance. This is in line with transformational leadership theory which states that leaders who are able to inspire followers to achieve common goals can increase commitment and performance quality (Shan et al., 2023). Leaders who have a clear vision and are able to provide good examples play an important role in increasing team productivity (Conroy et al., 2023; Magbity et al., 2020; Yusuf & Irwan, 2021).

However, not all leadership styles have the same impact. Transactional leadership, which places greater emphasis on rewarding or punishing based on target achievement, while effective in achieving short-term goals, does not always create sustainable performance. While transactional leadership is effective in achieving measurable results, it does not encourage innovation and intrinsic motivation among team members (Saleh et al., 2018). In the context of community health centers, transactional leadership can be applied to ensure the achievement of specific targets, but it is insufficient to build deep engagement and long-term commitment from health cadres (Wijayanti & Aini, 2022).

Meanwhile, a laissez-faire leadership style, which allows staff to work without supervision or clear direction, tends to result in lower performance. This is because staff feel underappreciated and disoriented in carrying out their duties. Laissez-faire leadership style is often associated with poor performance due to a lack of direction and support from the leader (Foster et al., 2018; Qtait, 2023). In work environments that require tight coordination, such as in community health centers, a laissez-faire leadership style risks reducing team effectiveness (Wijayanti & Aini, 2022).

Besides leadership style, resource factors also influence the performance of health workers. Limited facilities, budget, and the number of health workers often present challenges faced by Puskesmas.

Resource shortages in the health sector can impact the performance of health workers, even those with high motivation (Labrague et al., 2020a; Perkins et al., 2023). In this context, the role of nurse managers who can adapt to limited conditions is crucial. Effective leaders must be able to optimally manage resources and provide the necessary support so that health workers can carry out their duties effectively despite these limitations (Zhang et al., 2023).

Furthermore, differences in cadre backgrounds are also a factor influencing performance. Cadres with different educational backgrounds and experiences may require different leadership approaches. Good leaders must be able to adapt their leadership style to the characteristics of the team they lead, including the backgrounds of the individuals within the team (Qtait, 2023). In community health centers, this means that nurse managers need to understand the needs and potential of each cadre to provide appropriate guidance, either through training or individual coaching (Wijayanti & Aini, 2022).

Furthermore, cadre motivation is also a crucial factor influencing their performance. Intrinsic motivation, which arises from within the cadre, is more sustainable and effective than extrinsic motivation, which relies on external rewards (Wijayanti & Aini, 2022). Individuals with intrinsic motivation tend to perform better and are more committed to long-term goals. Therefore, a transformational leadership style that can enhance cadre intrinsic motivation will be more effective in driving high performance than a leadership style that focuses on rewards or punishments (Alluhaybi et al., 2023).

The work culture in community health centers also influences the performance of health cadres. A healthy culture, characterized by open communication between leaders and team members and mutual trust, will support the achievement of shared goals. A positive organizational culture contributes to improved team performance because team members feel valued and supported in their work (Ofei & Paarima, 2022). Community health centers with a positive work culture, where cadres feel part of a solid team, tend to perform better (Sundberg et al., 2022). This research is also consistent with previous studies showing a relationship between leadership style and health worker performance. A transformational leadership style is more effective in improving health worker performance and engagement (Cappelli et al., 2024; Ofei & Paarima, 2022). A good leadership style, such as a transformational one, can increase the motivation and commitment of health workers, which ultimately impacts the success of health programs at community health centers (Labrague et al., 2020b). Therefore, it is important for nurse managers to understand and apply leadership styles that are appropriate to the conditions and needs of health workers, to create a work environment that supports the success of health services at the community level.

## **CONCLUSION**

The transformational leadership style of managing nurses is positively related to the performance of health cadres at Community Health Center X. This leadership style can increase the motivation, engagement, and effectiveness of cadres in carrying out health tasks. In contrast, transactional and laissez-faire leadership styles have a smaller impact on cadre performance. Factors such as limited resources and intrinsic motivation of cadres also affect their performance. The application of an appropriate leadership style is crucial to creating a productive work environment and supporting the success of health programs. Nurse managers at Community Health Center X and other community health centers are advised to implement a transformational leadership style to improve the performance of health cadres.

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