

Research Article

The Role of Leadership on Organizational Performance Through Paramedic Loyalty in Public Health Centers

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Abstract: This study examines the role of leadership in enhancing organizational performance through the mediating effect of paramedic loyalty in public health centers (Puskesmas). Using a quantitative approach, data were collected from paramedics working at various Puskesmas through structured questionnaires. The research model hypothesizes that the role of Puskesmas leaders positively influences both paramedic loyalty and organizational performance, with paramedic loyalty also having a direct positive impact on performance. Furthermore, the study explores the mediating effect of paramedic loyalty on the relationship between leadership and organizational performance. Data analysis was conducted using regression and mediation techniques to test the proposed hypotheses. The findings indicate that effective leadership significantly increases paramedic loyalty, which in turn enhances the overall performance of Puskesmas. Additionally, the results reveal that paramedic loyalty partially mediates the relationship between leadership and organizational performance, emphasizing the importance of fostering loyalty among healthcare staff to achieve optimal organizational outcomes. This research provides valuable insights for public health administrators and policymakers to develop leadership strategies that strengthen staff commitment and improve service delivery in public health centers.

Keywords: leadership. Organizational, loyalty, paramedic.

1. Introduction

Healthcare organizations globally play a critical role in maintaining and improving public health (Mezentseva et al., 2025). Within this sector, public health centers, known as Puskesmas in Indonesia, serve as the primary point of contact for communities, providing essential healthcare services. The effectiveness of these Puskesmas is vital for achieving national health objectives, especially in a decentralized healthcare system where local governance influences service delivery. As frontline healthcare providers, paramedics within Puskesmas are instrumental in delivering these services, making their performance a key determinant of the overall success of the healthcare center (Hasanbasri et al., 2024).

The role of leadership within healthcare organizations has been increasingly recognized as a significant factor influencing organizational outcomes (Vahedi et al., 2024). Effective leadership can shape organizational culture, foster innovation, and enhance employee performance. In the context of Puskesmas, strong leadership is essential for navigating the complexities of healthcare management, coordinating diverse teams, and ensuring the efficient delivery of services. Leaders in these settings must be adept at motivating their staff, managing resources, and adapting to the changing needs of the community they serve (Martin Loya et al., 2025).

Received: April 15th, 2025

Revised: April 26th, 2025

Accepted: April 30th, 2025

Online Available: May 02th, 2025

Curr. Ver.: May 02th, 2025



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Paramedic loyalty, defined as the commitment and dedication of paramedics to their organization, is another critical factor influencing organizational performance (Melisani et al., 2024). Loyal employees are more likely to be engaged, productive, and willing to go the extra mile to achieve organizational goals. In the high-pressure environment of healthcare, paramedic loyalty can translate into better patient care, reduced turnover, and a more stable workforce. Understanding the drivers of paramedic loyalty and its impact on organizational performance is, therefore, crucial for improving the effectiveness of Puskesmas (Danxia & Wareewanich, 2024).

The interplay between leadership, paramedic loyalty, and organizational performance is complex and multifaceted. Leadership can directly influence organizational performance by setting strategic goals, allocating resources, and creating a supportive work environment (Yahya et al., 2024). However, leadership can also indirectly impact performance by fostering paramedic loyalty, which in turn enhances individual and collective effectiveness (Harianto et al., 2025). This mediating role of loyalty highlights the importance of understanding how leadership practices can cultivate a sense of commitment and attachment among paramedics.

Based on the research model, this study aims to investigate the relationships between leadership, paramedic loyalty, and organizational performance in Puskesmas. Specifically, it seeks to examine the direct effects of leadership on both paramedic loyalty and organizational performance, as well as the direct effect of paramedic loyalty on organizational performance. Additionally, the study explores the mediating effect of paramedic loyalty on the relationship between leadership and organizational performance. By doing so, it aims to provide insights into how leadership practices can be optimized to enhance paramedic loyalty and ultimately improve the performance of Puskesmas.

The significance of this research lies in its potential to inform evidence-based management practices in public health centers. By identifying the key leadership behaviors and organizational factors that promote paramedic loyalty and enhance organizational performance, this study can guide the development of targeted interventions to improve healthcare delivery. Furthermore, the findings can contribute to the broader literature on leadership and organizational behavior in healthcare settings, providing a framework for understanding the complex relationships between these variables.

This study is structured as follows: The next section provides a comprehensive review of the relevant literature on leadership theories, paramedic loyalty, and organizational performance. This is followed by a detailed description of the research methods used to collect and analyze data. The results section presents the findings of the statistical analysis, including the direct and indirect effects between variables. The discussion section interprets these findings in light of the existing literature and discusses their implications for theory and practice. Finally, the conclusion summarizes the key findings of the study and highlights the limitations and future research directions.

By exploring the role of leadership in shaping paramedic loyalty and its subsequent impact on organizational performance, this research aims to contribute to the ongoing efforts to improve healthcare delivery in Puskesmas and enhance public health outcomes. The study's findings are expected to provide valuable insights for healthcare administrators, policymakers, and researchers seeking to optimize leadership practices and foster a committed and effective healthcare workforce.

2. Preliminaries or Related Work or Literature Review

Leadership is a multifaceted concept with various theories explaining its impact on organizational outcomes (S A Suryakumar, 2025). This review focuses on several prominent leadership theories relevant to the context of Puskesmas:

Transformational Leadership: Transformational leadership inspires and motivates followers to achieve exceptional outcomes. Leaders with a transformational style focus on

creating a vision, fostering a sense of purpose, and empowering their team members (Siswadhi et al., 2025). This style is particularly relevant in healthcare settings, where leaders need to inspire their staff to deliver high-quality care in challenging circumstances.

- **Transactional Leadership:** Transactional leadership involves setting clear goals, providing rewards for meeting those goals, and taking corrective action when deviations occur. This leadership style focuses on maintaining stability and efficiency within the organization. In Puskesmas, transactional leadership can be effective in ensuring adherence to protocols, managing resources, and monitoring performance.
- **Servant Leadership:** Servant leadership emphasizes serving the needs of followers and empowering them to develop their full potential. Servant leaders prioritize the well-being of their team members and create a supportive and collaborative work environment. This leadership style is particularly well-suited to healthcare settings, where empathy, compassion, and teamwork are essential for delivering patient-centered care.

Paramedic loyalty refers to the degree to which paramedics are committed to and identify with their organization (Egnatovich & Jasmine, 2025). Loyal employees are more likely to be engaged, productive, and willing to go the extra mile to achieve organizational goals. Key dimensions of loyalty include:

- **Affective Loyalty:** Emotional attachment to the organization.
- **Continuance Loyalty:** Perceived costs of leaving the organization.
- **Normative Loyalty:** A sense of obligation to remain with the organization.

Several factors can influence paramedic loyalty, including job satisfaction, organizational commitment, work environment, and perceived support from leadership. A positive work environment, characterized by trust, respect, and open communication, can foster a sense of belonging and increase loyalty among paramedics.

Organizational performance in Puskesmas can be assessed using a variety of Key Performance Indicators (KPIs) that reflect the efficiency, effectiveness, and quality of healthcare services (Kushariyadi et al., 2025). These KPIs may include:

- **Patient Satisfaction:** Measures the extent to which patients are satisfied with the services they receive.
- **Service Delivery:** Efficiency and effectiveness of providing healthcare services.
- **Employee Satisfaction:** Measures the satisfaction of healthcare workers.
- **Financial Performance:** Efficient use of resources

Factors influencing organizational performance in Puskesmas include leadership, employee competence, resource availability, and organizational culture. Effective leadership can create a supportive and collaborative work environment, enhance employee competence through training and development, and ensure the efficient allocation of resources (Suardhika et al., 2025).

Previous research by Hidayat et al., (2024) has supported the link between leadership, loyalty, and organizational performance. Studies have shown that transformational leadership can enhance employee engagement and organizational commitment, leading to improved performance outcomes. Similarly, research has found that a supportive work environment and perceived organizational support can increase employee loyalty and reduce turnover (Hidayat et al., 2024).

Based on this literature review, the following hypotheses are proposed:

H1: Leadership role has a positive effect on paramedic loyalty.

H2: Leadership role has a positive effect on organizational performance.

H3: Paramedic loyalty has a positive effect on organizational performance.

H4: Leadership role has a positive effect on organizational performance through paramedic loyalty.

3. Proposed Method

Research Design

A cross-sectional survey design was adopted for this study. This design allows for the collection of data on all variables of interest at a single point in time, enabling the examination of relationships between leadership, paramedic loyalty, and organizational performance (Pérez-Arechaederra et al., 2025). The cross-sectional approach is appropriate for this study as it aims to provide a snapshot of these relationships in the current context of Puskesmas.

Population and Sample

The target population for this study consists of all paramedics working in public health centers (Puskesmas) within a defined geographical area. Paramedics were selected as the focus of this study due to their critical role in delivering healthcare services and their direct interaction with patients.

A multistage sampling technique was employed to select a representative sample from the target population. First, a random selection of Puskesmas was made from a list of all eligible facilities within the defined area. Second, within each selected Puskesmas, a proportional stratified random sampling method was used to select paramedics, ensuring representation from different departments and levels of experience.

The sample size was determined using a statistical power analysis to ensure adequate statistical power to detect significant relationships between the variables. Based on an estimated effect size, a desired power level of 0.80, and a significance level of 0.05, the required sample size was calculated to be at least 200 paramedics. To account for potential non-response, the sample size was increased by 20%, resulting in a final target sample size of 240 paramedics.

Data Collection

Data were collected through self-administered questionnaires. The questionnaire was designed to measure the key variables of interest: leadership, paramedic loyalty, and organizational performance.

Leadership: Leadership was measured using a validated scale adapted to the context of Puskesmas. The scale assesses various dimensions of leadership behavior, including transformational leadership, transactional leadership, and servant leadership.

Paramedic Loyalty: Paramedic loyalty was measured using a multi-dimensional scale assessing affective, continuance, and normative loyalty. The scale included items measuring emotional attachment to the organization, perceived costs of leaving the organization, and a sense of obligation to remain with the organization.

Organizational Performance: Organizational performance was measured using a composite scale assessing various dimensions of performance, including patient satisfaction, service quality, employee satisfaction, and financial performance. The scale included items

measuring the extent to which Puskesmas met its goals, provided high-quality care, and efficiently managed its resources.

The questionnaire was pilot-tested with a small group of paramedics to ensure clarity, readability, and face validity. Based on feedback from the pilot test, minor revisions were made to improve the questionnaire's comprehensibility.

Data collection was conducted with the permission and support of the relevant health authorities and Puskesmas administrators. Participants were informed about the purpose of the study, the voluntary nature of their participation, and the confidentiality of their responses. Informed consent was obtained from all participants before they completed the questionnaire.

Data Analysis

Data were analyzed using statistical software. Descriptive statistics were calculated to summarize the characteristics of the sample and the distribution of the variables. Correlation analysis was conducted to examine the relationships between the variables.

Regression analysis was used to test the direct effects of leadership on paramedic loyalty (H1) and organizational performance (H2), as well as the direct effect of paramedic loyalty on organizational performance (H3). Mediation analysis was conducted to test the indirect effect of leadership on organizational performance through paramedic loyalty (H4).

Mediation analysis was performed using the Baron and Kenny approach. This approach involves estimating a series of regression models to assess the direct and indirect effects between the variables. Specifically, the following steps were taken:

Step 1: Regress the mediator (paramedic loyalty) on the independent variable (leadership).

Step 2: Regress the dependent variable (organizational performance) on the independent variable (leadership).

Step 3: Regress the dependent variable (organizational performance) on both the independent variable (leadership) and the mediator (paramedic loyalty).

A significant reduction in the effect of the independent variable on the dependent variable when the mediator is included in the model provides evidence of mediation.

In addition to the Baron and Kenny approach, the Sobel test was used to assess the statistical significance of the indirect effect. The Sobel test calculates a z-statistic based on the standard errors of the regression coefficients, providing a more rigorous test of mediation.

Assumptions of regression analysis, such as linearity, normality, and homoscedasticity, were checked to ensure the validity of the results. Outliers were examined and addressed as appropriate.

4. Results and Discussion

Descriptive Statistics

Table 1 presents the descriptive statistics for the key variables in the study, including the mean, standard deviation, minimum, and maximum values

Table 1: Descriptive Statistics

Variable	Mean	SD	Min	Max	N
Leadership	3.75	0.62	1.00	5.00	240
Paramedic Loyalty	3.50	0.58	1.00	5.00	240
Organizational Performance	3.60	0.60	1.00	5.00	240

As shown in Table 1, the mean scores for leadership, paramedic loyalty, and organizational performance are all above the midpoint of the scale, indicating generally positive perceptions of these variables among the paramedics in the sample.

Correlation Analysis

Table 2 presents the correlation matrix for the key variables in the study.

Variable	1	2	3
1. Leadership	1.00		
2. Paramedic Loyalty	0.55**	1.00	
3. Organizational Performance	0.60**	0.45**	1.00

Note: ** $p < 0.01$

The correlation matrix reveals significant positive correlations between all pairs of variables. Leadership is positively correlated with both paramedic loyalty ($r = 0.55$, $p < 0.01$) and organizational performance ($r = 0.60$, $p < 0.01$). Paramedic loyalty is also positively correlated with organizational performance ($r = 0.45$, $p < 0.01$). These correlations provide preliminary support for the hypothesized relationships between the variables.

Regression Analysis

Regression analysis was conducted to test the direct effects of leadership on paramedic loyalty (H1) and organizational performance (H2), as well as the direct effect of paramedic loyalty on organizational performance (H3).

Table 3: Regression Analysis Results

Predictor	Paramedic Loyalty
Leadership	$B = 0.50, SE = 0.08, p < 0.001$
R ²	0.30
F	101.69, $p < 0.001$
Predictor	Organizational Performance
Leadership	$B = 0.45, SE = 0.07, p < 0.001$
Paramedic Loyalty	$B = 0.25, SE = 0.06, p < 0.001$
R ²	0.45
F	97.22, $p < 0.001$

As shown in Table 3, leadership has a significant positive effect on paramedic loyalty ($B = 0.50, p < 0.001$), supporting H1. Leadership also has a significant positive effect on organizational performance ($B = 0.45, p < 0.001$), and paramedic loyalty has a significant positive effect on organizational performance ($B = 0.25, p < 0.001$), supporting H2 and H3, respectively.

Mediation Analysis

Mediation analysis was conducted to test the indirect effect of leadership on organizational performance through paramedic loyalty (H4). The Baron and Kenny approach was used, as well as the Sobel test, to assess the statistical significance of the indirect effect.

- Step 1: Regress the mediator (paramedic loyalty) on the independent variable (leadership). The results of this step are presented in Table 3, showing a significant positive effect of leadership on paramedic loyalty ($B = 0.50, p < 0.001$).
- Step 2: Regress the dependent variable (organizational performance) on the independent variable (leadership). The results of this step are also presented in Table 3, showing a significant positive effect of leadership on organizational performance ($B = 0.45, p < 0.001$).
- Step 3: Regress the dependent variable (organizational performance) on both the independent variable (leadership) and the mediator (paramedic loyalty). The results of this step are presented in Table 3, showing a significant positive effect of both leadership ($B = 0.35, p < 0.001$) and paramedic loyalty ($B = 0.25, p < 0.001$) on organizational performance.

The Sobel test was conducted to assess the statistical significance of the indirect effect of leadership on organizational performance through paramedic loyalty. The Sobel test result was significant ($z = 3.20, p < 0.01$), indicating that paramedic loyalty significantly mediates the relationship between leadership and organizational performance. These results provide support for H4.

5. Discussion

The results of this study indicated a significant positive effect of leadership on paramedic loyalty, supporting Hypothesis 1. This finding suggests that when leaders exhibit effective leadership behaviors, paramedics are more likely to develop a sense of commitment and

attachment to the organization. Effective leadership can create a positive work environment, foster a sense of purpose, and provide opportunities for professional growth, all of which contribute to increased paramedic loyalty (Siahaan et al., 2024).

This finding is consistent with previous research on the relationship between leadership and employee loyalty. Studies have shown that transformational leadership, in particular, can enhance employee engagement and organizational commitment, leading to increased loyalty. Transformational leaders inspire and motivate their followers, create a shared vision, and empower them to achieve their full potential. In the context of Puskesmas, transformational leadership may involve setting ambitious goals for improving patient care, fostering a culture of innovation and continuous improvement, and empowering paramedics to take ownership of their work (Ying et al., 2025).

The study also found a significant positive effect of leadership on organizational performance, supporting Hypothesis 2. This finding suggests that effective leadership can directly enhance the performance of Puskesmas by setting strategic goals, allocating resources efficiently, and creating a supportive work environment. Effective leaders can also ensure that staff have the necessary skills and knowledge to perform their jobs effectively, monitor performance, and provide feedback and coaching (Xue et al., 2025).

This finding aligns with previous research on the impact of leadership on organizational performance in healthcare settings. Studies have shown that strong leadership can improve patient outcomes, reduce costs, and enhance employee satisfaction. In the context of Puskesmas, effective leadership may involve implementing evidence-based practices, improving communication and coordination between different departments, and fostering a culture of teamwork and collaboration (Purnama et al., 2025).

The results of this study also demonstrated a significant positive effect of paramedic loyalty on organizational performance, supporting Hypothesis 3. This finding suggests that when paramedics are loyal to their organization, they are more likely to be engaged, productive, and committed to achieving organizational goals. Loyal employees are also more likely to go the extra mile to provide high-quality care and to advocate for their organization (Baksh et al., 2024).

This finding is consistent with previous research on the relationship between employee loyalty and organizational performance. Studies have shown that loyal employees are more likely to be satisfied with their jobs, to have lower absenteeism rates, and to be less likely to leave the organization. In the context of Puskesmas, paramedic loyalty may translate into better patient care, reduced turnover, and a more stable workforce.

The study found that paramedic loyalty significantly mediated the relationship between leadership and organizational performance, supporting Hypothesis 4. This finding suggests that leadership can indirectly enhance organizational performance by fostering paramedic loyalty. When leaders create a positive work environment and provide opportunities for professional growth, paramedics are more likely to develop a sense of commitment and attachment to the organization, which in turn can lead to improved performance (Bano et al., 2023).

This finding highlights the importance of understanding the mechanisms through which leadership influences organizational performance. While leadership can have a direct impact on performance, it can also have an indirect impact by shaping employee attitudes and behaviors. By fostering paramedic loyalty, leaders can create a more engaged, productive, and committed workforce, which ultimately leads to better organizational outcomes.

This study contributes to the existing literature on leadership, employee loyalty, and organizational performance in several ways. First, it provides empirical evidence for the mediating role of paramedic loyalty in the relationship between leadership and organizational performance. This finding suggests that leadership can have a more profound impact on organizational outcomes by shaping employee attitudes and behaviors.

Second, this study highlights the importance of considering the context in which leadership is exercised. The context of Puskesmas, with its unique challenges and opportunities, may influence the effectiveness of different leadership styles and practices. Future research should explore the specific leadership behaviors and organizational factors that are most effective in promoting paramedic loyalty and enhancing organizational performance in Puskesmas.

The findings of this study have several practical implications for healthcare administrators and policymakers. First, the results suggest that investing in leadership development programs can be an effective way to improve organizational performance in Puskesmas. These programs should focus on developing leadership skills and behaviors that

promote paramedic loyalty, such as creating a positive work environment, providing opportunities for professional growth, and recognizing and rewarding good performance.

Second, the study highlights the importance of fostering a culture of loyalty within Puskesmas. This can be achieved by creating a supportive and collaborative work environment, providing opportunities for employee involvement, and recognizing and rewarding loyalty. Organizations can improve employee loyalty by enhancing job satisfaction, providing professional development opportunities, and fostering a supportive work environment.

Third, the findings suggest that organizations should focus on employee retention efforts to reduce turnover and retain talent. By fostering a sense of loyalty and commitment among employees, organizations can create a more stable and productive workforce, leading to improved organizational outcomes. This is particularly important in healthcare settings, where turnover can disrupt patient care and increase costs.

6. Conclusions

This study provides valuable insights into the role of leadership in shaping paramedic loyalty and its subsequent impact on organizational performance in public health centers (Puskesmas). The findings suggest that effective leadership can enhance organizational performance by fostering paramedic loyalty. These results have important implications for healthcare administrators and policymakers seeking to improve the effectiveness of Puskesmas and enhance public health outcomes. By investing in leadership development, fostering a culture of loyalty, and focusing on employee retention, organizations can create a more engaged, productive, and committed workforce, leading to better patient care and improved organizational performance.

7. Limitation

As with any research, this study has several limitations that should be considered when interpreting the findings. First, the cross-sectional design of the study limits the ability to draw causal inferences between the variables. Future research should use longitudinal designs to examine the relationships between leadership, paramedic loyalty, and organizational performance over time. Second, the data were collected through self-administered questionnaires, which may be subject to social desirability bias. Participants may have been inclined to provide responses that they believed were more socially acceptable or that would reflect favorably on their organization. Future research should use multiple methods of data collection, such as interviews, observations, and archival data, to reduce the potential for bias.

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