

## Implementation Of Democratic Leadership Style In The Central Surgical Installation At Latemmamala Hospital, Soppeng

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### Abstract

*This Community Service project focused on the implementation of a democratic leadership style in the Central Surgical Installation of Latemmamala Hospital, Soppeng. The central objective of this activity was to measure the effect of democratic leadership, where staff input and suggestions are listened to and valued, on key variables such as nurse discipline and performance. The target group was staff in the Central Surgical Installation of Latemmamala Hospital, who were experiencing a decline in trust in their leaders due to their perceived inability to provide firm leadership. The methods used included monitoring interactions and interviews with the head of staff of the Central Surgical Installation, as well as direct observation of the actual situation in the hospital. Overall, this activity concluded that a democratic leadership style has proven highly effective in a high-risk clinical environment such as the Central Surgical Installation. The results showed a significant and strong relationship between this leadership model and improved performance quality and discipline of all nurses. In other words, involving staff in the managerial process is key to successfully optimizing the responsibility and professionalism of the surgical team.*

### Keywords:

*Democratic Leadership, Discipline, Nurse Performance, Central Surgical Installation, Latemmamala Hospital, Soppeng.*

## INTRODUCTION

Leadership is a crucial element in organizational management, especially in healthcare institutions that demand high levels of coordination, discipline, and professionalism. In hospital settings, leadership plays a strategic role in ensuring that medical services are delivered effectively, safely, and in accordance with established standards. Leadership is defined as the ability of an individual to influence others in achieving organizational goals. According to Purwanto et al. (2020), leadership style reflects the behavioral characteristics applied by leaders in directing, motivating, and influencing subordinates. (Asnia Minarti, Puji Rahmah, Surianti, Amrial, Imriani Idrus, 2024)

Among various leadership styles, democratic leadership emphasizes participation, open communication, and shared decision-making. Sari (2020) explains that democratic leadership involves members in the decision-making process through deliberation and mutual respect. This leadership approach is considered effective in organizations that require teamwork and

collaboration, including hospitals. (Rahmah et al., 2023) Previous studies in public institutions show that leadership style can significantly improve employee performance when applied consistently (Mansur et al., 2025). Work discipline has also been found to have a significant positive relationship with employee performance in government offices (Asmini et al., 2023). Organizational justice contributes to higher job satisfaction and can support better work outcomes in service organizations (Asmini et al., 2024). Digital literacy among staff is associated with better employee performance in higher education institutions (Adawiah & Nurhidayati, 2024). Online promotion strategies through social media can increase customer numbers and strengthen organizational competitiveness (Surianti et al., 2024). Financial literacy is reported to influence consumptive behavior among university students, highlighting the importance of education interventions (Aini et al., 2025). Financial ratio analysis has been used to assess corporate performance in the airline industry through liquidity, profitability, and leverage indicators (Aini et al., 2024).

Latemmamala Regional General Hospital, located in Soppeng Regency, South Sulawesi, is a government-owned healthcare institution responsible for delivering medical services to the community. The Central Surgical Installation (CSI) is one of the most critical units in the hospital because it handles surgical procedures that require precision, discipline, and strict coordination among medical personnel. In high-risk environments such as surgical units, leadership quality directly influences service effectiveness. Strong leadership is required to maintain nurse discipline, ensure adherence to medical protocols, and prevent miscommunication that may affect patient safety. (Surianti, Verri Ginoga, 2025)

Based on initial observations and interviews conducted with staff members, several issues were identified in the Central Surgical Installation. Some staff experienced reduced trust in leadership due to a perceived lack of firmness and communication gaps. Internal conflicts occasionally emerged due to limited involvement of staff in managerial decisions. (Muchlis Abbas, Surianti, 2022) These conditions potentially affect nurse discipline and performance. In healthcare organizations, decreased discipline and ineffective communication may reduce service quality and operational efficiency. Therefore, a leadership approach that promotes openness and staff participation is needed. Based on the background described above, the research problem can be formulated as follows: Does the implementation of democratic leadership style influence nurse discipline and performance in the Central Surgical Installation at Latemmamala Hospital, Soppeng?

The objective of this study is to analyze the implementation of democratic leadership style and its impact on nurse discipline and performance in the Central Surgical Installation at Latemmamala Hospital, Soppeng.

Similarly, research at Distro Undersiege Soppeng used multiple linear regression and showed that product quality had a significant effect on purchasing decisions, while price and location had no significant effect. (Rahmah et al., 2024) However, the differences in the results of this study indicate that other factors, such as price and location, can influence consumer purchasing decisions. Therefore, further research is needed to understand more deeply the factors that influence consumer purchasing decisions in Soppeng Regency MSMEs.

## **METHOD**

This research was conducted at the Central Surgical Installation (CSI) of Latemmamala Regional General Hospital, Soppeng Regency, South Sulawesi Province. The selection of this location was based on consideration that the surgical unit is a high-risk clinical environment requiring effective leadership, discipline, and teamwork.

The activity was conducted in October 2025. The research process included preliminary observation, interviews, implementation of leadership socialization, and follow-up evaluation.

### **C. Data Collection Techniques and Tools**

**This study used primary and secondary data:**

1. Primary Data

Primary data were obtained directly from interviews and observations conducted in the surgical installation unit. These data include staff perceptions of leadership style, discipline patterns, communication processes, and performance improvements.

2. Secondary Data

Secondary data were obtained from hospital documents, institutional profiles, leadership guidelines, and relevant literature related to leadership theory and hospital management. Data were collected using the following techniques:

1. Observation

Direct observation was conducted to examine interaction patterns between leaders and staff, communication flow, discipline practices, and teamwork dynamics within the surgical installation.

2. Interview

Semi-structured interviews were conducted with the head of the installation and several nurses. Interviews focused on leadership style, staff involvement in decision-making, discipline, and perceived changes in performance.

3. Documentation

Documentation included hospital reports, activity records, leadership policies, and photographs of activity implementation. These documents supported the validation of observational and interview data.

### **D. Data Analysis**

Data analysis was carried out using qualitative data analysis procedures consisting of:

1. Data

Selecting and simplifying raw data obtained from interviews, observations, and documentation.

2. Data

Organizing data in narrative form to facilitate interpretation and understanding.

3. Conclusion

Drawing conclusions based on identified patterns and verifying them through repeated review of collected data to ensure validity.

The analysis focused on identifying changes in leadership patterns, communication effectiveness, nurse discipline, and overall performance after implementing democratic leadership principles

## **RESULTS AND DISCUSSION**

### **A. Results**

Based on observations, interviews, and documentation conducted in the Central Surgical Installation (CSI) of Latemmamala Hospital, several important findings were identified regarding the implementation of democratic leadership style.

1. Improvement in Communication Patterns

After the implementation of democratic leadership principles, communication between leaders and staff became more open and interactive. Staff members reported feeling more comfortable expressing opinions, suggestions, and constructive criticism during meetings and daily operational discussions.

Previously, communication tended to be one-directional, where instructions were delivered without sufficient opportunity for feedback. However, after leadership socialization, leaders actively encouraged discussion and deliberation before making decisions.

## 2. Increased Staff Participation in Decision-Making

One of the main characteristics of democratic leadership is participatory decision-making. The findings show that nurses were increasingly involved in determining work schedules, discussing patient handling strategies, and solving operational issues.

This involvement created a sense of ownership and responsibility among staff members. Nurses felt that their professional opinions were valued, which strengthened their commitment to organizational goals.

## 3. Strengthening of Discipline and Responsibility

Observation results indicate a noticeable improvement in discipline, including punctuality, adherence to surgical protocols, and compliance with hospital regulations.

Interviews revealed that when staff feel respected and involved, they become more motivated to maintain professional standards. Democratic leadership indirectly encouraged self-discipline rather than discipline based solely on supervision.

## 4. Enhancement of Nurse Performance

The implementation of democratic leadership contributed to improved teamwork, faster problem resolution, and better coordination during surgical procedures.

Staff demonstrated improved responsiveness, reduced internal conflict, and stronger collaboration. This positively affected service quality and patient safety within the surgical unit.

## **B. Discussion**

The findings of this study indicate that democratic leadership plays a significant role in improving nurse discipline and performance in a hospital setting. These results align with leadership theory, which states that participatory leadership increases employee motivation, engagement, and organizational commitment.

According to Purwanto et al. (2020), leadership style reflects behavioral patterns used to influence subordinates in achieving goals. In this study, democratic leadership influenced staff behavior through open communication and participatory decision-making.

Furthermore, Sari (2020) explains that democratic leadership creates an environment where employees feel valued and respected. The results of this study confirm that when nurses are involved in decision-making processes, they develop stronger responsibility toward their duties.

In high-risk environments such as surgical installations, teamwork and discipline are critical factors. Authoritarian leadership may create compliance but often limits communication. In contrast, democratic leadership fosters trust and psychological safety, which are essential in preventing medical errors and improving patient outcomes.

The improvement in discipline observed in this study suggests that internal motivation is stronger than external control. When staff perceive fairness and inclusion, they tend to regulate their behavior voluntarily. This supports the concept that participatory leadership strengthens intrinsic motivation.

From a managerial perspective, the implementation of democratic leadership in hospital units can be considered a strategic approach to improving service quality. It not only enhances staff performance but also builds a sustainable organizational culture based on collaboration and professionalism.

## **CONCLUSIONS AND SUGGESTION**

### **A. Conclusion**

Based on the results and discussion, it can be concluded that the implementation of a democratic leadership style in the Central Surgical Installation at Latemmamala Regional General Hospital, Soppeng, has a positive impact on nurse discipline and performance.

First, democratic leadership encourages open and two-way communication between leaders

and staff, reducing misunderstandings and strengthening teamwork. Second, the involvement of nurses in decision-making processes increases their sense of responsibility, ownership, and commitment toward organizational goals. Staff members feel valued and respected, which enhances intrinsic motivation. Third, the application of participatory leadership contributes to improved work discipline, adherence to operational procedures, and better coordination during surgical activities.

Finally, democratic leadership not only improves individual performance but also strengthens organizational culture, collaboration, and professionalism within the surgical unit. Therefore, democratic leadership can be considered an effective managerial strategy in high-risk healthcare environments.

## **B. Recommendations**

Based on the conclusions above, several recommendations are proposed:

1. Consistency in Leadership Practice, Leaders of the Central Surgical Installation should consistently apply democratic principles in daily managerial activities, including routine meetings and problem-solving processes.
2. Capacity Building and Training, The hospital management should conduct regular training programs focusing on leadership development, effective communication, conflict management, and team building to strengthen leadership capacity and teamwork skills.
3. Establishment of Formal Communication Channels, A structured and secure feedback system should be developed to allow nurses and staff to express suggestions, concerns, and evaluations without fear. This mechanism will support continuous organizational improvement.
4. Future Research Recommendations, Further research is recommended to apply quantitative methods to measure the statistical relationship between democratic leadership style and nurse performance. Future studies may also compare different leadership styles in hospital management to identify the most effective approach.

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