

Original Article

The Role of Leadership for Improving the Quality and Performance of Health Services in Primary Health Care: A Literature Review

Waluyo Sejati¹, Qoni Oktanti²

1, 2 Public Health Department, Faculty of Health Sciences, Universitas Jenderal Soedirman

Corresponding author: Qoni Oktanti, Public Health Department, Faculty of Health Sciences, Universitas Jenderal Soedirman, Purwokerto, Central Java, Indonesia, qoni.oktanti@unsoed.ac.id

ABSTRACT

Background: Community Health Centers or we usually called Puskesmas in Bahasa, as first-level health facilities, have a great responsibility in providing quality health services to the community. In carrying out this function, the role of leadership is a key factor that influences the effectiveness and efficiency of services. Strong and effective leadership in Community Health Centers could encourage the achievement of organizational goals, such as increasing service accessibility, reducing morbidity and mortality rates, and also increasing patient satisfaction. This study aims to examine how the role and style of leadership in Community Health Centers can affect the quality of health services provided.

Methods: A systemic literature review was conducted of the published articles in 2015-2025. Published articles included journals, papers and issue briefs. The determination of the article is based on the purpose of writing, namely to determine the influence and various leadership styles on improving the quality of services at the Community Health Center. 10 articles were selected to be reviewed in this study.

Results: The influence of a good leadership role not only affects the performance of health center officers, but also has a positive effect on patient satisfaction with a health service, the improvement of the quality of services, the competence and also the infrastructure. Various leadership styles can be optimally adjusted to different leaders and health center conditions.

Conclusions: Leadership has a very important influence on improving the quality of services in the Health Center, where it can be assessed from the improvement of the performance of health workers in the Health Center, patient satisfaction and also the quality of health center services. There are also various leadership styles, but a good leadership style is a flexible one that it could be adjusted to the situation and conditions in the health center.

Keywords: Leadership, Improvement quality, Primary Health Care

INTRODUCTION

Puskesmas is one of the basic health service institutions and the spearhead of health services in Indonesia. The implementation of Puskesmas as community health center needs to be better managed so that it can improve the health of the community¹.

Leadership is a way to influence the behavior of people that were led so that they can work together to achieve the goals of the organization². Good leadership is not only related to managerial skills, but also to the ability to inspire and motivate staff, manage resources efficiently, and implement high service standards. In the context of the Health Center, leadership also includes the ability to adapt to changes in health regulations and policies, as well as the ability to collaborate with various stakeholders, including local governments, communities, and other health organizations. It can be described that informants are able to tell about the stages of program planning activities at the Health Center by involving several related staff. Informants are also able to explain how the decision-making mechanism works, especially those related to the implementation of services at the Health Center. The heads of the Health Center strive to improve their leadership skills, because everyone has a different leadership style³. In addition, effective leadership also plays an important role in creating a supportive organizational culture, improving communication between staff, and optimizing human resource management⁴.

Leadership in the Health Center can affect the quality of health services provided. However, in reality there are some obstacles that we can find in improving the performance of the Health Center organization, including the lack of training and

work guidance to improve competence, the lack of involvement of health workers in decision making and the implementation of rewards and punishments that are still inconsistently implemented⁵. By understanding the leadership factors that contribute to improving the quality of service. Health centers, as first-level health facilities, have a great responsibility in providing quality health services to the community. In carrying out this function, the role of leadership is a key factor that influences the effectiveness and efficiency of services. Service-oriented leadership and staff development can improve the quality of interactions between health workers and patients, thereby improving public perception of health center services⁶.

This study is expected to provide recommendations for the development of more effective leadership in Puskesmas. This study aims to analyze the relationship between leadership style and the level of quality of health services in Puskesmas, so that it can help in achieving better public health goals by improving primary health services.

METHODS

The method that used in this article was a literature review. Before the review was conducted, data was collected from various journals using Google Scholar. First we used the keywords "The influence of leadership on service quality in

health centers", "Leadership style on service quality in health centers", "Leadership role on improving service quality in health centers", "Leadership role on health worker performance in health centers". A total 13500 articles were identified during first step. The inclusion criteria of this literature review are studies that discuss the role of leadership in health centers or other primary health services, articles published in peer-reviewed journals in the last 10 years (2015-2025), studies that use quantitative, qualitative, or mixed methods and articles in English or Indonesian. Articles that meet the exclusion criteria will be excluded, namely articles that do not focus on primary health services, studies that do not contain empirical data or research results, and non-peer-reviewed articles such as editorials, opinions, or comments. Second step was reviewing the title and abstracts, application criteria and the deduplication of the results where 20 articles were included. Next, 12 articles were continued for the full text review, while 2 articles excluded for its limited access. During full text review, 10 articles were reviewed, analysis about any kind of leadership style and its role for improving the quality of primary health care, both in terms of health workers and patient satisfaction. The articles that used were in the original article format, full text and open access. The determination of the article is based on the purpose of writing, namely the role and style of leadership on improving service quality in health centers. This study is not determined in a particular area, but for research design it only circulates in quantitative, qualitative or mixed method research.

RESULTS

Table 1. Article Review

Title	Author, Year	Method	Output
Relationship Between Leadership and Service Quality at Kebun Kopi Health Center, Jambi City in 2020	Renny Listiawaty, Muhammad Syarifuddin, 2020	Quantitative analytical research with a cross-sectional approach. The population in the study were officers at the Kebun Kopi Health Center in 2020, with a total sampling technique (n = 51 respondents). The results of the study were analyzed using the chi-square test, obtaining a p-value = 0.005 (p <0.05).	There is a significant relationship between leadership and service quality. The leadership style used in this study is transformational leadership. Transformational leadership gives more authority to followers and makes them less dependent on the leader.
The Relationship between Leadership Roles and Staff's Work Motivation at the Motoling Timur Health Center, South Minahasa Regency	Manopo <i>et al.</i> , 2024	Quantitative method with cross sectional approach. The research sample was health center officers using total sampling technique (n = 19 respondents). Statistical analysis using non-parametric technique and chi square analysis data.	As many as 68.4% of respondents considered that the role of leadership with work motivation at the Motoling Timur Health Center, South Minahasa Regency was in the good category. The results of the statistical test obtained a value of p = 0.004 which indicated that there was a relationship between the role of leadership and employee work motivation at the Motoling Timur Health Center, South Minahasa Regency.
The Influence of Leadership, Competence	Darwin Navis, Suhendar	The research method is quantitative analytical using cross sectional, and	Leadership has a positive and significant influence on patient satisfaction, service

Title	Author, Year	Method	Output
of Health Workers, Facilities and Infrastructure on Service Quality and Its Impact on Inpatient Satisfaction at Leuwisadeng Health Center	Sulaeman, Ghofur Ahmad, 2020	the statistical test is SEM test. The number of samples in this study was 126 respondents, data collection using the interview method. This study was conducted at the Lewisadeng Health Center.	quality, competence and infrastructure.
Relationship between Leadership Style and Health Worker Performance at Wara Selatan Health Center, Palopo City	Salam, Ikhtiar and Nurhayani, 2013	This study was an observational study with a cross-sectional design. The total sample in this study was 60 respondents. The instrument used was a questionnaire. The data analysis used was the chi-square test.	In this study, it was found that the leadership style that is often used is participative leadership style in terms of problem solving and instructive leadership style in terms of decision making. Both of these styles have a moderate relationship in their influence on the performance of health workers in the Health Center. Leaders should apply a more flexible leadership style not only to the goals, but to the targets being led and also the situation in order to achieve better performance.
Qualitative Study on the Role of the Head of the Health Center in West Tanjung Jabung Regency in Improving the Quality of Health Services in the Health Center	Amir, Noerjoedianto and Herwansyah, 2019	Qualitative research with explorative study research design. The sample in this study were all heads of health centers in West Tanjung Jabung Regency (n = 16). Data analysis used content analysis techniques.	The Head of the Health Center in West Tanjung Jabung Regency has carried out the main tasks and functions well. The decision-making system, in some conditions, has also involved staff. The existing leadership can vary depending on the condition of the Health Center.
The Role of Leadership in Health Centers on Organizational Performance and Quality of Health Services	Amir <i>et al.</i> , 2021	The method used is a mixed method research method or a combination of quantitative and qualitative research with a community-based participatory approach involving 20 Heads of Community Health Centers throughout Jambi City and 197 community health center staff.	58% of respondents stated that they strongly agree that leadership in the Health Center has a very important role to improve performance and quality of service and others consider it quite important. Obstacles in improving the performance of the Health Center include the lack of training and job guidance to improve competence, the lack of involvement of health workers in decision making and the implementation of rewards and punishments that have not been implemented consistently.
The Influence of Human Resource Development, Leadership Style and Technology on Employee Work Effectiveness at Meninting Health Center	Putra, 2024	This study uses a quantitative method with a cause and effect approach to evaluate the relationship and influence of HR variables, leadership style and technology on employee work effectiveness. The data analysis used is multiple regression analysis.	There is a significant relationship between the three variables with the effectiveness of employee work at Meninting Health Center. Instructional leadership style that includes direction, guidelines, knowledge, motivation, and support from the head of the health center also provides a positive contribution to employee work effectiveness.
The Influence of the Leadership Style of the Head of the Health Center on the Performance of Health Workers at the	Usman, Badiran and Muhammad, 2020	This study used <i>cross-sectional</i> approach. The Population in this study were 52 health workers and it used total sampling method (n=51). Data Analysis that used in this study	This study shows that there is an influence of leadership style, both transactional, transformational and situational on the performance of health workers at the West Peureulak Health

Title	Author, Year	Method	Output
West Peureulak Health Center		was <i>binary logistic regression test</i> .	Center, East Aceh Regency in 2018.
The Relationship between Leadership Style and the Quality of Health Services at Long Ikis Health Center	Murnisiah <i>et al.</i> , 2020	This study used a quantitative method design using a descriptive correlation design through a cross-sectional approach. The number of samples using the total sampling technique amounted to 35 respondents. The instruments used were a leadership style questionnaire (Multifactor Leadership Questionnaire) and a health service quality questionnaire (Service quality)	The results of this study were analyzed using Pearson Correlation which showed that there was a significant relationship between Transformational leadership style and the quality of health services ($p=0.000$), whereas there was no significant relationship between transactional leadership style and the quality of health services ($p=0.128$).
Leadership and Work Motivation of Health Workers at the Yogyakarta City Health Center	Rusmitasari and Mudayana, 2020	Analytical research with cross-sectional study design. This research was conducted in Yogyakarta City. The sample of this research was 289 respondents. Sampling using propotionate stratified random sampling. Data analysis using chi-square test.	The results of the study showed that the leadership applied in the Yogyakarta City Health Center was included in the good category (60.9%) so that the work motivation of health workers in the health center was also high (53.6%). The statistical results with the chi-square test between leadership and work motivation obtained $p = 0.000$ so that it was concluded that there was a relationship between leadership and work motivation in health workers in the Yogyakarta City Health Center.

DISCUSSION

The results of the literature search on the influence of the role and style of leadership on improving the quality of services in health centers show that there is an influence between leadership and the quality of health services in health centers. This is in accordance with research on the influence of leadership located in the Motoling Timur Health Center, South Minahasa Regency, where more than 50% of respondents were of the opinion that the role of leadership was in the good category. One of the factors that influences the success of an agency or organization is due to the influence of leadership. The application of leadership is related to the work motivation of health center officers. The work of officers requires support and motivation from a leader who has good leadership skills⁷.

The influence of good leadership is not only affected by the performance of health center officers, but also has a positive effect on patient satisfaction in a health service, improving the quality of service, competence and infrastructure in research conducted at the Leuwisadeng Health Center. The ability and skills as a leader in a health service have a great influence on achieving organizational goals, one of the indicators is patient satisfaction⁸.

The role of leadership in improving the performance and quality of health center services is also strengthened by

the results of research conducted in Jambi City, which states that leadership in health centers has a very important role in improving performance and quality of service. Poor leadership can cause several obstacles to improving performance, including lack of training and job guidance to improve competence, lack of involvement of health workers in decision making and the implementation of rewards and punishments that have not been implemented consistently⁵.

Leadership in an institution or organization has several leadership styles, among others, the most frequently found is a transformational leadership style that focuses on inspiration, motivation and positive change, the next is a participatory leadership style or commonly known as a democratic leadership style so that it involves more staff in decision making and encourages cooperation in the team. This is in line with a study conducted by Renny at the Kebun Kopi Health Center in Jambi City where it was found that there was a significant relationship between leadership and service quality, the leadership obtained in this study was a transformational leadership style that gave more authority to health center officers and made them less dependent on leaders⁹.

In a study on leadership style towards the performance of health workers at the South Wara Health Center in Palopo City, it was found that in a leadership, leaders can apply several leadership styles, in terms of problem solving leaders often use a participatory leadership style and in

decision making leaders use an instructive leadership style. These two leadership styles turned out to have a moderate relationship in their influence on the performance of health workers at the Health Center. A leader should apply a more flexible leadership style depending on the situation and conditions faced so that the influence of leadership can be felt by the entire team and better performance is realized¹⁰.

In a study conducted at the West Peureulak Health Center, East Aceh Regency in 2018, it was found that all leadership styles have an influence on the performance of health workers¹¹. However, when this leadership style was viewed from its influence on service quality, it was found that transformational leadership style had a significant relationship with service quality and it was in contrast to transactional leadership style, which prioritizes punishment and rewards to encourage subordinate compliance, and did not have a significant influence on improving service quality¹².

In the leadership style study conducted at Meninting Health Center using a cause-effect approach, it was found that there was a significant relationship between leadership style and employee work effectiveness. Instructional leadership style that includes direction, guidelines, knowledge, motivation and support from the head of the health center as the leader provides a positive contribution to employee work effectiveness¹³.

Various leadership styles can be optimally adjusted to different leaders and conditions of health centers, as obtained from the results of a study conducted on the heads of health centers in West Tanjung Jabung Regency. The heads of health centers are generally considered to have carried out their main tasks and functions well. The decision-making system has also actively involved health center staff³. Leadership that is implemented well and adapting leadership skills to the conditions and situations of the health center is found to have a statistically significant influence on work motivation among health workers at the health center¹⁴.

Leadership factors on performance are one of the important factors that support the performance of health workers. Leadership factors could be shown in words and actions or forms of leadership as a meaningful support by strengthening other factors such as facilities and infrastructure that can help improve the performance of health workers¹⁵. Leaders have a big role and influence on the success and progress of an institution or organization. The better and more qualified the leader, the better the management of the institution¹⁶.

CONCLUSIONS

Leadership has a very important influence on improving the quality of services in the Health Center, where it can be assessed from the improvement of the performance of health workers in the Health Center, patient satisfaction

and the quality of health center services. There are also various leadership styles, but a good leadership style is a flexible leadership style adjusted to the situation and conditions in the health center, both health workers and health center services.

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