The Relationship between Inclusive Leadership of the Head of the Room and Job Satisfaction of Nurses in the Inpatient Room of RSI Assyifa Sukabumi

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ARTICLE INFORMATION	**ABSTRACT**
	Introduction: Inclusive leadership emphasizes openness, respect, and appreciation of diversity in the workplace. In healthcare settings, particularly in nursing, leadership style significantly influences job satisfaction and quality of service. However, variations in leadership practices may impact the work environment and staff performance differently. Objectives: This study aimed to analyze the relationship between the inclusive leadership of ward heads and the job satisfaction of nurses in the inpatient rooms of RSI Assyifa Sukabumi. Methods: A quantitative, correlational analytic design with a descriptive approach was used. The study involved 73 nurses selected through stratified random sampling from a total population of 90 nurses. Data were collected using a validated and reliable questionnaire. Univariate analysis was used to describe respondent characteristics, while bivariate analysis using the Chi-Square and Fisher's Exact Test was conducted to examine the relationship between inclusive leadership and job satisfaction. The study was carried out between November and December 2024. Results: Most nurses rated inclusive leadership as good (54.8%) or very good (43.8%), and job satisfaction as good (61.6%) or very good (34.2%). Bivariate analysis showed a statistically significant relationship between inclusive leadership and nurses' job satisfaction (p = 0.041), as determined by Fisher's Exact Test. Conclusions: The findings indicate that inclusive leadership by ward heads is positively associated with nurse job satisfaction. Strengthening inclusive leadership practices can contribute to a more supportive work environment, improved motivation, and better nursing performance, ultimately enhancing patient care quality.

Introduction

Inclusive Leadership is a paradigm shift from traditional leadership approaches. Inclusive leadership emphasizes the importance of creating an environment where individuals from diverse backgrounds feel respected, valued, and empowered. Inclusive leaders demonstrate traits such as empathy, open communication, and a commitment to understanding and utilizing the unique strengths of each team member (Dolphina et al., 2023).

Inclusive leadership and diversity are increasingly recognized as critical factors for organizational effectiveness and innovation. Inclusive leadership, characterized by leaders who value and promote diversity, equality, and inclusion, is danced to improve employee engagement, collaboration, and the overall work environment (Dolphina et al., 2023). Inclusive leadership is positively related to work engagement through various factors. First, inclusive leaders provide support to their employees (Ellyana, 2023) Inclusive leaders always support their followers in doing something to meet their expectations, needs, and desires and realize their ideas (Ellyana, 2023) Second, within the framework of social interaction theory, inclusive leaders provide useful

resources for people to develop knowledge and skills (Ellyana, 2023) Third, inclusive leaders challenge and encourage their followers (Ellyana, 2023).

In reality, it is not uncommon for health workers to feel unwilling to talk about their concerns for fear of being rejected, not listened to, or simply not wanting to cause problems, both with coworkers and superiors (Purba & Margareta, 2023) A study found that there is a habit of blaming each other among health workers which ultimately makes the work environment unhealthy. The supervisor is an entity that plays an important role in creating a healthy work environment, which makes subordinates feel safe to admit and learn from mistakes, both among team members and between work teams (Purba & Margareta, 2023). A work environment with a culture that is safe, open, and free from the habit of blaming each other is very important to have, especially in the health industry which is characterized as a risky job with great responsibility, where a mistake can have a negative impact on individuals, groups, and organizations (Purba & Margareta, 2023).

One of the leadership factors that is currently developing in the midst of diversity and organizational efforts to become more inclusive is inclusive leadership. The concept of inclusive leadership was born from the health sector which was triggered by the phenomenon of medical errors committed by nurses and caused by low perceptions of psychological safety due to superior behavior (Purba & Margareta, 2023) Based on this phenomenon, proposed the construct of *leader inclusiveness* which describes the efforts made by superiors to include subordinates in discussions and decision making. (Nembhard and Edmonson in Purba & Margareta, 2023)

RSI Assyifa Sukabumi is a private Islamic hospital that integrates spiritual values into professional healthcare services. This hospital, established to provide quality care with an emphasis on patient satisfaction and safety, also aims to create a work culture aligned with Islamic ethics. However, based on preliminary interviews conducted with five inpatient nurses at RSI Assyifa, some challenges were identified. Two nurses reported a lack of recognition and appreciation from the head of the ward, particularly regarding work achievement, which negatively impacted their performance. In contrast, two other nurses highlighted that inclusive leadership practices by the head of the room such as routine supervision, open evaluations, and involvement in decision-making had a positive effect on their motivation and work engagement. These variations in experience underline the urgent need to explore the leadership style of ward heads at RSI Assyifa Sukabumi and its impact on nurses' job satisfaction. By identifying whether inclusive leadership is effectively implemented, this study aims to provide evidence-based recommendations to enhance leadership practices at the hospital. Creating a culture of inclusion not only promotes job satisfaction but also supports improved patient care outcomes.

Inclusive leadership ensures that all team members feel recognized and valued in their uniqueness and differences. This reduces the pressure to maintain conformity and, thus, increases the extent to which team members generate, promote, and realize new ideas. (Nurul Aini & Nugrohoseno, 2022)

Based on the above problems, the authors are interested in conducting research entitled "The Relationship between the Inclusive Leadership of the Head of the Room and the Job Satisfaction of Nurses in the Inpatient Room of RSI Assyifa Sukabumi". The objective of this research is to analyze the relationship between the inclusive leadership style applied by the head of the inpatient room and the level of job satisfaction experienced by nurses at RSI Assyifa Sukabumi. Specifically, the study aims to determine whether the presence of inclusive leadership characteristics such as openness, support, involvement in decision-making, and respect for individual differences has a significant influence on improving nurses' job satisfaction in the workplace.

Methods

Data collection was carried out using standardized questionnaires that had been tested for validity and reliability. The validity test showed r-count values greater than 0.3, and the reliability test showed a composite reliability value above 0.7, indicating that the instrument was both valid and reliable. The data collection process was conducted in several stages, including the preparation phase (obtaining research permits and conducting preliminary studies), the implementation phase (providing informed consent and distributing questionnaires), and the data processing phase (editing, coding, data entry, and statistical analysis) (Sugiyono, 2020).

Data analysis was performed using SPSS for Windows version 20. The analysis consisted of univariate analysis to describe the frequency distribution, mean, median, and standard deviation of the variables, and bivariate analysis to examine the relationship between inclusive leadership and nurses' job satisfaction. Initially, the Chi-Square test was used; however, since the test did not meet the assumption requirements (more than 20% of the cells had expected counts less than 5), the Fisher's Exact Test was used as an alternative (Ghozali, 2018). This test was chosen to obtain a more accurate significance result, especially given the small expected frequencies in several categories. The study was conducted from November to December 2024.

Results

1. Univariate Analysis

Based on the results of the research entitled "The Relationship between Inclusive Leadership of the Head of the Room and Nurses' Job Satisfaction in the Inpatient Room of RSI Assyifa Sukabumi," data were obtained regarding the characteristics of respondents, inclusive leadership, and nurses' job satisfaction. The respondents in this study consisted of nurses with two different employment statuses: civil servants (PNS) and contract workers (non-PNS). This distinction is important as employment status can influence job stability, workload perception, career development opportunities, and ultimately job satisfaction. At RSI Assyifa Sukabumi, both contract nurses and PNS nurses play essential roles in the delivery of inpatient services. In this study, the distribution of employment status is also taken into account to provide a comprehensive understanding of the respondent profile and its possible relation to perceptions of leadership and satisfaction at work.

a. Inclusive Leadership

Table1 . Frequency distribution of respondents based on

No.	Inclusive Leadership	Frequency	Percentage (%)
1.	Less	1	1.4%
2.	Good	40	54.8%
3.	Very good	32	43.8%
	Total	**73**	**100.0**

Based on table 5, the frequency of inclusive leadership shows that less inclusive leadership is 1 respondent (1.4%), good inclusive leadership is 40 respondents (54.8%), and very good inclusive leadership is 32 respondents (43.8%).

b. Nurse job satisfaction

Table2 . Frequency distribution of respondents based on nurse job satisfaction

No.	Nurse job satisfaction	Frequency	Percentage %
1	Less	1	1.4%
2	Simply	2	2.7%
3	Good	45	61.6%
4	Very good	25	34.2%

Total		**73**	**100.0**

Based on table 6, the frequency of nurses' job satisfaction shows that nurses' job satisfaction is less as many as 1 respondent (1.4%), nurses' job satisfaction is sufficient as many as 2 respondents (2.7%), nurses' job satisfaction is good as many as 45 respondents (61.6%) and nurses' job satisfaction is very good as many as 25 respondents (34.2%).

2. Bivariate Analysis

Based on the results of research related to bivariate analysis including inclusive leadership of the head of the room with nurse job satisfaction, as follows:

a. The relationship between the Head of the Room's Inclusive Leadership and nurses' job satisfaction

Table3 . The relationship between the head of the room's inclusive leadership and nurses' job satisfaction

Inclusive leadership categories		Nurse job satisfaction		Total
		Simply	Good	
Less	*Count*	1	0	1
	Expected count	.0	1.0	1.0
Good	*Count*	2	70	73
	Expected count	3.0	69.0	72.0
Total	*Count*	3	70	73
	Expected count	3.0	70.0	73.0

Based on Table 7, there are 3 cells (75.0%) that have an Expected count value <0.05. This violates the assumptions of the Chi-Square test, so Fisher's Test is used as an alternative.

b. Fisher's Exact Test of Inclusive leadership and nurse job satisfaction

Table4 . Fisher's Exact Test of inclusive leadership and nurses' job satisfaction

Statistical Test	Value	df	Asymp.sig. (2-sided)	Exact sig (2-sided)
Fisher's Exact Test				.041

Based on Table 8, the Fisher's Exact Test results obtained a p value = 0.041 (p < 0.05) which indicates that there is a relationship between the inclusive leadership variable and nurse job satisfaction. Therefore it can be concluded that Ha is accepted and H0 is rejected.

Discussion

1. Inclusive Leadership of the Head of the Room in the Inpatient Room of RSI Assyifa Sukabumi.

In Tebel 5, it was found that most of the Inclusive leadership in the good category were 40 people or 54.8%, less inclusive leadership was 1 person or 1.4%, and Inclusive leadership in the very good category was 32 people or 43.8%. According to (Dolphina et al., 2023) inclusive leadership has been shown to have a positive impact on team performance and encourage a culture of innovation in organizations. Inclusive leadership fosters an environment where diverse talents and perspectives are valued, leading to increased employee engagement, satisfaction and performance.

Recent studies further reinforce the relevance of inclusive leadership in healthcare settings. Fu et al., (2022) emphasized that inclusive leadership significantly fosters employee creativity through the creation of psychological safety and a work environment that values multitasking (polychronicity). This is particularly vital in hospitals, where dynamic challenges require continuous innovation and adaptability. Meanwhile, Jin et al., (2022) found that inclusive leadership indirectly reduces implicit absenteeism among nurses by enhancing psychological

coherence a key factor in coping with workplace stress and maintaining engagement. Additionally, Ali et al., (2024) revealed a strong positive correlation between inclusive leadership and emotional intelligence among staff nurses, demonstrating that nurse managers who practice inclusion can strengthen emotional competencies, foster trust, and increase team effectiveness. These findings collectively affirm that inclusive leadership is not only a managerial style but a strategic necessity for improving psychological resilience, creative behavior, and interpersonal relationships in healthcare organizations.

It can be concluded that the inclusive leadership of the ward heads at RSI Assyifa Sukabumi is generally in the good to very good category, indicating that the ward heads have implemented most of the principles of inclusive leadership, such as openness, support, and appreciation for the diversity of team members. This reflects the management's genuine efforts to build a supportive and collaborative work environment. However, the presence of one respondent who rated leadership as "poor" indicates that there is still room for improvement, particularly in the consistency of applying inclusive values across all service units. The researcher suggests that strengthening training and conducting regular evaluations of ward managers' leadership styles is necessary to enhance consistency in nurses' work experiences across all inpatient wards.

2. Job Satisfaction of Nurses in the Inpatient Room of RSI Assyifa Sukabumi.

In table 6, it was found that most of the nurses' job satisfaction was in the good category as many as 45 people or 61.6%. with a category of less 1 person 1.4%, job satisfaction in the moderate category 2 people or 2.7% and job satisfaction in the excellent category 25 people 34.2%.

Factors that affect job satisfaction according to (Siska & Hendri, 2019) which have been researched previously, the factors that affect job satisfaction of nurses at RSUD Wamena are incentives, competence, and adequate facilities. But each individual worker has different characteristics, so the level of job satisfaction is different and in the end, the impact is not the same from one to another.

According to (Ike Prafita Sari et al., 2022) nurse job satisfaction is the attitude or feelings of employees towards pleasant aspects of work in accordance with the assessment of each job. Job satisfaction is a person's emotional attitude and reaction to his working conditions. Job satisfaction of nurses has a major influence on organizational productivity both directly and indirectly.

To achieve better results, it is necessary to maintain this job satisfaction because it can have a positive impact on the performance of nurses in providing services to patients.

It can be concluded that the level of job satisfaction among nurses in the inpatient ward at RSI Assyifa Sukabumi is generally in the good to very good category, reflecting that most nurses feel comfortable and satisfied with their working conditions, including aspects such as the work environment, workplace relationships, and managerial support. This indicates that the hospital has made efforts to create a work environment that supports the well-being of nurses. However, the presence of a small number of nurses who rate their job satisfaction at moderate to low levels indicates that there are still aspects that require further evaluation, such as the reward system, workload, or communication patterns with superiors. The researchers assess that maintaining and even improving nurses' job satisfaction is crucial for ensuring the sustained quality of patient care, as well as enhancing the loyalty and performance of healthcare staff at RSI Assyifa Sukabumi.

3. The Relationship between Inclusive Leadership and Job Satisfaction of Nurses in the Inpatient Room of RSI Assyifa Sukabumi.

Table 7 is the result of the *Chi-Square statistical test* and *Fisher's Test*. From the test results above, it shows that the *Exact sig (2-sided)* value is 0.041 or it can be said that the table above is

<0.05 so that Ha is accepted, which means that there is a relationship between Inclusive leadership related to Nurse Job Satisfaction in the Inpatient Room of RSI Assyifa Sukabumi.

Other studies also reinforce that inclusive leadership directly contributes to increased job satisfaction by strengthening the perceived "insider" status of employees. Shah et al., (2022) show that inclusive leadership increases employees' perception of being part of the core of the organization, which implies a decrease in withdrawal behavior and an increase in loyalty and work motivation. In addition, Nikpour et al., (2022) emphasize the importance of inclusive leadership in creating a fair and diverse work culture, which further strengthens employees' sense of belonging and satisfaction, particularly in the healthcare context. Meanwhile, a study by Du et al., (2024) in the nursing context also underscores that leaders who apply inclusive principles such as openness, cultural sensitivity, and team empowerment are better able to build healthy and sustainable working relationships. These three findings support the notion that the implementation of inclusive leadership by ward managers not only impacts organizational goals but also creates a more humane and satisfying work environment for nurses.

In this study, significant results were obtained (p=0.041, a<0.05) so it can be seen that H_a is accepted, namely the relationship between the Inclusive Leadership of the head of the room with the job satisfaction of nurses in the Inpatient Room of RSI Assyifa Sukabumi.

Conclusion

Based on the results of research and discussion regarding the relationship between the inclusive leadership of the head of the room with nurses' job satisfaction in the inpatient room of RSI Assyifa suabumi, it can be concluded as follows: The results of the research that have been carried out show that the description of Inclusive leadership in the inpatient room of RSI Assyifa Sukabumi shows that most of the Inclusive leadership is in the good category as many as 40 people or 54.8% of the total of 73 respondents. The results of the research that have been carried out show that the description of job satisfaction of nurses in the inpatient room of RSI Assyifa Sukabumi shows that most of the job satisfaction is in the good category as many as 45 people or 61.6% of the total of 73 respondents. It can be concluded that there is a relationship between the inclusive leadership of the head of the room with nurse job satisfaction in the inpatient room of RSI Assyifa Sukabumi with the results of the *Fisher's Exact Test test* obtained a value of p = 0.041 (p <0.05). The results showed that there is a relationship between the inclusive leadership of the head of the room and the job satisfaction of nurses in the inpatient room of RSI Assyifa Sukabumi.

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