

The Influence of Adaptive Leadership Style on Medical Team Effectiveness in Emergency Situations: A Case Study in the Emergency Unit

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Abstract

This study aims to investigate the influence of adaptive leadership style on medical team effectiveness in emergency situations in the Emergency Unit. This study uses a case study method with a qualitative approach. The results show that adaptive leadership style has a positive influence on medical team effectiveness in dealing with emergency situations. Characteristics of adaptive leaders such as strategic thinking, leading with empathy, and learning through self-correction can improve nurse performance and help medical teams deal with emergency situations more effectively. This study provides important implications for leadership development in the context of emergency healthcare services

Keywords: Adaptive Leadership Style, Medical Team Effectiveness, Emergency Situations, Emergency Unit.

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INTRODUCTION

Emergency situations in hospitals are highly complex and demand swift and effective responses. In such cases, medical teams must collaborate efficiently to deliver optimal care to patients. Effective leadership plays a crucial role in enhancing the effectiveness of medical teams in emergency scenarios. It supports collaboration, facilitates sound decision-making, and ensures high-quality patient care (Herman, et al., 2014). Adaptive leadership is one style that can enhance medical team effectiveness during emergencies. This leadership style enables leaders to adjust to changing situations and lead teams effectively. In emergency settings, adaptive leadership helps teams face challenges more competently. Adaptive leaders can make appropriate decisions, manage stress, and motivate their teams toward collaboration.

Studies on adaptive leadership have shown its potential to boost team effectiveness in various contexts, including emergencies. However, limited research has specifically addressed its influence on medical teams during hospital emergencies. Thus, this study aims to explore the impact of adaptive leadership on the effectiveness of medical teams in Emergency Units. Understanding this influence can help improve the quality of emergency healthcare services and enhance patient outcomes. This research is expected to contribute to leadership development in emergency healthcare and improve medical team effectiveness during crises.

In recent years, hospital emergency situations have become increasingly complex,

requiring more effective management. Hence, this study is essential to improve team responses and optimize patient care. Adaptive leadership can be a key factor in enhancing medical team performance, and this research seeks to contribute meaningfully to leadership practices in emergency healthcare contexts. Previous studies support the idea that adaptive leadership improves team effectiveness across various environments. For example, Yukl (2013) highlighted how adaptive leadership enhances team performance and fosters innovation. Heifetz and Linsky (2002) also emphasized that adaptive leadership helps leaders navigate complex situations. Despite these findings, there remains a lack of specific research on adaptive leadership's role in hospital emergency departments. Therefore, this study focuses on examining how adaptive leadership influences the effectiveness of medical teams in such settings.

According to Sulisitiya (2013), leadership in educational institutions, including school principals, plays a vital role in determining the quality of education. School leadership involves influencing, encouraging, guiding, directing, and mobilizing teachers, staff, students, parents, and other stakeholders toward achieving set goals.

Gary Yukl (as cited in Sagala, 2013) defines leadership as the process of influencing and translating the desires of members or followers, focusing on organizational goals through motivation, maintaining cooperation, and supporting groups inside and outside the organization. Similarly, McFarland (in Sagala, 2013) describes leadership as a process where leaders give directions, guidance, and influence others in achieving predetermined goals.

There are several leadership theories as cited in Saputra (2013):

1. Trait/Competency Theory

This theory views specific traits as essential in distinguishing leaders from non-leaders. McShane and Von Glinow (2005) list seven traits of effective leaders: emotional intelligence, integrity, drive, leadership motivation, self-confidence, intelligence, and business knowledge.

2. Behavioral Theory

This theory examines how leadership behavior affects performance. It includes studies from Michigan, Ohio, the Managerial Grid/Leadership Grid, and Leader-Member Exchange Theory.

3. Contingency Theory

This theory posits that effective leadership depends on the context. It includes:

4. Path-Goal Theory:

Leaders affect employee satisfaction and performance by motivating them.

5. Situational Leadership Model (Hersey and Blanchard)

Effective leaders adapt their style based on follower readiness.

6. Transformational Leadership: As proposed by Pierce and Newstrom, this leadership style inspires change and guides organizations through rapid transformation (Saputra, 2013).

Hospital

A hospital is a healthcare facility that provides services to the community by delivering professional nursing care in accordance with health service standards (Masna et al., 2017). According to the Ministry of Health regulation as cited in Ahdan and Hidayah (2021), professional nursing services are an integral part of healthcare services. Debby et al. (2023) state that human resources are a crucial support for the quality of services in hospitals. Simbolon (2021) emphasizes that nurses are essential human

resources as they represent the hospital's services and constitute the largest proportion of healthcare personnel. Nurses accompany patients 24 hours a day in delivering comprehensive care (Sari et al., 2023).

According to Jenusi, Amir, and Suhardi (2021), the emergency department (ED) is one of the critical units in a hospital. The ED demands high-level critical thinking, as patients often arrive in urgent and life-threatening conditions, requiring prompt and precise intervention. Work stress is closely related to nurses in the ED due to the heavy burden of patient care they carry (Taha & Hutabarat, 2023). The workload of nurses significantly impacts the quality of service provided. Thus, effective leadership is required to reduce workload through enhancing nurses' motivation in the emergency department (Sabaruddin et al., 2023).

Yusmahendra and Yusnilawati (2023) emphasize that leadership is the skill of a leader to influence the nurses under their supervision. Leadership plays a role in assigning tasks appropriately, thereby ensuring that nursing care is delivered according to established plans. Leadership style influences discipline, employee performance, work motivation, job satisfaction, team collaboration, and organizational culture (Susanty & Baskoro, 2012; Rosalina & Wati, 2020; Yuliana, Arwin, & Pratiwi, 2020; Sari & Muhtadi, 2023), all of which contribute to improving the quality of services in the emergency department.

Based on the explanations above, the researcher is interested in examining whether leadership style truly affects employee performance, particularly in the emergency department.

In emergency handling, the encouragement and motivation provided by a leader are key elements of leadership style. In such critical situations, a leader must engage all team members, including nurses, in formulating strategies and actions needed to address emergencies. The support and motivation offered by the leader in these scenarios can significantly boost the team's spirit and involvement. Furthermore, effective communication during emergencies is vital for quickly obtaining accurate information and for educating the public about appropriate actions to take. With the right leadership style, teams can foster an environment in which members feel empowered to share information and opinions, thereby enhancing the team's overall efficiency.

An effective leadership style should allow every individual to have authority, responsibility, active participation, the opportunity to speak, and equal chances to provide feedback (Putri, Muzaini, & Supriadi, 2023). According to Pratiwi and Manafe (2022), employee performance has a positive correlation with the leadership style applied within an organization. Leadership style influences discipline, employee performance, motivation, job satisfaction, teamwork, and organizational culture (Susanty & Baskoro, 2012; Rosalina & Wati, 2020; Yuliana, Arwin, & Pratiwi, 2020; Sari & Muhtadi, 2023), all of which are factors that support the delivery of higher-quality services in emergency departments.

METHOD

This study employed a literature review method, in which newspaper articles related to the influence of leadership styles on hospital management effectiveness were collected. A literature review is a process of evaluating, summarizing, and analyzing previous research that has been conducted and published by scholars on a specific topic.

RESULT AND DISCUSSION

Table 1. Results of the Literature Review

NO	TITLE	AUTORS	METHOD	FINDINGS
1.	The Influence of Leadership Style and Internal Communication on Doctors' Performance (Case Study at Dustira Hospital, Cimahi)	Septiana Maulana Sodikin, Muhardi	This research used a descriptive approach to describe leadership style, internal communication, and doctors' performance at Dustira Hospital. It also applied a verificative method with multiple regression analysis to test the relationship and influence between variables. The explanatory research collected data through questionnaires from 48 doctors, and analysis included validity, reliability, classical assumption, and regression tests.	The study found that both leadership style and internal communication had a positive and significant effect on doctors' performance at Dustira Hospital, with contributions of 56.3% and 36.7% respectively. This implies that better leadership and communication lead to improved doctor performance. Transformational leadership and effective communication can motivate and foster harmonious relationships between leaders and subordinates, thereby enhancing creativity, work enthusiasm, and overall organizational effectiveness.
2.	The Influence of Leadership Style on Nurses' Performance in Patient Safety in the Inpatient Unit of Panembahan Senopati Regional Hospital	Desi Fitriana, Mahfud, Imram Radne, Fatma Siti	This study adopted an analytical quantitative design with a cross-sectional approach. From a population of 157 nurses, 128 were selected using simple random sampling. Leadership style was measured through seven dimensions (e.g., inspirational motivation, contingent reward), and nurse performance was assessed using six nursing performance dimensions on a 5-point Likert scale. Data were analyzed using the Kendall-Tau test.	The majority of respondents rated the leadership style as "good" (74.2%) and nurse performance as "good" (94.5%). A significant positive relationship was found between leadership style and nurse performance, with a correlation coefficient of 0.408 and a p-value below 0.05. This suggests that effective leadership improves nurse performance in maintaining patient safety.

3.	The influence of Transformational Leadership Style and Job Satisfaction on Nurses' Performance at Lasinrang General Hospital, Pinrang Regency	M. Harisa Pawerangi, Baso Amang, Nurpadila	This study used a descriptive and quantitative analysis approach with multiple linear regression to assess the effect of Transformational Leadership Style (X1) and Job Satisfaction (X2) on Nurses' Performance (Y). Primary data were collected through observation, interviews, discussions, and direct questionnaires. Instrument validity was tested using Pearson correlation with 5% significance, where items were considered valid if $r > 0.3$ or $p < 0.05$.	The results indicated that Transformational Leadership Style had a significant effect on nurses' performance ($t = 3.017$, $p = 0.003$), supporting the alternative hypothesis (H1 accepted). However, job satisfaction did not show a significant effect ($t = -0.953$, $p = 0.342$), hence the null hypothesis (H0) was accepted for this variable.
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Discussion

The study conducted by Desi Fitriana et al. (2023) revealed the impact of leadership style on nurses' performance in ensuring patient safety in the inpatient unit of Panembahan Senopati Regional Hospital. Based on the Kendall Tau statistical test, a p-value of 0.000 ($p < 0.05$) was obtained, indicating a significant relationship. The correlation coefficient of 0.408 suggests a moderate and positive correlation. This confirms that leadership style plays an essential role in enhancing nurses' performance related to patient safety. According to Kartono (2011), effective leadership contributes to motivating staff, coordinating actions, and uniting members of the organization to achieve common goals. The influence of leadership style – especially transformational leadership – was also found to be positive and significant on doctors' performance, including contracted general practitioners.

With leaders who are capable of inspiring and motivating their subordinates, doctors' performance improves as they become more enthusiastic in carrying out their duties. A leader acts as a navigator and rhythm-setter within an organization. Moreover, effective communication is a key factor influencing employee performance, as it fosters a harmonious relationship between managers and staff. The research also demonstrated a significant influence of leadership style and internal communication on doctors' performance. Therefore, it can be concluded that leadership style affects nurse performance, particularly in the aspect of patient safety.

The study conducted by Septiana Maulana and colleagues (2023) showed a positive and significant influence of leadership style on doctor performance at Dustira Hospital Cimahi, with a significance value of 0.000. The findings also reported a β value of 0.922 and a contribution of 56.3%, indicating that leadership style accounts for 56.3% of the variance in doctors' performance. However, the study also indicated that there are other factors

influencing doctor performance at Dustira Hospital beyond leadership style.

This suggests that if leadership style at Dustira Hospital is further improved, doctors' performance will also increase. Given the significance value of 0.000, this study implies that leadership style has a statistically significant impact on doctors' performance, supporting the generalization that leadership style positively affects doctors' performance not only in Dustira Hospital but potentially in other hospitals as well.

The research conducted by M. Harisa Pawerangi et al. (2023) indicated a significant effect of transformational leadership style on nurses' performance. This was evidenced by the comparison between the t-value (3.017) and the t-table value (1.666), along with a significance level of 0.003, which is below 0.05. Hence, it can be concluded that transformational leadership style has a significant positive influence on nurses' performance, leading to the acceptance of the first hypothesis in the study.

In contrast, the analysis of the Job Satisfaction variable yielded a t-value (-0.953) that was lower than the t-table value (1.666), and a significance value (0.342) greater than 0.05. This indicates that Job Satisfaction does not significantly influence nurses' performance, thus rejecting the second hypothesis of the study. Conversely, the first hypothesis – which states that leadership style affects nurses' performance at Lasinrang General Hospital in Pinrang Regency – was accepted. The study utilized two independent variables: leadership style (X1) and job satisfaction (X2). The results show that leadership style (X1) has a positive and significant influence on nurse performance, while job satisfaction (X2) does not have a significant effect.

CONCLUSION

Leadership style plays a highly significant role in determining the effectiveness of hospital management, the performance of nurses and doctors, as well as the quality of patient care. Research indicates that effective leadership – particularly transformational leadership – can enhance morale, motivation, and subordinate performance, ultimately leading to improved patient safety and satisfaction. Conversely, ineffective leadership often results in poor coordination, increased errors, and a decline in service quality.

Multiple studies reinforce the notion that leadership style has a substantial and statistically significant influence on the performance of both doctors and nurses, contributing greatly to the achievement of organizational goals. Additionally, strong internal communication, continuous training, and a supportive work environment are also critical success factors. However, some studies have shown that an unsupportive organizational culture or weak leadership may have minimal or even negative impacts unless balanced by other factors such as employee integrity and consistent work habits.

When properly implemented, an appropriate leadership style can foster harmonious relationships between leaders and subordinates, boost morale, and create a collaborative atmosphere that supports continuous improvement in healthcare services.

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