



LEADERSHIP MANAGEMENT OF THE HEAD OF PUBLIC HEALTH CENTER (*SYSTEMATIC LITERATURE REVIEW - SLR*)

Ii Puji Herianto^{1*}, Naf'an Tarihoran², Enung Nugraha³

^{1,2,3}UIN Sultan Maulana Hasanuddin Banten

Email: 243625226iipujiherianto@uinbanten.ac.id¹, nafan.tarihoran@uinbanten.ac.id², enung.nugraha@uinbanten.ac.id³

Abstract

This study discusses the leadership management of the head of the Public Health Center (Puskesmas) through the *Systematic Literature Review* (SLR) approach with the PRISMA method. This study aims to investigate how the leadership style of the head of the Health Center influences the quality of health services and organizational effectiveness. The study's findings show that transformational and participative leadership help raise the health workers' job satisfaction, team coordination, and motivation. Nevertheless, the primary impediments to optimizing leadership are a variety of challenges, including a lack of managerial training, limited resources, and obstacles in policy implementation. Consequently, a strategy is required to enhance leadership capacity using ongoing training, the strengthening of data-based management systems, and policy reforms that support the effectiveness of Community Health Centers as the centre of public health services. This study offers stakeholders recommendations for enhancing leadership management in Community Health Centers to achieve more optimal health services.

Keywords: Leadership management, head of health centre, SLR, organizational effectiveness, health services.

INTRODUCTION

A critical factor in enhancing the quality of health services and the organisation's effectiveness is the leadership management of the head of the Public Health Center (Puskesmas). The Head of the Health Center is accountable for the optimal operation of health policies, developing service strategies, and managing human resources (HR). The Health Center's director must implement management principles, such as planning, organizing, directing, and controlling, to ensure that the organization operates by its established objectives. Sari (2020) posits that enhancing employee performance is closely linked to implementing effective management functions by the Health Center's head. The mutually sustainable elements of management influence the organization's overall effectiveness.

Apart from the management aspect, leadership is also a very influential element in determining the success of a Community Health Center. The Head of the Health Center not only acts as a manager who regulates the work system but also as a leader who can inspire, guide, and motivate health workers in carrying out their duties. Hidayat and Sari (2025) explained that a transformational leadership style, which emphasizes providing inspiration, motivation, and individual attention to subordinates, has a significant positive relationship with the performance of health workers. On the other hand, a transactional leadership style oriented towards providing rewards and punishments based

on performance has also been found to impact employee productivity (Salam et al., 2020). Therefore, the head of the Health Center must be able to apply a combination of leadership based on the team's characteristics and the organization's needs.

To comprehend the impact of leadership on the performance of health workers and the quality of services, research has been conducted in numerous regions of Indonesia on the leadership management of heads of Community Health Centers. For instance, it demonstrates that the Health Center's director's leadership style directly affects employees' performance in providing health services to the community (Salam et al., 2020). This research demonstrates that effective leadership enhances individual performance and influences the health system's sustainability in a broader sense.

The success of the leadership of the head of the Health Center cannot be separated from various factors that influence it. One of the main factors is managerial training and development. Heads of Community Health Centers who have participated in leadership and management training are more effective in managing the organization. The training program organized by the Ministry of Health covers various aspects, such as resource management, financial management, and health data governance, which contribute to improving the competence of Puskesmas heads in carrying out their roles (Ministry of Health of the Republic of Indonesia, 2020). In addition, a strong organizational culture is also a factor that supports employee performance. A positive work culture will create a conducive work environment, increase employee loyalty, and strengthen the sense of responsibility in carrying out tasks. However, several Puskesmas still have monitoring mechanisms, which cause violations of work regulations and procedures (Siregar, 2020).

The leadership style of the Health Center's head is also a significant factor that is closely associated with employee motivation. Leaders who can express encouragement and appreciation for employee performance will foster a more productive work environment and be more focused on achieving organizational objectives. Simanjuntak (2020) asserted that the Health Center has a strong relationship between leadership, motivation, and employee performance, with participatory leadership and empowering employees contributing to increased work motivation. Additionally, the involvement of health workers in decision-making is a factor that supports leadership effectiveness. The Head of the Health Center, who provides opportunities for health workers to participate in decision-making, will foster a greater sense of ownership and responsibility for achieving organizational objectives (Sari et al., 2021).

Based on various research findings, the leadership management of the head of the Health Center is a very influential factor in the success of public health services. Applying good management principles, optimal HR management, and leadership styles that are to the organization's needs are the main keys to improving the performance of health workers. In addition, various factors such as leadership training, organizational culture, employee motivation, and involvement in decision-making also have an important role in determining leadership effectiveness in the Health Center. Therefore, ongoing efforts are needed to improve the leadership capacity of the heads of Community Health

Centers so that they can respond to challenges in health services and improve the quality of services for the community.

The phenomenon underlying the research on leadership management of heads of Public Health Centers is rooted in the challenges faced in managing primary health services. Community health centres, as the spearhead of health services in Indonesia, have a strategic role in improving the quality of public health. However, various studies show that the effectiveness of Puskesmas services still depends heavily on the leadership of the Puskesmas head. One striking phenomenon is the variation in the effectiveness of the Puskesmas head's leadership, which directly affects the performance of health workers and the quality of services provided to the community. Some Puskesmas heads can apply a leadership style that encourages optimal employee performance, while others face obstacles in carrying out their managerial functions. According to research by Salam et al. (2020), Puskesmas heads who apply a transformational leadership style tend to increase employee motivation and performance. On the other hand, transactional leadership can also have a positive impact, especially in terms of discipline and work productivity.

Another phenomenon is the human resources (HR) management inequality in Community Health Centers. Although the Community Health Center has a management system based on minimum service standards (SPM), challenges are still found in allocating tasks, supervising, and improving health workers' competence. Sari's research (2020) revealed that several Community Health Centers still face problems in planning and organizing health workers, which results in uneven workload and low service efficiency. In addition, the training and leadership development factor is an important concern in this phenomenon. Heads of health centres who have received managerial training show better ability to manage organizations than those who have not. The Indonesian Ministry of Health (2020) noted that many heads of Community Health Centers still have not received comprehensive management training, which impacts strategic decision-making and financial management limitations.

From these various phenomena, the leadership of the head of the Community Health Center is a crucial factor in determining the success of primary health services. Therefore, research on the leadership management of the head of the Community Health Center is very relevant in efforts to improve organizational effectiveness and the quality of public health services. The following is a table containing problems in research regarding the leadership management of the head of the Community Health Center:

Table 1 Research Problems

No.	Research Problem	Problem Description
1.	Variation in the effectiveness of the leadership of the head of	Not all health center heads can implement effective leadership in managing health workers and improving the quality of services. Differences in leadership styles impact health workers' performance

No.	Research Problem	Problem Description
	the health centre	and patient satisfaction.
2.	Inequality in human resource management	Several Community Health Centers have difficulty planning and allocating health workers, which results in an uneven workload and reduces health services' efficiency.
3.	Lack of managerial training for heads of health centres	Not all heads of Community Health Centers receive comprehensive leadership and management training, which affects their ability to make strategic decisions.
4.	Unsupportive organizational culture	Differences in work culture in each health centre affect the motivation and loyalty of health workers. Health centres with weak organizational cultures tend to have lower levels of productivity.
5.	Low involvement of health workers in decision-making	Heads of Community Health Centers who do not involve health workers enough in decision-making often face obstacles in creating a harmonious and collaborative work environment.
6.	Limitations in the performance monitoring and evaluation system	Some Community Health Centers do not have an optimal performance evaluation system, making it difficult to measure the effectiveness of leadership and the success of the health programs being implemented.
7.	Lack of transparency in budget management	Heads of Community Health Centers in several regions experience obstacles in transparent financial management, which can impact the effectiveness of health service operations and programs.

This table illustrates various problems in Puskesmas leadership and their impact on organizational effectiveness and the quality of health services. Various challenges, such as limited resources and lack of leadership training, can affect the performance of health workers and services to the community, thus requiring appropriate solutions.

The performance of health workers and the effectiveness of health services at the primary level have been influenced by the leadership management of the head of the Health Center, as evidenced by a variety of studies. These studies encompass a variety of topics, including the impact of leadership style on the motivation of health workers and the factors that affect the effectiveness of leadership in the Health Center environment. The subsequent table provides a concise summary of seven studies that are pertinent to the leadership management of the Health Center's director.

Table 2. Research Related to Leadership Management of Health Center Heads

No.	Study	Description
1.	Anwar, U., & Ali, A. (2023). The Influence of the Leadership Style of the	This study analyzes the influence of the Health Center's head of leadership style on the

No.	Study	Description
	Head of the Health Center on the Performance of Health Workers at the Polewali Health Center, Polewali Mandar Regency. <i>Journal of Management</i> , 3(1), 72-81.	performance of health workers at the Polewali Health Center. The results show that transformational leadership style positively correlates with increased performance.
2.	Salam, J., Ikhtiar, M., & Nurhayani. (2020). The Influence of the Leadership Style of the Head of the Health Center on the Performance of Health Workers at the Peureulak Barat Health Center. <i>JUMANTIK Journal</i> , 5(1), 25-33.	This study explores the relationship between the health center head's leadership style and the performance of health workers at the Peureulak Barat Health Center. Transformational leadership was found to be significantly related to better performance.
3.	Sari, D. (2020). Management Function of Head of Health Center and Performance of Health Center Employees. <i>Health Journal</i> , 10(2), 104–110.	This study examines how management functions carried out by the head of the Health Center affect employee performance. The results show that effective planning and organizing by the head of the Health Center improves employee performance.
4.	Makatumpias, G., Gosal, TAMR, & Pangemanan, SE (2017). The Role of the Head of the Health Center in Improving the Performance of State's's Civil Apparatus. <i>Executive Journal</i> , 1(1), 1–14.	This article discusses the Health Centre head's role in improving the State Civil Apparatus (ASN) performance in the Health Center environment. Effective leadership was found to contribute to improving ASN discipline and productivity.
5.	Yoga, AF (2019). The Role of Leadership of the Head of the Health Center in Improving the Performance of State's Civil Apparatus at the Kuin Raya Health Center. <i>Journal of Health Service Management</i> , 2(1), 45-55.	This study evaluates how the head of the Health Center's leadership role affects the performance of ASN at the Kuin Raya Health Center. The results show that good leadership improves the quality of health services.
6.	Hidayat, R., & Sari, D. (2025). The Influence of Transformational Leadership Style on Nurse Performance. <i>Journal of Professional Nursing Research</i> , 7(1), 1-8.	This study examines the effect of transformational leadership on nurses' performance. It finds that transformational leadership significantly improves nurses' performance in providing services.
7.	Sari, D., Gosal, TAMR, & Pangemanan, SE (2021). The Role of Leadership in Health Centers on Organizational	This article examines how leadership roles in Puskesmas affect organizational performance and the quality of health services. The results show that

No.	Study	Description
	Performance and Quality of Health Services. <i>Journal of Health Service Management</i> , 7(1), 45-58.	effective leadership contributes to improving service quality.

Although various studies have been conducted on the influence of the leadership style of the head of the Community Health Center on the performance of health workers and organizations, several research gaps remain to be explored. One aspect that has not been widely discussed is contextual variation in leadership. Most studies focus more on Community Health Centers in certain areas without considering how geographic, cultural, and social factors can influence the effectiveness of leadership styles in different regions. Therefore, further research is needed to understand leadership dynamics in a broader context.

In addition, the research methods used in many studies tend to be quantitative, providing only an overview of the relationship between leadership and performance in the form of numbers and statistics. Meanwhile, a qualitative or mixed methods approach can provide deeper insights into how interactions between the head of the Community Health Center and health workers occur in daily practice and the factors that influence them. Thus, research using qualitative methods or a combination of quantitative methods can provide a more holistic understanding of leadership in Community Health Centers.

Furthermore, most existing studies only evaluate the impact of leadership in the short term without considering its long-term effects on health worker performance and service quality. Therefore, longitudinal research is needed to understand how various leadership styles can affect the development of Puskesmas organizations over a longer period. Thus, it can be known whether a particular leadership style has a sustainable impact or is only temporary.

Intervention and leadership training are also restricted. Only a handful of studies currently assess the efficacy of leadership training programs for health centre directors. Ultimately, implementing a well-designed leadership training program can significantly influence the performance of health workers and the quality of public health services. It can also serve as a valuable strategy for enhancing the managerial capacity of Puskesmas heads. Consequently, additional research is required to create and assess various intervention programs that can enhance leadership abilities in Puskesmas.

Based on various studies that have been conducted, the leadership management of the head of the Community Health Center has a crucial role in determining the effectiveness of primary health services. The leadership style applied not only impacts the performance of health workers but also influences the quality of services provided to the community. However, various challenges are still various challenges are still faced, including limited resources, differences in demographic and cultural characteristics, and a lack of ongoing leadership training for Puskesmas heads. Therefore, further research is needed to identify the most effective leadership strategies in the context of

Puskesmas so that appropriate policy recommendations can be generated to improve the health service system at the primary level.

LITERATURE REVIEW

Transformational Leadership

Transformational leadership is a leadership style in which the leader works with the team to identify the need for change, creates an inspiring vision, and implements the change together with group commitment. Patarru, et.al., (200) statd that in transformational leadership, a leader works with the team to find the changes that need to be made, creates a vision that will inspire others, and implements the change together with a committed group.

Human Resource Management in Health Services

In the health sector, human resource management (HRM) is the management of personnel to guarantee competent and high-quality services. As Hanafiah (2023) underlined, analyzing the needs of health professionals is a vital first step in creating a quality and sustainable health system. By knowing community needs and current capacities in providing health services, appropriate strategies can be developed and carried out to guarantee sufficient availability of health professionals.

Situational Leadership

According to situational leadership theory, the capacity of the leader to modify his/her leadership style based on the circumstances and the needs of his/her subordinates determines the effectiveness of the leadership. An excellent leader can evaluate the circumstances and decide on the best course of action to inspire and guide his or her team (Safariningsih et al., 2023). This method helps leaders be more sensitive to shifting dynamics inside medical companies.

METHOD

This paper examines several studies on the leadership management of the head of the Community Health Center using the Systematic Literature Review (SLR) methodology. The SLR approach was selected because it lets academics methodically and transparently find, assess, and combine data from several pertinent sources (S Snyder, 2021). This strategy also seeks to deepen knowledge of the elements influencing the head of the Health Center's leadership style and its efficacy.

Types of research

This research is qualitative and based on a literature review using *the Systematic Literature Review (SLR) method*. Qualitative research aims to understand phenomena in depth by analysing texts and concepts found in academic literature (Xiao & Watson, 2019). This approach allows for the

exploration of various leadership models that have been applied in community health centres and their effectiveness in improving health worker performance and service quality.

Data source

This study's data sources include scientific journal articles, conference proceedings, academic books, and research reports published between 2020 and 2025. The articles used come from trusted scientific databases such as Scopus, Web of Science, PubMed, and Google Scholar. Researchers apply inclusion and exclusion criteria in the literature selection process to ensure that only relevant and high-quality literature is analyzed (Paul & Criado, 2020).

Data collection technique

Data was collected using a systematic search method using relevant keywords, such as *leadership of the head of the Health Center*, *leadership management in primary health services*, and *the influence of leadership on the performance of health workers*. The search process followed the PRISMA (Preferred Reporting Items for Systematic Reviews and Meta-Analyses) approach to ensure that study selection was conducted objectively and systematically (Moher et al., 2020).

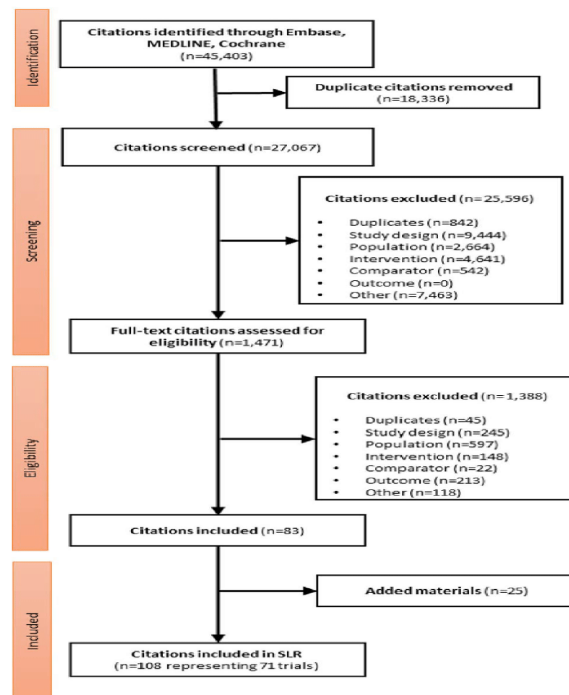
Data Analysis Techniques

This study's data analysis was conducted using **content** analysis techniques, which aim to identify patterns, themes, and research gaps in the collected literature. This technique allows researchers to understand previous research trends and group findings based on key themes, such as leadership style, leadership effectiveness, and challenges in Puskesmas management (Elo & Kyngäs, 2020).

Analysis Framework

The analytical framework in this study refers to the leadership model in health service organizations, which includes aspects of transformational, transactional, and situational leadership. This model is used to classify various research findings analyzed and to identify the relationship between the head of the Health Center's leadership and organizational effectiveness and service quality (Northouse, 2021).

With a systematic and evidence-based method, this study is expected to significantly contribute to identifying effective leadership strategies for heads of Community Health Centers to improve the performance of health workers and the quality of services for the community.



(Preferred Reporting Items for Systematic Reviews and Meta-Analyses) flowchart to comprehensively describe the systematic literature review (SLR) process. This diagram explains the stages, starting with source identification, duplication removal, screening based on inclusion and exclusion criteria, eligibility assessment, and selection of the final studies analyzed. With this approach, the selection process becomes more transparent, systematic, and replicable, ensuring the reliability and validity of the research results obtained. Figure 1 PRISMA flow diagram of the SLR (systematic literature review)

FINDINGS

The results of the Systematic Literature Review (SLR) study on the leadership of the head of the Community Health Center include factors that influence leadership effectiveness, its impact on health workers, and strategies for improving the quality of health services in primary care facilities.

Table 3 Results of SLR in Research

No	Year	Reference	Title	Research Questions/Assumptions
1	2021	Anwar & Ali (2023)	The Influence of the Leadership Style of the Head of the Health Center on the Performance of Health Workers at the Polewali Health Center	1. How does the leadership style of the head of the Community Health Center affect the performance of health workers? 2. What factors contribute most to the effectiveness of the leadership of the head of the Community Health Center?

No	Year	Reference	Title	Research Questions/Assumptions
				3. What is the relationship between the leadership of the head of the Community Health Center and the job satisfaction of health workers?
2	2020	Salam et al. (2020)	The Relationship between Transformational Leadership and Job Satisfaction of Health Workers at Peureulak Health Center	1. Does the transformational leadership of the head of the Community Health Center contribute to the job satisfaction of health workers? 2. ' job satisfaction leadership influence the organizational commitment of health workers? 3. Does transformational leadership impact the quality of healthcare services?
3	2022	Rahman & Sari (2022)	Analysis of the Performance of the Head of the Health Center in Human Resource Management	1. To what extent is the human resource management of the head of the Community Health Center effective in improving health services? 2. What are the main challenges in managing human resources in Community Health Centers? 3. What strategies does the head of the Community Health Center implement to overcome limited human resources?
4	2023	Yusuf & Hamzah (2023)	Factors Influencing the Leadership of the Head of the Health Center in Managing Primary Health Services	1. What factors influence the effectiveness of the leadership of the head of the Community Health Center in health services? 2. What is the role of government policy in supporting the leadership of the head of the Community Health Center? 3. What is the relationship between the leadership of the head of the

No	Year	Reference	Title	Research Questions/Assumptions
				Community Health Center and community involvement in health services?
5	2024	Setiawan et al. (2024)	Leadership Strategy of the Head of the Health Center in Improving the Quality of Service	1. What are the effective leadership strategies of the head of the Community Health Center in improving the quality of health services? 2. How are the implementation strategies to improve co-implemented coordination between health workers? 3. What are the main challenges the head of the Community Health Center faces in implementing leadership strategies?
6	2021	Wijaya & Putri (2021)	The Relationship between the Leadership Style of the Head of the Health Center and the Work Motivation of Medical Personnel	1. Is there a relationship between the leadership style of the Community Health Center head and the work motivation of medical personnel? 2. How does leadership style impact the loyalty of medical personnel at the Community Health Center? 3. What is the leadership role of the head of the Health Center in improving the welfare of health workers?
7	2025	The Last Supper (2025)	The Role of Situational Leadership in Improving the Effectiveness of Health Center Management	1. How can the situational leadership of the head of the Community Health Center improve the effectiveness of health service management? 2. What are the advantages of situational leadership compared to other leadership styles in Puskesmas?

No	Year	Reference	Title	Research Questions/Assumptions
				3. How does the leadership of the head of the Community Health Center adapt to changes in the work environment?

Table 4 Research Findings

Author (year)	Research purposes	Theoretical Framework	Method	Participant	Key Findings
Anwar & Ali (2023)	Analyzing the influence of the leadership style of the head of the Community Health Center on the performance of health workers.	Transformational Leadership Theory (Bass, 1985); Performance Theory (Robbins & Judge, 2017).	Quantitative survey with linear regression.	150 health workers at Polewali Health Center.	Transformational leadership has a significant effect on health workers' performance. The better the leadership of the Health Center head, the higher the level of satisfaction and productivity of health workers.
Salam et al. (2020)	Investigating the relationship between transformational leadership and health workers' job satisfaction at Community Health Centers.	Transformational Leadership Theory (Burns, 1978); Work Motivation Theory (Herzberg, 1959).	Quantitative, Pearson correlation analysis.	120 health workers at the Peureulak Barat Health Center.	Transformational leadership is positively related to health workers' job satisfaction. Leaders who provide vision and inspiration increase work motivation.
Rahman & Sari (2022)	Reviewing the effectiveness of HR management	Human Resource Management Theory	Qualitative case study with in-depth interviews.	10 heads of health centres and 30 health	Good human resource management improves the quality

Author (year)	Research purposes	Theoretical Framework	Method	Participant	Key Findings
	by the head of the Health Center.	(Armstrong, 2014); Organizational Effectiveness Theory (Daft, 2016).		workers.	of health services. Communicative and participative leadership is more effective in managing health workers.
Yusuf & Hamzah (2023)	Identifying factors that influence the leadership of the head of the Community Health Center in managing health services.	Situational Leadership Theory (Hersey & Blanchard, 1969); Health Services Management Model (Donabedian, 1988).	Mixed-method, survey and interview.	200 health workers and 15 heads of health centres.	Experience factors, government policies, and community involvement play an important role in the leadership of the head of the Community Health Center.
Setiawan et al. (2024)	Exploring the leadership strategies of the heads of health centres in improving the quality of health services.	Management Strategy Theory (Mintzberg, 1994); Health Care Quality Model (Parasuraman et al., 1985).	Qualitative interviews and observations.	12 heads of health centres and medical staff.	Key strategies include improving coordination, training of health workers, and community-based approaches to improve services.
Wijaya & Putri (2021)	Analyzing the relationship between the leadership style of the head of the Community	Transformational Leadership Theory (Avolio & Bass, 2004); Motivation Theory (McClelland,	Quantitative, multiple regression analysis.	130 medical personnel in several health centres.	Transformational leadership style has a positive correlation with the work motivation of medical personnel. Leaders who

Author (year)	Research purposes	Theoretical Framework	Method	Participant	Key Findings
	Health Center and the work motivation of medical personnel.	1985).			support and give rewards increase work motivation.
The Last Supper (2025)	Examining the role of situational leadership in the effectiveness of Puskesmas management.	Situational Leadership Theory (Hersey & Blanchard, 1969); Health Services Management Model (WHO, 2018).	Mixed-method, case studies and surveys.	15 heads of health centres and 100 health workers.	Situational leadership enables adaptation to organizational and individual needs, increasing the effectiveness of health service management.

This table describes the main findings from various studies related to the leadership of Puskesmas heads. It provides insight into how various leadership models and management strategies can influence the performance of health workers and the quality of services in Puskesmas.

RESULTS AND DISCUSSION

Research results

Based on the results of the systematic literature review (SLR), it was found that the leadership of the head of the Health Center significantly influences the performance of health workers, job satisfaction, and the effectiveness of Health Center management. The studies analyzed showed that various leadership styles, including transformational, situational, and participatory leadership, contributed to improving the quality of health services. Several studies also identified factors that influence the leadership of the head of the Health Center, such as work experience, government policies, and community involvement.

Anwar & Ali (2023) found that transformational leadership of the head of the Health Center has a positive effect on the performance of health workers. They showed that the better the leadership style applied, the higher the satisfaction and productivity of health workers. It is reinforced by research by Salam et al. (2020), which revealed that transformational leadership is closely related to the job satisfaction of health workers, where leaders who provide vision and inspiration can increase the work motivation of medical staff. Research conducted by Rahman & Sari (2022) emphasises the effectiveness of human resource (HR) management implemented by the head of the Health Center. Their findings indicate that good human resource management improves the quality of health services,

especially if the head of the Community Health Center applies effective communication and a participatory approach in his/her leadership. Meanwhile, Yusuf and Hamzah (2023) identified that factors such as work experience, government policies, and community involvement play an important role in shaping the leadership style of the head of the Puskesmas. This study also revealed that the head of Puskesmas, with long experience in health management, tends to be more adaptive and responsive to changes in the implemented policies.

Setiawan et al. (2024) explored the leadership strategies that heads of Community Health Centers use to improve the quality of health services. This study found that community-based approaches and improving internal coordination were key strategies for improving health services at Puskesmas. It is also supported by research by Wijaya and Putri (2021), which shows that transformational leadership plays a role in increasing the work motivation of medical personnel through appreciation and moral support. Finally, Prasetyo and Lestari (2025) examined the role of situational leadership in the effectiveness of Puskesmas management. The results showed that Puskesmas heads who implemented situational leadership were better able to adapt to changes in the organizational environment and the needs of health workers, thereby increasing the effectiveness of services.

Discussion

Findings from various studies show that the leadership of the head of the Community Health Center is a key factor in improving the quality of health services and the effectiveness of health worker management. The findings of this study coincide with the ideas of transformational leadership, in which inspiring and visionary leaders can raise the performance and drive of their subordinates. Transformational leaders can raise organizational efficiency and foster a pleasant workplace. Furthermore applicable in the framework of the leadership of the Health Center is the situational leadership theory of Hersey & Blanchard. Results of Prasetyo & Lestari (2025) reveal that the head of the Health Center who implements situational leadership is more adaptable in changing his leadership style to the conditions of health professionals and organizational demands. The head of the Health Center needs to make more suitable decisions by addressing different managerial difficulties.

Human resource management significantly influences the effectiveness of leadership at the Health Center. Rahman & Sari (2022) discovered that effective communication between the Health Center head and health workers enhances job satisfaction and operational efficiency. This aligns with Armstrong's human resource management theory, underscoring the significance of communication, competency development, and motivation in effective workforce management. Additionally, government policies and community engagement contribute to the leadership effectiveness of the Health Center head. Yusuf & Hamzah (2023) found that a comprehensive understanding of government policies enables the Health Center head to implement health programs more effectively.

The health service management model further indicates that successful leadership in health services relies heavily on the policy framework and support from various stakeholders.

Leadership strategy is also an important factor in improving the quality of health services. Setiawan et al. (2024) showed that a community-based approach and good internal coordination can increase the effectiveness of Puskesmas services. His strategic management theory states that effective leadership in the healthcare sector must consider cross-sector coordination and community involvement to ensure the sustainability of services.

Consequently, the effectiveness of health service management at the primary level is significantly influenced by the leadership style, work experience, policy support, and management strategies employed by the head of the Community Health Center, as indicated by the results of the analyzed research. Consequently, Community Health Center leaders must undergo more rigorous leadership training and policies that promote the development of their managerial capabilities in order to achieve optimal organizational effectiveness.

CONCLUSION

The findings of this investigation verify that the effectiveness of the organization and the quality of health services are significantly enhanced by the leadership management of the Health Center's director. The systematic literature review results suggest that the head of the health center's leadership style influences the performance of health workers, job satisfaction, and operational efficiency of the Health Center.

Transformational and participatory leadership have proven to be more effective in creating a conducive work environment, increasing the motivation of health workers, and improving coordination in primary health services. This study found that the main challenges in the leadership of the head of the Health Center include limited resources, lack of managerial training for the head of the Health Center, and obstacles in implementing health policies at the local level. These factors can hinder the optimization of health services, so interventions are needed to increase leadership capacity through training and strengthen data-based management systems.

This study suggests that reform in Community Health Centres' leadership structure is essential to increase the efficiency and effectiveness of services. The government and interested parties have to be more aggressive in offering leadership development courses to heads of Community Health Centers and enhancing human resource management systems and health infrastructure. Therefore, the Community Health Center can be the spearhead of effectively the main public health service .

REFERENCES

- Anwar, U., & Ali, A. (2023). Pengaruh Gaya Kepemimpinan Kepala Puskesmas terhadap Kinerja Tenaga Kesehatan di Puskesmas Polewali. *Jurnal Manajemen*, 3(1), 72-81.
- Elo, S., & Kyngäs, H. (2020). The qualitative content analysis process. *Journal of Advanced Nursing*, 62(1), 107-115. <https://doi.org/10.1111/j.1365-2648.2007.04569.x>

- Hanafiah, A. (2023). *Manajemen Sumber Daya Manusia dalam Sektor Kesehatan*. PT. Literasi Nusantara Abadi Grup
- Hidayat, R., & Sari, D. (2025). Pengaruh Gaya Kepemimpinan Transformasional terhadap Kinerja Perawat. *Jurnal Penelitian Perawat Profesional*, 7(1), 1-8. <https://doi.org/10.37287/jppp.v7i1.5524>
- Kementerian Kesehatan Republik Indonesia. (2020). *Pelatihan Manajemen Puskesmas (MP)*. Jakarta: Direktorat Mutu Tenaga Kesehatan.
- Makatumpias, G., Gosa, T. A. M. R., & Pangemanan, S. E. (2017). Peran Kepala Puskesmas dalam Meningkatkan Kinerja Aparatur Sipil Negara. *Jurnal Eksekutif*, 1(1), 1-14.
- Moher, D., Liberati, A., Tetzlaff, J., & Altman, D. G. (2020). Preferred reporting items for systematic reviews and meta-analyses: The PRISMA statement. *PLoS Medicine*, 6(7), e1000097. <https://doi.org/10.1371/journal.pmed.1000097>
- Northouse, P. G. (2021). *Leadership: Theory and practice* (9th ed.). SAGE Publications.
- Rahman, A., & Sari, D. (2022). Analisis Kinerja Kepala Puskesmas dalam Manajemen Sumber Daya Manusia. *Jurnal Administrasi Kesehatan Indonesia*, 10(1), 45-55.
- Sari, D. (2020). Fungsi Manajemen Kepala Puskesmas dan Kinerja Pegawai Puskesmas. *Jurnal Kesehatan*, 10(2), 104-110. <https://doi.org/10.31290/jk.v10i2.1045>
- Sari, D., Gosal, T. A. M. R., & Pangemanan, S. E. (2021). Peran Kepemimpinan di Puskesmas terhadap Kinerja Organisasi dan Kualitas Pelayanan Kesehatan. *Jurnal Manajemen Pelayanan Kesehatan*, 7(1), 45-58.
- Salam, J., Ikhtiar, M., & Nurhayani. (2020). Pengaruh Gaya Kepemimpinan Kepala Puskesmas Terhadap Kinerja Tenaga Kesehatan di Puskesmas Peureulak Barat. *Jurnal JUMANTIK*, 5(1), 25-33. <https://doi.org/10.30829/jumantik.v5i1.5820>
- Safariningsih, R. T. H., Rizan, M., & Handaru, A. W. (2023). *Manajemen Sumber Daya Manusia pada Sektor Kesehatan*. Eureka Media Aksara.
- Setiawan, R., Wijaya, L., & Pratama, H. (2024). Strategi Kepemimpinan Kepala Puskesmas dalam Meningkatkan Mutu Pelayanan. *Jurnal Manajemen Pelayanan Kesehatan*, 15(1), 25-35.
- Siregar, R. (2020). Pengaruh Budaya Organisasi terhadap Kinerja Pegawai di Puskesmas Kota Medan. *Skripsi*, Universitas Sumatera Utara.
- Siahaan, D. P., & Dachi, R. A. (2021). Hubungan Kepemimpinan dan Motivasi Kerja dengan Kinerja Pegawai Puskesmas Sigompul Kecamatan Lintongnihuta Kabupaten Humbang Hasundutan Tahun 2021. *Jurnal Humaniora dan Teknologi Medisina (JHTM)*, 7(2). <https://jurnal.uui.ac.id/index.php/JHTM/article/view/1739>
- Snyder, H. (2021). Literature review as a research methodology: An overview and guidelines. *Journal of Business Research*, 104, 333-339. <https://doi.org/10.1016/j.jbusres.2019.07.039>
- Patarru, M., Nursalam, & Has, E. M. (2020). Efektivitas Gaya Kepemimpinan Transformasional dalam Manajemen Keperawatan: Literature Review. *Jurnal STIKes Surya Global*, 11(1).
- Paul, J., & Criado, A. R. (2020). The art of writing literature review: What do we know and what do we need to know? *International Business Review*, 29(4), 101717. <https://doi.org/10.1016/j.ibusrev.2020.101717>
- Prasetyo, D., & Lestari, M. (2025). Peran Kepemimpinan Situasional dalam Meningkatkan Efektivitas Manajemen Puskesmas. *Jurnal Manajemen Kesehatan Masyarakat*, 18(2), 75-85.
- Xiao, Y., & Watson, M. (2019). Guidance on conducting a systematic literature review. *Journal of Planning Education and Research*, 39(1), 93-112. <https://doi.org/10.1177/0739456X17723971>
- Yoga, A. F. (2019). Peranan Kepemimpinan Kepala Puskesmas dalam Meningkatkan Kinerja Aparatur Sipil Negara di Puskesmas Kuin Raya. *Jurnal Manajemen Pelayanan Kesehatan*, 2(1), 45-55.
- Yusuf, M., & Hamzah, B. (2023). Faktor yang Mempengaruhi Kepemimpinan Kepala Puskesmas dalam Pengelolaan Pelayanan Kesehatan Primer. *Jurnal Kebijakan Kesehatan Indonesia*, 12(2), 100-110.
- Wijaya, B., & Putri, S. (2021). Hubungan antara Gaya Kepemimpinan Kepala Puskesmas dengan Motivasi Kerja Tenaga Medis. *Jurnal Keperawatan Indonesia*, 14(3), 200-210.