

IMPLEMENTATION OF DEMOCRATIC LEADERSHIP STYLE IN THE PHARMACY INSTALLATION AT LATEMMAMALA HOSPITAL, SOPPENG

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Abstract

This study aims to introduce and implement a visionary leadership style in the Pharmacy Installation of RSUD Soppeng as an effort to improve staff performance and rebuild staff trust. Visionary leadership emphasizes long-term vision, innovation, and the leader's ability to inspire and motivate staff to work toward shared goals. The target of this activity was the staff of the Pharmacy Installation at RSUD Latemmamala, who experienced a decline in overall trust due to leadership perceived as lacking firmness in directing the team. The methods employed included direct observation through workplace interactions, interviews with the head and staff of the Pharmacy Installation, and direct observation of real working conditions within the hospital environment. The proposed activities consisted of obtaining permission to conduct the program, organizing workshops or socialization sessions on the application of visionary leadership to support improvements in pharmaceutical service quality, documenting all stages of the activity, and preparing a comprehensive report containing observations, analysis, constraints, and recommendations for future activities. Overall, the results indicate that visionary leadership is highly effective in a dynamic work environment such as the Pharmacy Installation of RSUD Soppeng. The findings reveal a strong relationship between the implementation of visionary leadership and improvements in staff discipline, responsibility, and professionalism. Thus, the leader's ability to clearly communicate a shared vision and inspire subordinates is a key factor in building a solid pharmacy team that is adaptive to change and oriented toward improving the quality of patient services at RSUD Soppeng.

Abstrak

Penelitian ini bertujuan untuk memperkenalkan dan menerapkan gaya kepemimpinan visioner di Instalasi Farmasi RSUD Soppeng sebagai upaya untuk meningkatkan kinerja staf dan membangun kembali kepercayaan staf. Kepemimpinan visioner menekankan visi jangka panjang, inovasi, dan kemampuan pemimpin untuk menginspirasi dan memotivasi staf untuk bekerja menuju tujuan bersama. Target kegiatan ini adalah staf Instalasi Farmasi di RSUD Latemmamala, yang mengalami penurunan kepercayaan secara keseluruhan karena kepemimpinan yang dianggap kurang tegas dalam mengarahkan tim. Metode yang digunakan meliputi observasi langsung melalui interaksi di tempat kerja, wawancara dengan kepala dan staf Instalasi Farmasi, dan observasi langsung kondisi kerja nyata di lingkungan rumah sakit. Kegiatan yang diusulkan terdiri dari memperoleh izin untuk melaksanakan program, menyelenggarakan lokakarya atau sesi sosialisasi tentang penerapan kepemimpinan visioner untuk mendukung peningkatan kualitas pelayanan farmasi,

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mendokumentasikan semua tahapan kegiatan, dan menyiapkan laporan komprehensif yang berisi observasi, analisis, kendala, dan rekomendasi untuk kegiatan selanjutnya. Secara keseluruhan, hasil menunjukkan bahwa kepemimpinan visioner sangat efektif dalam lingkungan kerja yang dinamis seperti Instalasi Farmasi RSUD Soppeng. Temuan menunjukkan adanya hubungan yang kuat antara penerapan kepemimpinan visioner dan peningkatan disiplin, tanggung jawab, serta profesionalisme staf. Dengan demikian, kemampuan pemimpin untuk mengkomunikasikan visi bersama secara jelas dan menginspirasi bawahan merupakan faktor kunci dalam membangun tim farmasi yang solid, adaptif terhadap perubahan, dan berorientasi pada peningkatan kualitas pelayanan pasien di RSUD Soppeng.



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Introduction

Leadership refers to an individual's ability to influence the behavior of others in order to achieve specific goals. Through authority and effective communication, leaders can direct and motivate subordinates to align their efforts with organizational objectives. Leadership style reflects the patterns of behavior and characteristics demonstrated by leaders in guiding and influencing organizational members.

According to Nur Alam et al. (2023), leadership is not limited to formal authority but also involves the ability to influence others through communication, interpersonal relationships, and role modeling. This perspective emphasizes that leadership effectiveness is largely determined by the quality of interaction between leaders and subordinates.

Rivai and Mulyadi (2021) describe visionary leadership as a combination of characteristics, traits, and behaviors used by leaders to integrate individual and organizational interests in achieving a shared vision. Visionary leadership emphasizes the leader's ability to define a clear future direction, inspire organizational members, and encourage innovation and change. Visionary leaders are also capable of articulating a compelling vision and building a shared commitment among organizational members (Journal of Progressive Education, Vol. 10 No. 1, 2020).

The Regional General Hospital of Soppeng (RSUD Soppeng) is a government-owned hospital located in Soppeng Regency, South Sulawesi Province. One of its strategic units is the Pharmacy Installation, which is responsible for the management, storage, and distribution of medicines and medical devices for outpatient, inpatient, and emergency services.

To realize its vision and mission as a professional and high-quality healthcare institution, RSUD Soppeng requires visionary leadership that can effectively direct, inspire, and motivate

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pharmacy personnel to work cohesively and optimally in achieving organizational goals.

Methods

This activity was conducted on Sunday, October 5, 2025, at 11:00 AM WITA, at Latemmamala Soppeng Regional Hospital. The methods used included monitoring interactions and interviews with the head of staff of the pharmacy installation, as well as direct observation of the actual situation at the hospital.

The activity stages included conducting interviews with the installation leadership and socializing the implementation of leadership styles. After the core activities, the next stage was the evaluation of the outcomes of the counseling activities and the implementation of the visionary leadership style was conducted through direct observation in the Pharmacy Installation. This observation aimed to assess the level of understanding, application, and impact of visionary leadership on the effectiveness of pharmacy personnel performance. Based on the observational findings, suggestions and follow-up actions were formulated to enhance leadership effectiveness. Furthermore, all activities were documented in a comprehensive report outlining the achieved outcomes, challenges encountered during implementation, and recommendations for the improvement and sustainability of future activities.



Figure 1. Documentation in the pharmaceutical installation

Result and Discussion

Results

The implementation of the activity entitled “Application of Visionary Leadership Style in the Pharmacy Installation of RSUD Latemmamala Soppeng” was carried out successfully and in

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accordance with the established schedule. The activity included workshops, direct observation, discussions with the head of the unit, and an evaluation of changes in behavior and communication patterns among pharmacy staff.

The results of the activity are as follows:

1. Improved Understanding of Visionary Leadership

The staff of the Pharmacy Installation gained a clearer understanding of the concept of visionary leadership, its long-term importance, and how this leadership style can contribute to improving the quality of pharmacy services.

2. Enhanced Communication and Coordination Among Staff

Following the socialization activities, staff members demonstrated improved communication, including more open discussions, polite expression of opinions, and better coordination in the distribution of daily tasks.

3. Increased Motivation and Work Ethic

Observations indicated an improvement in work motivation, as reflected in better time discipline, more accurate completion of drug logbooks, and faster responsiveness in patient service.

4. More Directed Leadership Style of the Head of the Unit

The head of the Pharmacy Installation began to apply a more structured visionary leadership approach by clearly communicating the unit's vision and involving staff in minor decision-making processes.

5. More Collaborative Work Environment

A more supportive work atmosphere was established, in which staff felt valued, included, and encouraged to provide suggestions for improving pharmacy services.

During the implementation of the community service activity, several inhibiting factors were identified. The high workload and busy pharmacy services made it difficult for staff to leave their work areas, resulting in limited time for discussions and workshops. In addition, some staff had limited initial understanding of the concept of visionary leadership, requiring a longer adaptation period. Limited supporting facilities, particularly the capacity of the workshop room, also required the activities to be conducted in different sessions. Another challenge was internal communication, as some staff tended to be passive and hesitant to express their opinions due to being accustomed to a top-down work culture.

Nevertheless, several supporting factors facilitated the successful implementation of the activity. Full support from the Head of the Pharmacy Installation, including direct involvement in

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discussions, greatly contributed to the effectiveness of the program. Good cooperation and enthusiasm from all pharmacy staff enhanced active participation, supported by effective coordination with Latemmamala Regional General Hospital in terms of activity permits and provision of basic facilities. Furthermore, the systematic delivery of socialization materials, complemented by practical examples, helped participants easily understand the concept and benefits of visionary leadership. The strong commitment of the PKM implementation team in managing schedules, conducting direct observations, and preparing activity reports also played an important role in achieving the objectives of the program.

Discussion

The Community Service (PKM) activity on the implementation of a democratic leadership style in the Pharmacy Installation of Latemmamala Regional Hospital has had a tangible positive impact. Through interviews, outreach, and question-and-answer sessions, we observed a significant increase in understanding among both leaders and staff regarding the importance of participatory leadership in creating a more collaborative and open work environment.

The increased understanding of visionary leadership among staff contributed to better communication, coordination, motivation, and work ethic in carrying out daily tasks. Furthermore, the shift in the head of the installation's leadership style toward a more directed and participative approach encouraged a more collaborative work atmosphere, where staff felt appreciated and involved in work processes. This condition indirectly supports the improvement of pharmacy service quality for patients and demonstrates that visionary leadership plays an important role in building effective and sustainable team performance.

Conclusions

The implementation of the activity "Implementation of a Visionary Leadership Style in the Pharmacy Installation of Latemmamala Regional General Hospital, Soppeng" produced positive results and demonstrated significant changes in staff work patterns and communication. The socialization activities and field observations proved that visionary leadership is able to increase staff motivation, improve coordination, and create a more collaborative work environment oriented toward service quality.

The application of a visionary leadership style also encouraged the head of the installation to provide clearer direction, communicate the unit's vision, and motivate staff to take a more active role. The results of the activity indicate that an appropriate leadership style can be a key factor in

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enhancing work effectiveness, professionalism, and the quality of pharmacy services at Latemmamala Regional General Hospital.

Therefore, this activity illustrates that visionary leadership is highly relevant to be applied in healthcare service environments that require adaptability, innovation, and strong teamwork.

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