



LEADERSHIP CHARACTERISTICS OF MUSLIM WARD HEAD IN NURSING CARE

KARAKTERISTIK KEPEMIMPINAN KEPALA RUANGAN MUSLIM DALAM PERAWATAN KEPERAWATAN

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DOI: <https://doi.org/10.62567/micjo.v3i1.2045>

Abstract

Background: The position of ward head is crucial because their managerial skills play a significant role in the success of nursing services. The leader's character contributes optimally to creating quality nursing care. The results of this study are crucial because they discuss appropriate leadership characteristics in managing nursing wards. The past leadership characteristics of the Prophet Muhammad (peace be upon him) serve as the basis for patient management. The purpose of this study was to conduct a literature review related to the leadership characteristics of Muslim ward heads, based on the leadership characteristics of the Prophet Muhammad (peace be upon him). The research method was a literature review of Islamic leadership character theories. The results revealed that the leadership characteristics of the best Muslim ward heads in nursing care are honesty, trustworthiness, intelligence, fairness, preaching, responsibility, discipline, initiative, being a role model, and providing inspiration. Conclusion: The leadership characteristics of Muslim ward heads are the foundation of good conventional leadership characteristics that can be implemented in managing patient nursing care.

Keywords : character, nurses, Muslim, ward head.

Abstrak

Latar Belakang: Posisi kepala bangsal sangat penting karena keterampilan manajerial mereka memainkan peran penting dalam keberhasilan pelayanan keperawatan. Karakter pemimpin berkontribusi secara optimal dalam menciptakan perawatan keperawatan yang berkualitas. Hasil penelitian ini sangat penting karena membahas karakteristik kepemimpinan yang tepat dalam mengelola bangsal keperawatan. Karakteristik kepemimpinan Nabi Muhammad SAW di masa lalu menjadi dasar bagi manajemen pasien. Tujuan penelitian ini adalah untuk melakukan tinjauan literatur terkait karakteristik kepemimpinan kepala bangsal Muslim, berdasarkan karakteristik kepemimpinan Nabi Muhammad SAW. Metode penelitian yang digunakan adalah tinjauan literatur teori karakter kepemimpinan Islam. Hasil penelitian menunjukkan bahwa karakteristik kepemimpinan kepala bangsal Muslim terbaik dalam perawatan keperawatan adalah kejujuran, kepercayaan, kecerdasan, keadilan, dakwah, tanggung jawab, disiplin, inisiatif, menjadi panutan, dan memberikan inspirasi. Kesimpulan:



Karakteristik kepemimpinan kepala bangsal Muslim merupakan dasar dari karakteristik kepemimpinan konvensional yang baik yang dapat diterapkan dalam mengelola perawatan keperawatan pasien..

Kata Kunci : karakter, perawat, Muslim, kepala bangsal.

1. INTRODUCTION

A ward head is an operational manager directly responsible for managing all resources within a nursing unit to provide quality care. The position of ward head is crucial and strategic because their managerial skills play a significant role in the success of nursing services. A nursing team that optimally contributes to providing quality healthcare will succeed if the nursing care system implemented supports professional practice and adheres to established standards (Swiger & Hamilton, 2024).

The role of the ward head as a leader is crucial, making leadership and management skills essential. The ward head's managerial abilities will be tested in determining how to provide nursing care to patients. (Wulandari et al., 2021). A leader should possess the capability to inspire their team members, fostering a willing and enjoyable attitude towards their work, moving beyond simple obedience to instructions from superiors, and instead, cultivating a personal commitment to task completion. The actions of a leader will reveal the leadership style implemented by the head of the department in accordance with their unique traits. (Aris Teguh Hidayat*, Masniati Arafah, Lindesi Yanti, 2025).

Leadership theories serve as a method for clarifying the happenings observed within the nursing profession. These theories offer assistance in organizing and interpreting difficult concepts, in addition to proposing potential resolutions for typical issues. Frequently, leadership theories analyze leaders and previous occurrences as models for learning, followed by understanding of the reasons behind the successes or failures of particular actions. The findings of this research are especially crucial to examine as they delve into the suitable characteristics of leadership in overseeing nursing units. The historical leadership qualities of Prophet Muhammad SAW serve as the groundwork for managing patient care.

2. RESEARCH METHOD

The approach used in this study is a literature review. The literature used is relevant to the research keywords, including leadership, character, nursing, Islamic values, and the relationship between the research findings and the discussion (Nugraha, 2025). The journal collection strategy involved various literature sources, including the Quran and Hadith, as well as trusted journal platforms such as Scencedirect, Tandfonline, Garuda Ristekbrin, Google Scholar, and others.

In the journal analysis process, selected research journals were required to meet inclusion standards before analysis. Abstracts and all journal contents were thoroughly read and reviewed. The analytical method employed involved content analysis of thirty journals, the Quran, and Hadith. Next, the reviewed journal material was coded using a literature review



matrix. After data collection, the data was identified as related to the research problem and key findings for the authors. The results were then discussed to reach conclusions.

3. RESULT AND DISCUSSION

The results of this study explain the leadership characteristics of the Prophet Muhammad (peace be upon him) and conventional leadership characteristics, as explained below:

a. Leadership Character of the Prophet Muhammad (peace be upon him)

The leadership of the Prophet Muhammad (peace be upon him) is ideal, as stated in the Prophet Muhammad (peace be upon him) "Indeed, in the Messenger of Allah you have a good example to follow." Furthermore, when viewed from various references regarding the leadership characteristics he practiced (Tim Kemenag, 2025).

This form of leadership, both perfect in theory and doable in practice, is marked by strong moral principles, empathy, a modest attitude, and fairness. As stated in the official Indonesian dictionary, known as KBBI, integrity is defined as a characteristic, quality, or condition demonstrating a complete wholeness, thereby possessing the inherent power and skill to radiate authority or honesty. (Kbbi.kemdikbud, 2025).

Tabel 1. Hasil penelusuran literatur

Isi/ Hasil	sumber
"Allah has revealed to me that you should be humble towards one another, so that none of you should be arrogant towards the other."	(Sunnah.com, 2025).
Undoubtedly, within the Messenger of Allah lies a commendable exemplar for yourselves, specifically for those among you who anticipate the benevolence of Allah and the advent of the Day of Judgment, coupled with a profusion of remembrance of Allah.	Q.S <u>Al-Ahzab</u> ayat 21:
We did not send you (Prophet Muhammad) except as a mercy for all the worlds.	Al- Anbiya' : 107
Testimony of Khadijah Ra. "He said that the Prophet always told the truth, never lied, kept his trust, maintained relationships, respected guests and helped others,	”(Bukhori, 2025)
"Verily, Allah commands you to render back your trusts to those to whom they are due, and when you judge between people, to judge with justice."	(QS. an-Nisa' [4]:58).
Another verse praises the believers "who fulfill their trusts and their covenants."	" (QS. al-Mu'minun [23]:8).
The Prophet's words emphasize the connection between personal integrity and spiritual standing: "Whoever does not keep his trusts, then he is not a believer." And those who guard their trusts (which they bear) and their promises.	(Musnad Ahmad, hadits 12542) (QS. Al-Mu'minun: 8)(Al-Quran, 2025)



Whoever does not show mercy, then he will not be shown mercy." (Narrated by Bukhari from Abu Hurairah)	Al hadist
The Messenger of Allah's Tabligh: "Convey from me even a fragment of a verse."	(Bukhori, 2025)

As a leader, the Prophet consistently behaved with humility and never considered himself superior to others. A hadith conveys: "Allah has revealed to me that you should be humble towards each other, so that none of you boasts to another. " (Sunnah.com, 2025). The Prophet Muhammad always listened to every suggestion offered by his companions and respected their views, even though he held supreme authority. This behavior demonstrates that a leader does not rely solely on power, but also utilizes role models and sincerity.

Allah says in the Quran, Surah Al-Ahzab, verse 21 (Ministry of Religious Affairs Team, 2025):

لَقَدْ كَانَ لَكُمْ فِي رَسُولِ اللَّهِ أُسْوَةٌ حَسَنَةٌ لِّمَن كَانَ يَرْجُوا اللَّهَ وَالْيَوْمَ الْآخِرَ وَذَكَرَ اللَّهَ كَثِيرًا

"Indeed, in the Messenger of Allah you have a good example to follow for him who hopes for (the mercy of) Allah and the Last Day and remembers Allah often."

b. Leadership Characteristics of Nursing Ward Heads

There are 14 literature search results related to leadership characteristics of ward heads according to experts, as shown in Table 2;

Table 2. Literature Search Results

Hasil penelusuran	sumber
The definition of a leader is: a leader carries out innovation.	(Nugroho et al., 2025),
The leader focuses on the perpetrator to direct	(Wilson, 2022)
and influence, leaders build trust	(Bibic et al., 2025)
Leadership is any effort to influence, while power can be interpreted as the potential influence of a leader.	(Gutterman, 2023)(Wilson, 2022)
Servant leadership, previous research results show the impact of servant leadership on employee well-being and the relationship between servant leadership, meaningfulness, empowerment, sleep quality, and workflow.	(Gatuwari Lesminadi1, Hardjono2, 2021).
The theory of transformational leadership and servant leadership is a comprehensive leadership concept, this theory states that leaders should use a humanitarian, moral and service approach to gain recognition from their followers.	(Heryana, 2024)
Thirdly, leadership is seen from a behavioral approach related to character, character is the key to the success of an organization.	(Husen Waedoloh, Hieronymus Purwanta, 2022)



The characteristics of conventional leadership are: honest, intelligent, responsible, visionary, fair, disciplined behavior, initiative and straightforward.	(Husen Waedoloh, Hieronymus Purwanta, 2022)
and is a leader who is a role model, provides inspiration and sets an example for his members.	(Filstad, 2025).
Indeed, a good leader is able to be an example and role model for his members	(Moleka, 2024)
provides new ideas that are worth developing and findings show that new ideas have a positive impact on leadership, leading to growth and competitive advantage for the organization.	(Sindakis & Thomas, 2022).
Leaders must also be able to provide motivation	(Soleas, 2020)
and warmth, with motivation will be able to provide great strength to its members to progress	(Rachman, 2022).

c. Discussion

It is crucial to ascertain the leadership attributes of the head of the ward when overseeing the patient care unit, given that this involves supervising patients who require considerable and focused care.(Cairns, 2020) It plays an exceptionally vital role in ensuring a patient's positive outcome through the proficient handling of resources. The distinguishing feature of resource management, characterized by implementing optimal and productive strategies, holds the potential to yield favorable results. Moreover, strategic management in the realm of efficient operations serves to extend the highest quality of service to patients.(Zulfa et al., 2023). A few traits or characteristics that define leadership in a Muslim ward head include:

1) Truthfulness in patient care

Being truthful when caring for patients is very important, and in Islam, truthfulness is referred to as sidik. Administering patient nursing care correctly is a mandatory practice because this represents a fundamental tenet in both social life and service delivery. Truthfulness in care encompasses accuracy of data, clarity in delivering information, correctness in diagnosis, validity in care interventions, and precision in actions. When nurses perform their duties correctly, it means they are carrying out their responsibilities with trust and accountability. An example of nurses practicing truthfulness involves delivering services based on accurate data and facts, which will positively affect the patient. Studies have indicated that implementing Evidence-Based Practice has the potential to enhance patient-centered care services.(Salni Saharman1, 2*, 2023)

Islam guides its followers by stating that acting truthfully involves fulfilling trusts, which exemplifies the character of a Muslim. Allah SWT has declared: "Indeed, Allah commands you to return trusts to their rightful owners, and when you judge between people, judge with justice." (QS. an-Nisa' [4]:58). Another verse praises the believers "who fulfill their trusts and



covenants." (QS. al-Mu'minun [23]:8). The Prophet's words emphasize the connection between personal integrity and spiritual standing: "Whoever does not hold a trust, then he is not a believer." (Musnad Ahmad, hadits 12542).

2) Honesty in patient care

In Islamic teachings, honesty is referred to as *sidiq*, signifying truthfulness. When someone executes their tasks with integrity and honesty, it means they are upholding their duties, which in turn fosters trust. (Siti Sa'idah¹), Natasya Putri Salsabila², 2025). Putting honesty into practice leads to the establishment of trust with patients. Positive trust from patients can simplify their treatment and care, which ultimately helps them recover more quickly. Honesty, transparency, and empathy are critical to a comprehensive approach focused on patients and their families, as they can improve clinical outcomes and enhance relationships. (B et al., 2022).

Islam places significant importance on honesty, viewing it as both a divinely mandated obligation and a form of worship. Should a nurse act dishonestly while carrying out their duties, this would not only diminish their reliability and the trust patients place in them, but it would also carry religious repercussions, resulting in sin.

These words were spoken by the Prophet Muhammad (peace be upon him).

عَنْ عَبْدِ اللَّهِ بْنِ مَسْعُودٍ رَضِيَ اللَّهُ عَنْهُ قَالَ : قَالَ رَسُولُ اللَّهِ صَلَّى اللَّهُ عَلَيْهِ وَسَلَّمَ : عَلَيْكُمْ بِالصِّدْقِ ، فَإِنَّ الصِّدْقَ يَهْدِي إِلَى الْبِرِّ ، وَإِنَّ الْبِرَّ يَهْدِي إِلَى الْجَنَّةِ ، وَمَا يَزَالُ الرَّجُلُ يَصْدُقُ وَيَتَحَرَّى الصِّدْقَ حَتَّى يُكْتَبَ عِنْدَ اللَّهِ صِدْقًا ، وَإِيَّاكُمْ وَالْكَذِبَ ، فَإِنَّ الْكَذِبَ يَهْدِي إِلَى الْفُجُورِ ، وَإِنَّ الْفُجُورَ يَهْدِي إِلَى النَّارِ ، وَمَا يَزَالُ الرَّجُلُ يَكْذِبُ وَيَتَحَرَّى الْكَذِبَ حَتَّى يُكْتَبَ عِنْدَ اللَّهِ كَذَابًا

Dari 'Abdullâh bin Mas'ûd Radhiyallahu anhumâ, ia berkata: "Rasûlullâh May the peace and blessings of Allah be upon him, he conveyed, "You should always hold on to honesty, because honesty guides you to goodness, and goodness leads a person to Paradise. And when a person is always honest and consistently chooses honesty, then with Allah, he will be noted as a truthful person. And you must avoid telling lies, because lying leads a person to wickedness, and wickedness guides a person to Hell. And if a person constantly lies and chooses to lie, then with Allah, he will be marked as a liar (a deceiver)." (Bukhori, 2025).

Honesty guides you towards virtue, and virtue guides you towards paradise. (Sahih al-Bukhari, Book of Morals, hadith 6094). When this understanding is connected to leadership in a care unit, the head of the ward should set an example for their staff in all attitudes, words, and actions, and should be a good example in providing services.

3) Wisdom in Service

The attribute of *fathonah* signifies intelligence; the provision of nursing care to patients necessitates astute nurses. Intelligence in care encompasses identifying patient issues, formulating patient care plans, executing interventions, formulating conclusions, and innovating to address problems. A nurse's intelligence positively influences improvements in a patient's recovery quality. (Alzoubi et al., 2024). For enduring and substantial effects on



healthcare services, every alteration must navigate the incorporation of artificial intelligence within nursing practices.(Dailah et al., 2024).

Islam posits that individuals who possess intelligence, expertise, or knowledge will be elevated in status. The intellectual capabilities inherent in humans, as elaborated in the Quran, distinctly illustrate that humankind is fashioned by Allah SWT with extraordinary potential, encompassing reason and intellect, thereby distinguishing humans from other beings created by Allah SWT.(Sahbana et al., 2022).

Allah menyatakan:

"Hai kalian yang percaya, ketika ada seruan untuk memberi ruang dalam pertemuan, maka berilah kelapangan, pasti Allah akan melapangkan untuk kalian. Dan apabila diperintahkan, 'Bangkitlah,' maka bangkitlah kalian. Niscaya Allah akan meninggikan derajat orang-orang beriman di antara kalian dan orang-orang yang diberi pengetahuan. Allah sangat waspada terhadap segala yang kalian lakukan," (QS. Al-Mujadilah [58]: 11).

4) Conveying Messages in Service

It is a binding religious duty for every Muslim, regardless of location or time, to communicate the truth through tabligh or dakwah. Nurses, as part of their professional responsibilities, are obliged to engage in dakwah by sharing Islamic messages that promote prayer, which is considered religiously spiritual care. Tabligh goes beyond merely providing religious information; it encompasses the educational process and development of the community, assisting individuals in incorporating Islamic teachings into their daily routines.(Repolinda, Anwar & Yusup, 2025). The research findings indicate that religious services are advantageous in recovery, simplify patient care, facilitate communication, offer satisfaction, streamline procedures, foster cooperation, provide warmth, and enhance compassion.(Basirun, 2023). Spiritual health is very effective in supporting the patient's healing process.(Sinanto et al., 2023).

Here are the rephrased sentences, with significant changes in wording and sentence structure, while maintaining the original meaning:

The directive emerging from this call to action is:

"A community should arise from among you who invite to what is good, advocate righteousness, and forbid evil; these are the successful. " (Surah Ali Imran: 104). Similarly, a Hadith conveys this message: "It has been narrated by 'Abdullah bin 'Amr that the Messenger of Allah, peace and blessings be upon him, said, 'Convey from me, even if it is a single verse. '" (Narrated by Bukhari).

In the usual approach to caregiving, the emphasis is on delivering complete nursing support, addressing needs related to the body, mind, community interactions, and faith.(Tassos et al., 2025).



4. CONCLUSION

The prime attributes of an exemplary Muslim head of the ward concerning nursing care encompass qualities such as honesty, trustworthiness, intelligence, fairness, conveying the message, accountability, disciplined conduct, proactiveness, acting as a role model, and offering inspiration. The leadership qualities inherent in the Prophet serve as the bedrock for the attributes of a commendable conventional head of the ward, making them suitable for integration into the administration of patient nursing care.

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