

The Influence of Chief Nurse Leadership Style on Nurses Performance in Hajj Hospital, Jakarta

Nurcahyo Andarusito^{1*}, Ali Khatibi², Jacqualine Tham³, S. M. Ferdous Azam⁴, Cicilia Windiyaningsih⁵

¹⁻⁴Management & Science University, Malaysia

⁵University Respati Indonesia

DOI: [10.36348/sjbms.2023.v08i05.001](https://doi.org/10.36348/sjbms.2023.v08i05.001)

Received: 01.04.2023 | Accepted: 06.05.2023 | Published: 09.05.2023

*Corresponding author: Nurcahyo Andarusito
Management & Science University, Malaysia

Abstract

Hospitals play an important role in providing health care facilities and are indispensable in supporting the public health services. The purpose of this study is to examine chief nurse leadership style, internal communication, incentive giving and work stress as well as the performance of nurses in the inpatient room of Hajj Hospital. This research used observational analytical methods with a cross-sectional design approach that is research to find interest between variables. Questionnaires were used in this study which consist of closed statements. The data obtained is then collected and processed using SPSS. There were 96 respondents in this study consist of nurses in the Inpatient Unit Jakarta Hajj Hospital and 88 % female nurses who are above 30 years old with working experience of more than 5 years participated in this study. It was found that internal communication and incentive giving have the highest impact performance in Hajj Hospital. However, the findings of this study may differ with a larger sample taken for this study. Future research would suggest a mixed method study with a larger population across Indonesia.

Keywords: Leadership style, internal communication, work nurse performance.

Copyright © 2023 The Author(s): This is an open-access article distributed under the terms of the Creative Commons Attribution 4.0 International License (CC BY-NC 4.0) which permits unrestricted use, distribution, and reproduction in any medium for non-commercial use provided the original author and source are credited.

BACKGROUND

The success of a hospital in organizing health services in a plenary or quality and safe is influenced by many factors, including hospital management, human resources (HR), infrastructure, facilities, and financial management. Human Resources as one of the determining factors of the quality of hospitals, must be managed well. Human resources management consists of several components including planning, organizing, utilization and human resources development system. One of the programs that must be run is performance management which is a technique to assess the performance of human resources. Performance is the achievement or accomplishment of a person pleased with all the tasks charged to him. Employee performance is the ultimate goal and is a way for managers to ensure that employee activities and outputs are produced in accordance with the organization objectives. (McNeill *et al.*, 2020)

The performance of nurses who were employees of the hospital has an important aspect in the hospital, because this is what determines the back and forth of the hospital. Nurses become an integral part of the hospital. If the nurse performs poorly then what happens is a decrease in the quality of services provided by nurses that will result in the image of the hospital and performance becomes a benchmark of service success that shows the accountability of service institutions. The government has also set employee performance standards. Nurses are professionals who have good intellectual, technical, interpersonal, responsible and authorized skills to do the care of the patients. (Asmuji, 2012; Dr. Ratna Sitorus, Skp., 2011; Nursalam, 2011)(Asmuji, 2012; Sitorus, 2011; Nursalam, 2011).

Basically, leadership is the style of a leader influencing his subordinates to be willing to cooperate

and work effectively according to his orders, with the leadership style possessed by this leader that will be used to be able to direct human resources can use all his abilities in achieving good performance (Wahab, 2008).

No matter how good the system is in an organization, if not supported by a good leadership style will not produce services that meet customer expectations and organizational expectations. A leader's leadership style has a great opportunity to encourage or impede the processes contained within the organization. If the leader can apply leadership style and have high motivation to motivate his employees then it will not close the possibility that all employees will improve their performance. The success of an organization as both and various groups in a particular organization, depends largely on the quality of leadership contained in the organization concerned. In fact, it can be said that the quality of leadership contained in an organization plays a very dominant role in the success of the organization in organizing its activities, especially seen in the performance of its employees (Paais & Pattiruhu, 2020);

In achieving the goals of the organization many elements that become important in its fulfillment, including the element of leadership or leadership. Resources that are available if not managed properly will not obtain the planned goals, so the role of the leader is very important that can use his authority and leadership to achieve a goal. Leadership plays a dominant, crucial and critical role in the overall effort to improve work productivity both at the individual level, at the group level and at the organizational level a person who occupies an important position in an organization plays a very important role not only internally for the organization but also in the face of various sides from outside the organization which is all intended to improve the organization's ability to achieve its goal (Islam *et al.*, 2021)(Islam *et al.*, 2021); A leader has a different leadership style from one leader to another which is a characteristic that cannot be separated from the leader. Leadership styles are used by leaders to control and influence subordinates to participate in achieving common goals. A leader not only gives orders but gives examples so that subordinates can respect their leaders and think in line with the leader's thinking and create a good working environment.

Communication in a corporate organization in particular and generally other organizations, usually occurs in two contexts, namely communication that occurs within the organization (internal communication) and communication that occurs outside the organization (external communication). In internal communication, either vertically, horizontally, or diagonally there are often difficulties that cause communication incompetence or in other words miss communication. Communication can be interpreted as a delivery of

information, meaning, or understanding, from the sender to the recipient. From the communication that has been done is expected to cause a change in behavior in accordance with the desired by the sender of the message (Muslikha & Siti, 2010; Muslihatun, 2010).(Muslikha & Siti, 2010; Muslihatun, 2010). Communication can also provide information exchange and emotional support when experiencing stress. Communication in an organization can come from internal and external. Internal communication is communication that occurs within a company or organization that includes the entire flow of information between all employees in the organization. External communication is communication that occurs between the company and outside parties according to the mistake most often experienced by the organization is the misperception of the giver to the recipient of the information. The flow of internal communication is distinguished into 3 parts: downward communication (communication from superior to subordinate), upward communication (from subordinate to superior), side-to-side communication (communication between co-workers) (Effendy, 2015)

In addition to communication, stress can also affect performance. Various situations and demands of work experienced by nurses can be a potential source of work stress. If the stress experienced involves also the organization or hospital where the individual works. The dominant causative factor of nurse's work stress is due to the conditions faced by the nurse every day, both in terms of work and in her daily life. Research from the National Institute for Occupational Safety and Health (NIOSH) establishes nurses as professions at very high risk of stress. This is because nurses have a duty and responsibility to save the lives of patients (Sulistyo-Basuki, 2004;Widodo, 2010).

Incentives are defined as a form of payment associated with performance and gainsharing, as a profit sharing for employees due to increased productivity or cost savings (Mulyadi and Rivai, 2009) In order to encourage higher work productivity, Incentive compensation is intended to provide different wages not based on evaluation of positions but because of differences in work performance (Rivai, 2004). Employees will be motivated to achieve high work performance so that it will also improve the performance of the organization that will eventually be able to improve the quality and quality of service (Kadarisman, 2014).

As a Public Institution that is the provider of inpatient room health services are required to improve optimal services, so that the public can feel satisfaction if they need a service. In order to provide satisfactory service to hospital customers, it is necessary to prepare human resources both from the lower level to the top level. All elements of Human Resources in the Hospital should always provide good service as evidenced by the

performance results of all employees well so that it will cause satisfaction to hospital customers. Therefore, the hospital is required to always improve the performance of its employees including its nurses in order to continue to survive and develop, because with the good performance in nurses it will be able to optimize its ability to do the work that has been given, improve the quality of hospital services and automatically affect the performance of the hospital.

RESEARCH METHODOLOGY

This research using quantitative research method with experimental research design that is to find correlation among variables. Experimental research design is a type of scientific examination in which one or more independent variables are changed and then applied to one or more dependent variables to see how they affect the latter. The effect of independent

variables on dependent variables is frequently observed and recorded over time to help researchers reach a plausible conclusion about the link between these two types of variables.

This research was conducted in Inpatients Unit in Mitra Keluarga Hospital, Bekasi, West Java Province for Pilot Study and Final study in Inpatients Unit in the Hajj Hospital, East Jakarta, in Jakarta Province. The research was conducted on August to November, Pilot Study on August and Final study on December 2021. Descriptive analysis aims to see a description of the measurement results of each respondent's answer from free variables (leadership style, internal communication and incentives) and bound variables (performance of nurses in the inpatient room).

ANALYSIS AND FINDINGS

Table 1: The Demographic Profile of Nurses in Inpatient Unit Hajj Hospital, Jakarta

Variable	Number of Population	Minimum	Maximun	Mean	Standard Deviation
Sex	96	1 (Male)	2 (Female)	1.91 (2)	0.293
Age	96	1 (<30years)	2 (≥30 years)	1.77 (2)	0.423
Education	96	2	2	2 (High Education)	0.000
Work Duration	96	1 <5 years	2 (≥5 years)	1.81 (2)	0.392
Valid N	96				

Gender majority female (2), age ≥30 years (2), education was mean highest education (2), long of work ≥5 years (2).

Analysis Correlation

Table 2: The Result Analysis Correlation Stress with Leadership, Communication and Incentive of Nurses inpatient Unit, Hajj Hospital, Jakarta

Model Summary ^b									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.324 ^a	.105	.076	.54184	.105	3.599	3	92	.016

a. Predictors: (Constant), CommunicationAGUSTUS, INCENTIVEAGUSTUS, LEADERSHIPAGUSTUS
 b. Dependent Variable: STRESSAGUSTUS

The result correlation between stress and leadership, communication, incentive by multiple linier

regression, finding for corelation rather strong 0.324 and contribution 10.5% (R square 0.105)

Table 3: The Result of Coefficient Stress with Leadership, Communication and Incentive of Nurses Inpatient Unit, in Hajj Hospital, Jakarta

Coefficients ^a												
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations			Collinearity Statistics		
		B	Std. Error	Beta			Zero-order	Partial	Part	Tolerance	VIF	
1	(Constant)	1.307	.357		3.666	.000						
	INCENTIVEAGUSTUS	.019	.062	.031	.314	.755	.066	.033	.031	.987	1.014	
	LEADERSHIPAGUSTUS	.294	.093	.314	3.152	.002	.320	.312	.311	.984	1.017	
	CommunicationAGUSTUS	.029	.073	.040	.400	.690	.067	.042	.039	.991	1.009	

Incentive of Nurses inpatient Unit, Hajj Hospital, Jakarta

The multiple linier regression only leadership were correlation with stress p value 0.002, and then

incentive, communication with stress both were not correlation p value > 0.05.

Table 4: The Final Finding of Analysis Correlation Stress with Leadership, Communication and Incentive of Nurses Inpatient Unit, Hajj Hospital, Jakarta

Model Summary ^b									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	Change Statistics			Sig. F Change
						F Change	df1	df2	
1	.320 ^a	.102	.093	.53683	.102	10.721	1	94	.001

a. Predictors: (Constant), LEADERSHIPAGUSTUS
 b. Dependent Variable: STRESSAGUSTUS

The final finding corelation between leadership with stress by multiple linier regression, corelation

rather strong 0.320 and contribution 10.2% (R square 0.102)

Coefficients ^a												
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations			Collinearity Statistics		
		B	Std. Error	Beta			Zero-order	Partial	Part	Tolerance	VIF	
1	(Constant)	1.441	.244		5.918	.000						
	LEADERSHIPAGUSTUS	.300	.092	.320	3.274	.001	.320	.320	.320	1.000	1.000	

a. Dependent Variable: STRESSAGUSTUS

The multiple linier regression of leadership and stress were corelation p value 0.001, and coefficient Beta 0.320. VIF 1,000 (there was not collinearity)

Table 5: The Final Finding of Analysis Correlation Performance with Leadership, Communication, Incentive, and Stress of Nurses Inpatient Unit, Hajj Hospital, Jakarta.

Model Summary ^a									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	Change Statistics			Sig. F Change
						F Change	df1	df2	
1	.377 ^a	.142	.124	.43015	.142	7.697	2	93	.001

a. Predictors: (Constant), Communicationtotalcekmean, incentivetotalcekmean
 b. Dependent Variable: performancetotalcekmean

Coefficients ^a													
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95,0% Confidence Interval for B		Correlations			Collinearity Statistics	
		B	Std. Error	Beta			Lower Bound	Upper Bound	Zero-order	Partial	Part	Tolerance	VIF
1	(Constant)	2.747	.329		8.361	.000	2.095	3.400					
	incentivetotalcekmean	-.118	.051	-.225	-2.304	.023	-.220	-.016	-.165	-.232	-.221	.970	1.031
	Communicationtotalcekmean	.275	.078	.344	3.527	.001	.120	.430	.305	.343	.339	.970	1.031

a. Dependent Variable: performancetotalcekmean

The final result leadership,internal communication, giving incentive, work stress to nurse performance, internal communication (p value 0.001) and incentive were significant (0.023) correlation to nurse’s performance, R 0.377 weak corelation and contribution both variables 14.2% (R square 0.142). Stress and leadership were not significant to nurse’s performance. There is influence of leadership style of the head of the room on the application of nursing ethical principles in the provision of nursing care.(Gandolfi & Stone, 2018) According (Ardinata .

Agus Susanto, 2019)Ardinata agus Susanto 2019, Leadership is very influence on service of health quality.

Demography profile nurses as moderating variable of this research where all respondent were taken from Nurse in Inpatient Unit Jakarta Hajj Hospital with majority of respondents were female with age more than 30 years old and work duration more than 5 years. Moderating variable age had no significant effect of nurse performance with p value 0,8512. Moderating

variable sex had no significant moderating effect with p value 0,4271, Moderating work duration had no significant moderating effect with p value - 0,5303. Lucky in this study because there is no difference between the moderating variable, male and female, young age and old age, undergraduate and diploma education, and those who have less than 5 years of work experience and more than five years because of this factor that cannot be intervened unless new nurses are less experience accompanied by senior nurses and provided with advice and training.

(Dortea Yawana, 2016) Dortea Yawana 2016 research finding was not influence of age on the performance of nurses in service nursing in Hospital (p-value = 0.229; RP = 0.649; CI95% = (0.366 to 1.149). 2. There is no influence of gender on the performance of nurses in nursing care in hospital (p-value = 0.591; RP = 1.281; CI95% = 0.716 to 2.292). 3. No influence on the performance of nurse education in nursing care in hospital (p-value = 1.000; CI95% = (0.405 to 2.449). 4. No influence between the working lives of nurses to performance in service in hospital (p-value = 0.092; RP = 0,564; CI95% = .321-.991). 5. No effect on the performance of nurse training in nursing services (p-value = 0.555; RP = 0.777; CI95% = 0.433 to 1.394). 6. There is the influence of motivation on the performance of nurses working in nursing care in hospital (p-value = 0.026; RP = 2.177; CI95% = 1.120 to 4.232) 7. There is influence between the attitude of nurses to performance in nursing care in hospital (p value = 0.001; RP = 2.836; CI95% = 1.568 to 5.130). 8. There is no influence between the availability of the performance of the nursing service in hospital (p-value = 0.276; RP = 1.503; CI95% = 0.854 to 2.646). 9. There is no effect between the comfort of the working environment on the performance of the nursing service in hospital (p-value = 0.183; RP = 1,607; CI95% = 0.888 to 2.908). Conclusion demographic profile was not influence to nurses performance in inpatient hospital., Conclusion demographic profile was not influence to nurses performance in inpatient hospital.,

All question leadership was good answered except question number 11 to 16 as liberal style the answered disagree. Communication all good perception. Incentive is specially question number 1, 4, 5, 6, 10 and 13 the perception of nurses disagrees. Work Stress all nurses were answered disagree. Performance all nurses has opinion good performance. The final result of this study in Hajj Hospital Jakarta for Perception all nurses in inpatients unit about Chief Nurse Leadership Style conclusion the items leadership must be attention specially items number 11 to 16 as follows : The authority of superiors is fully delegated to subordinates, 12: Decisions and policies are made by subordinates, 13: Communicate when needed by subordinates, 14: In carrying out tasks there is no supervision of

subordinates, 15: In doing work there is no direction to subordinates, 16: No need for performance evaluation of subordinates the answered of nurses not agree. Goncalves *et al.*, 2022 find the study shows that nurse-led consultations conducted in separate nurse-led reception areas promote a positive experience of the consultations from the perspective of pediatric nurses. In a nurse-led consultation, a nurse's confidence in their ability to provide care is connected to time, broad skills and knowledge, and a supportive organization. (Napitupulu, 2020). Leadership Style (Gandolfi & Stone, 2018) Gandolfi and Stone 2018. There is influence of leadership style of the head of the room on the application of nursing ethical principles in the provision of nursing care. (Ardinata. Agus Susanto, 2019) Ardinata agus Susanto 2019. Leadership is very influence on service of health quality. (Manurung, 2020; Robbins dan Judge, 2007) Robbins and Judge, 2007 in Manurung, 2020 relationship leadership style.

Internal Communication was good all item question to performance it is needed maintenance and improve. (Tkalac Verčič *et al.*, 2021) Tkalac Vercic *et al.*, 2021. ICSQ, Kessler. to improve internal communication within organizations, it is necessary to understand it better. This study explores the potential impact of internal communication on employee engagement and employer attractiveness by testing the mediating effects of social exchange quality indicators.

Limited research incentive correlation with stress. Incentive must be attention and improve ang implementation because the answered of nurses disagree of the incentive system is in accordance with the established standards, the incentives I received were as expected based on the results of my work, the incentives I receive are in accordance with my work performance so far, I receive adequate overtime pay if I work overtime, the incentives I received were as expected based on the results of my work; (Voslinsky & Azar, 2021) Voslinsky and Azar, 2021. Overall, our results indicate that whether the introduction of a performance pay component with bonus-malus incentives to the (German) DRG system has a positive effect on the quality of care. (Kairies-Schwarz & Souček, 2020) Work Stress to Nurse Performance It should be noted that if this nurse's stress is allowed to continue, it is estimated that it will interfere with her performance because all answers do not agree (The result research in Hajj Hospital for stress there were 30 questions, almost the respondent was answered disagree, except question number 8 calf aches) average answered neutral.

The question of stress such as Biological stress and sociological stress that answered disagree as follows:

Question of Biological Stress	
1	Feel my heart pounding while working
2	Feeling abdominal pain / heartburn while working,
3	Feeling stiff muscles during/after work (stiff neck),
4	Feeling the frequency of breathing increases
5	Feeling the pulse increase
6	loss of appetite,
7	Hands are tired
9	Pain
10	Back pain

Question of Sociological Stress	
11	Feeling depressed because of work
12	Blame yourself
13	Feeling unsuited to the job
14	Feeling lost concentration or decreased concentration
15	Easy to forget
16	Feeling that there is not enough time to get the job done
17	Avoiding trouble
18	Thinking the little things are too detailed,
19	Feeling slow to a dangerous situation
20	Disappointed with the results of the work
21	Feeling bored at work
22	Confused in the face of work
23	Decrease in work productivity
24	Feeling dissatisfied with work,
25	Leaving of work, Social stress
26	Tension in interacting with colleagues,
27	Tensions in interacting with other health teams,
28	Irritable,
29	Easily angry for no reason,
30	I don't like work)

Performance must attention to maintenance and improve because the answered good and very good. (Manurung, 2020). There is relationship between the leadership style of the head of the room/unit and level of work stress of nurses. This study reveals a critical need to identify those around 20% of nurse managers who experience high levels of stress from workload in order to support and retain them in their positions and to enhance their satisfaction. Nurse managers perceptions of workload should be taken into consideration when designing leadership structures and dividing work in certain organizations. Nursing management needs adequate staffing and resources, clear division of work and better empowering structures as a foundation from which to face the future challenges of healthcare reform.

CONCLUSIONS AND IMPLICATIONS

This research was done with two times study, first pilot study was done in Mitra Keluarga Hospital Bekasi with 34 respondents and Main Study was done in Jakarta Hajj Hospital with 96 Respondents. This research using deductive approach. This research using observational analytical methods with a cross sectional design approach that is research to find interest rates

between variable. The tool to collect data using questionnaires with closed statements. Leadership was impact to nurse performance amount 10.2%, when correlation with stress, leadership, internal communication and giving incentive, correlation between 6% the role of communication relationship with performance. Chance of Communication to good performance 76.4 %. Therefore, this research found that communication had significant relationship with performance of nurse in Hajj hospital.

Summary of Findings of The Spesific Objective

First research Objective: leadership (democratic) and performance significant correlation p 0.015, R 0.247, R square 0.061 (6,1%), coefficient Beta 0.247, VIF 1.000; The final result communication is significant for performance with a p 0.000, R 0.365, R Square 0.133 (13,3%). VIF 1.000, coefficient beta 0,365; and Incentive was not significant p value 0.280, R 0.111, R Square 0.012 (1,2%). Finding of first objective were Leadership style democratic had correlation with performance, Communication had correlation with performance, and Incentive had not correlation with performance.

Second research objective: Stress and nurse performance, the bivariate analysis stress and performance were not significant (sig (2-tailed) 0.079, it was mean was not significant correlation between stress and performance.

Third research objective: Communication horizontal, leadership liberal, and communication top down were significant in R 0,459, r Square 0,211 (21,1%) mediating variable stress to Incentive was not significant with p value 0,755. communication horizontal top down, and Liberal leadership style were significantly correlated with stress. stress not significantly correlated with incentive.

Fourth research objective: Moderating variable age had no significant moderating effect with p value 0,8516, Moderating variable sex had no significant moderating effect with p value 0,4271, Moderating work duration had no significant moderating effect with p value -0,5303.

RECOMMENDATION

The leadership style democratic should be used according to the existing conditions, but it is more important that the liberal leadership style should not to be applied, it is feared that there will be mistakes in making decisions related to the performance of nurses. Maintained and improved of horizontal Communication, Top-down communication can be applied according to conditions so that nurses are not stressed and have good performance. Incentive must be attention and improve ang implementation because the answered of nurses disagree of the incentive system is in accordance with the established standards, the incentives I received were as expected based on the results of my work, the incentives I receive are in accordance with my work performance so far, I receive adequate overtime pay if I work overtime, the incentives I received were as expected based on the results of my work. Work Stress to Nurse Performance It should be noted that if this nurse's stress is allowed to continue, it is estimated that it will interfere with her performance because all answers do not agree. Performance must attention to maintenance and improve because the answered good and very good. Moderating variable there was no difference nurses have less than 5 years of work experience and more than five years because of this factor that cannot be intervened despite new nurses are less experience must be accompanied by senior nurses and provided advice and training.

Limitation and Suggestion of Future studies

This study only targeted nurse in inpatient room with 96 respondents due to limited time study due to time limitation and authorization from hospital. In addition, since the research was conducted using self-reported subjective data, causal effects between variables could not be confirmed. His study only

targeted nurse in inpatient room with 96 respondents due to limited time study. For future study, other studies could research with other variable that could supporting for nurse performance such as coaching, mentoring, scheduling, training or other variable plus good communication. Future research would suggest a mixed method study with a larger population across Indonesia.

Summary

Leadership style and internal communication significantly correlated performance, incentive and stress were not impact of performance in this study. Mediating variable (stress) significantly correlated with leadership (liberal), and communication (horizontal and top down) in this research, incentive not significantly correlated with performance. Characteristic has not significant to nurse's performance.

BIBLIOGRAPHY

- Abdul Wahab, S. (2008). Analisis Kebijakan, Dari Formulasi Ke. *Implementasi Kebijakan Negara, Edisi Kedua. Jakarta: PT. Bumi Aksara.*
- Asmuji. (2012). *Manajemen Keperawatan: Konsep dan Aplikasi.* Ar-Ruzz Media.
- Yawana, D., Rantetampangb, A. L., & Zainuric, A. The Factors Relate to Job Performance of Nurses with Health Nursing Service at Internal Room of Physical General Hospital Abepura, Papua.
- Sitorus, R., & Panjaitan, R. (2011). *Manajemen keperawatan: manajemen keperawatan di ruang rawat. Jakarta: Sagung Seto.*
- Effendy, O. U. (2015). Ilmu, Komunikasi Teori dan Praktek Komunikasi. *Bandung: PT. Citra Aditia Bakti.*
- Gandolfi, F., & Stone, S. (2018). Leadership, leadership styles, and servant leadership. *Journal of Management Research, 18(4), 261-269.*
- Islam, M. N., Furuoka, F., & Idris, A. (2021). Mapping the relationship between transformational leadership, trust in leadership and employee championing behavior during organizational change. *Asia Pacific Management Review, 26(2), 95-102.*
- Kadarisman, M. (2014). *Manajemen Kompensasi cetak 2. Jakarta: Raja Grafindo Persada.*
- Kairies-Schwarz, N., & Souček, C. (2020). Performance Pay in Hospitals: An Experiment on Bonus–Malus Incentives. *International Journal of Environmental Research and Public Health, 17(22), 8320.*
- Manurung, S., & Zuriati, Z. (2020). The relationship between the chairperson's leadership style and the stress of the acting nurse. *Malaysian Journal of Medical Research, 4(4), 29-31.*
- McNeill, C., Alfred, D., Nash, T., Chilton, J., & Swanson, M. S. (2020). Characterization of nurses' duty to care and willingness to report. *Nursing ethics, 27(2), 348-359.*

- Mulyadi, dan, Rivai., (2009). *Manajemen Sumber Daya Manusia*.
- Muslikha, & Siti., (2010). *Komunikasi Perawat. Nuha Mediaka*.
- Napitupulu, S. O. M., Lubis, A. N., & Sudaryati, E. (2022). Gaya Kepemimpinan Kepala Ruangan terhadap Penerapan Prinsip Etik Keperawatan dalam Pemberian Asuhan Keperawatan. *Jurnal Keperawatan Silampari*, 6(1), 28-35.
- Nursalam, D. (2014). *Manajemen Keperawatan" Aplikasi dalam Praktik Keperawatan Profesional*.
- Paais, M., & Pattiruhu, J. R. (2020). Effect of motivation, leadership, and organizational culture on satisfaction and employee performance. *The Journal of Asian Finance, Economics and Business*, 7(8), 577-588.
- Robbins, S. P., & Judge, T. A. (2003). *Organizational Behavior*. By Pearson Education. Inc., Upper Saddle River, New Jersey.
- Basuki, S. (2004). *Pengantar Dokumentasi. Bandung: Rekayasa Sains*.
- Tkalac Verčič, A., Sinčić Ćorić, D., & Pološki Vokić, N. (2021). Measuring internal communication satisfaction: validating the internal communication questionnaire. *Corporate Communications: An International Journal*, 26(3), 589-604.
- Widodo, T. (2012). Pengaruh Lingkungan Kerja, Budaya Organisasi, Kepemimpinan Terhadap Kinerja (Studi pada Pegawai Kecamatan Sidorejo Kota Salatiga). *Among Makarti*, 3(1).
- Veithzal Rivai Zainal, E. J. S. (2011). *Manajemen sumber daya manusia untuk perusahaan: Dari Teori ke Praktek*.
- Voslinsky, A., & Azar, O. H. (2021). Incentives in experimental economics. *Journal of Behavioral and Experimental Economics*, 93, 101706.
- Abdul Wahab, S. (2008). *Analisis Kebijakan, Dari Formulasi Ke. Implementasi Kebijakan Negara, Edisi Kedua. Jakarta: PT. Bumi Aksara*.