The Influence of Emotional Intellegence, Leadership Style Perception, and Motivation on Nurses' Performance in the Inpatient Wards of Pku Muhammadiyah Bantul Hospital

Asriani[1], Qurratul Aini[2]

[1,2]Master of Hospital Management. Post Graduate Program. University Muhammadiyah Yogyakarta

ARTICLE INFO	ABSTRACT
Published Online: 11 April 2018 Corresponding Author: **Asriani[1]**	This research aims to find out the influence of emotional intelligence, perceptions of leadership style and work motivation with the performance of nurses in inpatient wards of PKU Muhammadiyah Bantul General Hospital in 2018. This research was conducted in the basement of inpatient wards of PKU Muhammadiyah Bantul General Hospital from January 2017 until January 2018. The population in this research was the whole space and the head nurse on duty in implementing the nine inpatient wards at PKU Muhammadiyah Bantul General Hospital totalling 103 people. The sample were 98 people where 5 Managing nurses have yet to meet the criteria of inclusion because the work was less than one year. The samples were chosen using *total sampling*. The Data were analyzed using univariate, bivariate and multivariate analysis. Results of the study indicate that there is an influence of emotional intelligence onthe performance of nurses in inpatient of PKU Muhammadiyah Bantul General Hospital (P value = $0.001 \alpha < = 0.05$), there is an influence of leadership style perception on the performance of nurses in inpatient of PKU Muhammadiyah Bantul General Hospital (P value = $0.015 < \alpha = 0.05$ and there is an influence of work motivation on the performance of nurses in inpatient wards of PKU Muhammadiyah Bantul General Hospital (P value = $0.000 < \alpha = 0.05$). The conclusions of this research there shows that there are significant influences of emotional intelligence, perception of leadership style and work motivation on the performance of nurses in inpatient wards of PKU Muhammadiyah Bantul General Hospital Year 2018 with a 95% confidence level.

INTRODUCTION

Emotional intelligence of nurses is an ability to recognize self-emotion and others' of an associate nurse in the inpatient wards of PKU Muhammadiyah Bantul General Hospital, covering self-emotion consciousness, self-regulation, self-motivation, emphaty, and social willingness. Leadership style perception of a head nurse is a response or perception of the associate nurses on a ward. The head nurse's behavior in implementing the functions of planning, moving, supervising, anad controlling which can influence others in order to achieve the expected goals and motivate the associate nurses in following five specific situations.

Work motivation is a condition stimulating, directing, and maintaining the associate nurses' behaviors in inpatient wards of RSU PKU Muhammadiyah Bantul. Nurses' performance is the quality of nursing cares given to the patients that are grounded on nursing care standards.

This research was conducted to analyze the influence of the level of emotional intelligence, leadership style perception, and motivation on nurses' performance in inpatient wards of PKU Muhammadiyah Bantul General Hospital. The research result is expected to provide useful information for the Director of PKU Muhammadiyah Bantul General Hospital in appointing nurse managers who are capable of applying the appropriate leadership style in every situation.

MATERIAL AND METHODOLOGY

This research is a Descriptive Quantitative Research and cross sectional design. The research sampling used total method sampling. The research population were all head nurses and associate nurses in charge for eight inpatient wards of PKU Muhammadiyah Bantul General Hospitaltotalling 103 nurses. After the data was collected, there were 98 nurses in which 5 associate nurses had not met the inclusion criteria due to less than a year work experience.

a. **Inclusion Criteria**

1. Having been working in inpatient wards for at least a year
2. Willing to be a respondent
3. Not continuing their study

b. **Exclusion Criteria**
   1. **Off duty nurses**

This research was conducted in PKU Muhammadiyah Bantul General Hospitalin November 2017. The data was collected in November 2017. The collected data was processed using SPSS for windows and univariate, bivariate, and multivariate analysis toward the data.

RESULTS AND DISCUSSION

This research has accepted ethics permission from the Ethics Committee of Medicine and Health Science Faculty *Universitas Muhammadiyah Yogyakarta*. The research subjects had willingly signed the informed consent letters. The respondents' characteristics covered age, gender, and education.

Table 1. The Characteristics of Associate Nurses in inpatient wards of PKU Muhammadiyah Bantul General Hospital 2017 (n = 98)

Respondents' Characteristics Variables	n	%
Education		
DIII in Nursing	76	77.6
Bachelor in Nursing	22	22.4
Gender		
Male	23	23.5
Female	75	76.5
Age		
20 – 30 years old	30	30.6
➢ 30 years old	68	69.4

From table 1, the respondents' characteristics are shown. In the education level of the respondents, the frequency of nurses having DIII Degree in Nursing is higher (77,6%) than those having Bachelor Degree in Nursing (22,4%). Meanwhile, there are more female repondents (76,5%) than male repondents (23,5%), and repondents of age ≥ 30 years old are more dominant (69,4%) than those of age 20-30 years old (30,6%).

2. **Univariate Analysis**
   a. **Emotional Intelligence**

Table 2. Univariate Analysis on Emotional Intelligence Variable

No	Variable	Score Interval	Amount	Percentage(%)
1.	Emotional intelligence of associate nurses:			
	-High	≥ 48	75	76.5
	-Medium	$32 – 47$	23	23.5
	-Low	< 32	0	0,0

From table 2 shown above, it is known that among the 98 respondents, most of the respondents have high emotional intelligence level that are 75 nurses (76,5%), in the medium category, there are 23 nurses (23.5%), and none is in the low emotional intelligence level category.

b. **Leadership Style Perception**

Table3. Univariate Analysis on Leadership Style Perception Variable

No	Variable	Score Interval	Amount	Percentage (%)
1	Leadership Style		12	12.2
	-Directive	--	18	18.4
	-Supportive	--	19	19.4
	-Participative	--	15	15.3
	-Delegating	--	34	34.7
	-Mixed	--		

From table 3 shown above, it is found out that 34 out of 98 respondents (34.7%), the majority is perceived of having mixed leadership style of head nurses, 19 respondents (18.4%) are perceived of having supportive leadership style, 15 respondents (15.3%) are perceived of having delegating leadership style, and 12 respondents (12.2%) are perceived of having directive leadership style.

c. **Work Motivation**

Table 4. Univariate Analysis on Work Motivation Variable

No	Variable	Score Interval	Amount	Percentage(%)
	Work Motivation of Associate Nurses:			
	-High	≥ 69	43	43.9
	-Medium	$46 – 69$	55	56.1
	-Low	< 46	0	0,0

From table 4 shown above, it is found out that the majority of respondents have medium work motivation (56.1%), while 43.9% of the respondents have high work motivation and there is none has low work motivation.

d. **Nurses' Performance**

Table 5. Univariate Analysis on Nurses' Performance Variable

No	Variable	Score Interval	Amount	Percentage(%)
	Associate Nurses' Performance:			
	-High	≥ 69	54	54.9
	-Medium	$46 – 69$	44	44.9
	-Low	< 46	0	0,0

From table 5 shown above, it is found out that the majority of the respondents have high performance (52.0%), while

48.0% have medium performance, and none has low performance.

3. Bivariate Analysis

a. The Influence of Emotional Intelligence Level on the Nurses' performance in Inpatient wards at PKU Muhammadiyah Bantul Hospital

Table 6. The Analysis Result of Rank Spearman Correlation

Influence	Spearman's Rho	Sig.(p)	Information
Emotional Intelligence and Nurses' Performance	0,323	0,001	Meaningful

From table 6 presented above, the analysis result obtained by Rank Spearman correlation coefficient (Rho) is equal to = 0,323 with significant (p) less than 5% (p <0,05) it means thatthe level of emotional intelligence has an influence on the nurses' performance in the inpatient wards of PKU Muhammadiyah Bantul General Hospital.

b. The Influence of The Head Nurse's Leadership Style on Nurses' performance in Inpatient wards at PKU Muhammadiyah Bantul General Hospital

Table 7. Nurses' Performance Viewed from The Head Nurse's Leadership Style

ANOVA
Nurses' Performance

		Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	(Combined)	2.989	4	.747	3.269	.015
	Linear Term Unweighted	1.052	1	1.052	4.602	.035
	Weighted	1.216	1	1.216	5.322	.023
	Deviation	1.772	3	.591	2.584	.058
Within Groups		21.256	93	.229		
Total		24.245	97			

From table 7 presented above, the analysis results of nurses' performance description on each perception of the head nurse's leadership style, obtained that the highest average performance of nurse is within directive leadership style (2.8333), then delegative leadership style (2.7333), supportive leadership style (2.6667), combined leadership styles (2.4118) and the latter on participative leadership styles (2.3684). The result of anova analysis of F value counted = 3,269 with p = 0,015; because p <0,05. This means that the head nurse's leadership style has an influence on nurses' performance in the inpatient wards of PKU Muhammadiyah Bantul General Hospital.

c. The Influence of Work Motivation Level on Nurses' performance in Inpatient wards at PKU Muhammadiyah Bantul General Hospital

Table 8. The Resultof Rank Spearman Correlation Analysis

Influence	Spearman's Rho	Sig. (p)	Information
Work Motivation and Nurses' Performance	0,426	0,00	Meaningful

From table 8 presented above, the analysis result obtained by Rank Spearman correlation coefficient (Rho) is equal to = 0,426 with significant (p) less than 5% (p <0,05) it means thatthe level of work motivationhas an influence on nurses' performance in the inpatient wards of PKU Muhammadiyah Bantul General Hospital.

4. Multivariate Analysis

a. The Influence of Emotional Intelligence, Leadership Style Perception, and Work Motivation on Nurses' performance in Inpatient wards at PKU Muhammadiyah Bantul General Hospital

Table 9. The Results of Linear Regression Analysis
ANOVA[b]

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	5.995	3	1.998	10.293	.000[a]
Residual	18.250	94	.194		
Total	24.245	97			

a. Predictors: (Constant), Work Motivation, Leadership Style, Emotional Intelligence

b. Dependent Variable: Nurses' Performance

From table 9 presented above, the results of linear regression analysis aims to determine the level of significance or linearity of the regression. Based on the F test or the significance test (Sig.) the obtained Sig value is = 0,00 meaning <significant criterion (0,05), thus the model of regression equation based on the research data is significant. This means that linear regression model fulfillsthe linearity criterion. This result also proves that the variable of emotional intelligence, perception of leadership style and motivation,altogether influence the performance of nurses at PKU Muhammadiyah Bantul General Hospital.

Table 10. The Resuts of Double Linear Regression Analysis

Coefficients[a]

Model	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
1 (Constant)	1.324	.334		3.970	.000
Emotional Intelligence	.246	.115	.210	2.142	.035
Leadership Style	-.068	.032	-.196	-2.151	.034
Work Motivation	.319	.099	.318	3.225	.002

a. Dependent Variable: Nurses' performance

From table 10, the result of linear regression analysis on the coefficients section informs the model of regression equation obtained with constant coefficient and variable coefficient in Unstandardized Coefficients column based on this table, the following model of regression equation is obtained: $Y = 1,324 + 0,246 + (-0,068) + 0,319$.

The result shows that the value of sig. for emotional intelligence is 0.035 and leadership styleis 0,034 (p> 0,05) which means that emotional intelligence and perception of leadership style do not have significant influence on the nurses' performance in PKU Muhammadiyah Bantul Hospital. Furthermore, the motivation variable shows the sig value of 0,002 (p <0,05), therefore the hypothesis is accepted, meaning that motivation variable hasa significant influence on the nurses' performance in PKU Muhammadiyah Bantul Hospital.

Discussion
At the end of the study, after univariate, bivariate and multivariate analysis were done in the hospital wards of PKU Muhammadiyah Bantul Hospital,there was a significant positive influence between the level of emotional intelligence, the perception of the head nurse's leadership style and the motivation with the nurses' performance in the inpatient wards of PKU Muhammadiyah Bantul General Hospital.

This study was conducted before Littlejohn, Patricia (2012) under the title The use of emotional intelligence to reduce workplace stress and the influence of nursing workplaces in health care professionals concluded that improved nurses' emotional intelligence implicates the quality of nursing care and patient safety. This is in line with the research that has been done that better emotional intelligence has a tendency to influence good performance as well. Research conducted by Wahyuningsih (2004) at SMU Lab School in east Jakarta about The Relationship between Emotional Intelligence and learning achievement with one of the factors of learning achievement is learning motivation showed significant relation with p = 0,002. This

shows that one's emotional intelligence affects the motivation to learn. The higher the emotional intelligence, the more powerful the motivation to learn. The results of Akerjordetk and Severinss one (2010) concludes that it is important for a nurse to have an in-depth knowledge of emotional intelligence and be able to integrate the concept into clinical nursing practice. Meanwhile, according to Delpasand, Mansoor (2011) Having good emotional intelligence can help in decreasing boredom due to work.

The study by Sellgrens et al (2006) concluded that the subordinate perception of leadership behavior actually has a lower average value than leadership behavior itself. Subordinates prefer managers with clearer leadership behaviors demonstrated by the leaders.

Research by Wong C.A, Cumming G.G and Ducharmel L (2013) concludes that there is a positive relationship between relational leadership and the patient's health condition. Research conducted by Abu al Rub and Alghamdi (2012) states that the importance of transformational leadership style in improving the level of job satisfaction and on the other hand the need to pay attention to training and development of influenceive leadership.

Research by Vesterinen.S et al (2012) concludes that Nurse managers should consider their leadership style from the employee's point of view, the situation factors, and organizational goals. Meanwhile, according to Laschinger, Heather K.S (2012) Congenital leadership traits have a significant direct influence on job satisfaction.

The results of this study are also in line with research conducted by AA Subiyanto, Sapja Anantanyu, Tonang Ardyanto, 2017) which states that the performance of hospital managers is influenced by three factors: motility, commitment and leadership and two other predictor factors that have no significant influence, job satisfaction and organizational culture. In another research conducted by Qurratyl Aini, Sito Meiyanto, (2004) with title of relationship between leadership style and employee commitment to job satisfaction in PKU Muhammadiyah Hospital shows the result that job satisfaction is influenced by perception of leadership style and work commitment.

The results of the study conducted by Al-hawary and Nidaa (2017) under the title Motivation Impact on the Work Performance of Nursing Staff at the Hospital in Jordan shows that there is a statistically significant influence of motivation on the performance of nurses working in private hospitals in Amman. These results also recommend that in order to boost better performance,the management needs to increase financial incentives, develop influenceive systems to evaluate employee performance, and a good career development system.

Research by Toode, Kristi et al (2010) concludes that there are five categories which influence work motivation i.e workplace characteristics, working conditions, personal characteristics, individual priorities, and psychological state.

Meanwhile, according to Moody, Rosaenne C (2014) nurse motivation in providing nursing care is influenced by the condition and the nature of motivation, individual characteristics that will ultimately affect the results of care care performed to patients. The above study is in line with the research that has been conducted which shows that the work motivation affect the performance of nurses. Therefore, continuous efforts are needed to constantly improve the motivation of good work through workplace improvements, comfortable working conditions or personal characteristics through good recruitment.

CONCLUSION AND SUGGESTION
Conclusion
There is a significant positive influence between the level of emotional intelligence, perceptions of the head nurse leadership style and work motivation with the performance of nurses in the inpatient wards of PKU Muhammadiyah Bantul General Hospital and the most influential variable of motivation on the performance of nurses in the inpatient wards of PKU Muhammadiyah Bantul General Hospital

Suggestion
The level of emotional intelligence of nurses in the inpatient wards of PKU Muhammadiyah Bantul General Hospital is at a high level, so it is necessary to maintain the nurses' self-emotional intelligence through nursing supervision, coaching / training activities.

The right leadership style applied to the nurses in the inpatient wards of PKU Muhammadiyah Bantul General Hospital is generally combined and participative style, therefore it is expected that the head nurse can adjustto the condition of his/her staff in applying the leadership style, so that he/she can lead well.

The work motivation of nurses working in the inpatient wards of PKU Muhammadiyah Bantul General Hospital is in the medium category, therefore, it needs to be maintained or even more improved again. To improve the work motivation of nurses, the hospital management needs a Reward system, choosing a hospital model nurse or provides opportunities to nurses who have good working motivation to be promoted to a higher level.

RESEARCH LIMITATIONS
1. This research only uses interview method with questionnaire guidance.
2. The dominant factors that influence work motivation are not researched
3. The level of maturity of subordinates (nurses) is not researched so it is less accurate to adjust the leadership style that has been applied by the head nurse.

REFERENCES
1. A.A. Subiyanto, Sapja Anantanyu, Tonang Ardyanto, Q. A. (2017). *Menagerial Leadership Competence In Pku Muhammadiyah Hospital Of Yogyakarta*, 7.
2. Abualrub, raeda F and Alghamdi, Mohammed, (2012). The impact of leadership styles on nurses satisfaction and intention to stay among saudi nurses, Juornal of nursing management 2012, 20,668-678
3. Adhim, F.M. (2003), *Indahnya Pernikahan Dini, Gema Insani Press*, Jakarta.
4. Aditama. T.Y, (2003), *Manajemen Adminstrasi Rumah Sakit*, Edisi kedua, UI-Press, Jakarta
5. Adisasmito, Wiku,(2008). Kesiapan rumah sakit dalam menghadapi globalisasi. Fakultas kesehatatan masyarakat Universitas Indonesia. Download https://staff.blog.ui.ac.id/wiku-a/files/2009/02/kesiapan-rs-dlm-menghadapi-globalisasi_edited.pdf
6. Al-Hawary,Sulieman Ibraheem and El Fattah Banat Nidaa Abed, (2017), Impact of motivation on job performance of nursing staff in private hospital in jordan.International Journal of Academic Research in Accounting, Finance and Management Sciences Vol.7,No.2,April 2017,pp. 54–63E-ISSN:2225-8329, P-ISSN:2308-0337© 2017 HRMARS. www.hrmars.com
7. Anoraga, P. (2005), *Psikologi Kerja*, Rineka Cipta, Jakarta
8. Arwani dan Heru.S, (2005), *Manajemen Bangsal keperawatan*, EGC, Jakarta
9. Arikunto, S. (2006), *Prosedur Penelitian Suatu Pendekatan Praktek*, Rineka Cipta, Jakarta
10. Cummings, G. G. *et al.* (2010) '*Leadership styles and outcome patterns for the nursing workforce and work environment: A systematic review*', *International Journal of Nursing Studies*. Elsevier Ltd, 47(3), pp. 363–385. doi: 10.1016/j.ijnurstu.2009.08.006.
11. Danim. S. (2004), *Motivasi Kepemimpinan dan efektivitas Kelompok*, Rineka Cipta, Jakarta
12. Deinert, A. *et al.* (2015) '*Transformational leadership sub-dimensions and their link to leaders' personality and performance*', *Leadership Quarterly. Elsevier Inc.*, 26(6), pp. 1095–1120. doi: 10.1016/j.leaqua.2015.08.001.
13. Feather, R. (2009) '*Emotional intelligence in relation to nursing leadership: Does it matter?*', *Journal of Nursing Management*, 17(3), pp. 376–382. doi: 10.1111/j.1365-2834.2008.00931.x.
14. Gibson, J.L,et al.(1987), *Organisasi: Perilaku -Struktur -Proses,*(Jilid I, Edisi ke delapan), Adiarni, N (Alih Bahasa), Bina Rupa Aksara, Jakarta.1996.
15. Goleman D. (2004). *Emotional Intelegence; Kecerdasan Emosional , mengapa EI lebih penting dari IQ*, Gramedia Pustaka Utama, Jakarta.

16. Goleman. D. dkk, (2006), *Kepemimpinan Berdasarkan Kecerdasan Emosi*, alih bahasa Susi Purwoko, Gramedia, Jakarta.

17. Hersey.P and Blanchard. K, 1982, *Manajemen Perilaku Organisasi; Pendayagunaan Sumber Daya Manusia*, Alih bahasa Agus Darma, Erlangga, Jakarta

18. Hariwijaya, (2005), *Tes EQ: Tes Kecerdasan Emosional*, Pustaka Pelajar, Yogyakarta.

19. Harahap K.D. (2006). *Hubungan Antara Kecerdasan Emosional dengan Prestasi Kerja* , Retrieved on Jun 05, 2017, http://digilib.itb.ac.id/gdl.php?mod=browse&op=read&id

20. Laksana E.K. (2008), *Hubungan antara kecerdasan emosional dengan kepemimpinan transformasional*, Retrieved on Jun 05, 2017, http://perpustakaan.uns.ac.id/dglib /pengguna.php?mn=detail&d_id=2196

21. Littlejohn, patricia, (2012), the missing link: using emotional intelligenceto reduce work place stressand work placeviolencein ournursingand otherhealth care professions. 28:360–368, 2012. ©2012 Elsevier Inc. All rights reserved.

22. Mugiarti, Sri. 2016. Manajemen dan kepemimpinan dalam praktek keperawatan. Kementerian kesehatan RI , Pusdik SDM Kesehatan. Jakarta.

23. Mbindyo, P., Gilson, L., Blaauw, D., & English, M. (2009). *Contextual influences on health worker motivation in district hospitals in Kenya*. *Implementation Science*, *4*(1), 1–10. https://doi.org/10.1186/1748-5908-4-43

24. Mar'at S. (2006). *Psikologi Perkembangan*, Rosda karya, Bandung.

25. Mangkunegara, Andi Prabu. (2008). *Manajemen Sumber Daya Manusia Perusahaan*. Remaja Rosdakarya, Bandung

26. Notoadmojo, Soekidjo. (1997). *Pengembangan Sumber Daya Manusia*, PT. Rineka Cipta, Jakarta, 2009

27. Notoatmojo. (2002), *Metodologi Penelitian Kesehatan*, Rineka Cipta, Jakarta.

28. Nursalam, (2002), *Manajemen Keperawatan Aplikasi dalam Praktek Keperawatan Profesional*, Salemba Medika, Jakarta.

29. Nursalam. (2003), *Konsep dan Penerapan Metodologi Penelitian Ilmu Keperawatan; Pedoman Skripsi, tesis dan Instrumen Penelitia*n, Salemba Medika, Yogyakarta

30. Ningsih, Y., & Priyo, B. (2011). *Hubungan motivasi kerja dengan kinerja perawat pelaksana di rumah sakit muji rahayu surabaya*, *1*(Viii), 1–10

31. Oetomo.T.W. (2006), *Perilaku Organisasi*, Jakarta.

32. Potter anda Perry. (2005), *Buku Ajar Fundamental Keperawatan; Konsep, Proses dan Praktek,* alih bahasa Yasmin Asih, EGC, Jakarta.

33. Qurratyl Aini. *Sito Meiyanto, A. M. (2004). Hubungan Antara Gaya Kepemimpinan*, 7(4).

34. Quoidbach, J. and Hansenne, M. (2009) '*The Impact of Trait Emotional Intelligence on Nursing Team Performance and Cohesiveness*', *Journal of Professional Nursing*, 25(1), pp. 23–29. doi: 10.1016/j.profnurs.2007.12.002.

35. Sutarto. (1998), *Dasar-dasar Kepemimpinan Administrasi*, Gadjah Mada University Press, Yogyakarta.

36. Siagiaan. S.P. (2002), *Kiat Meningkatkan produktivitas Kerja*, Rineka Cipta, Jakarta.

37. Stein, Steven J. 2002. *Ledakan EQ 15 Prinsip Dasar Kecerdasan Emosional Meraih Sukses*, Alih Bahasa T. Rainy dan Y. Murtanto,Kaifa, Bandung.

38. Sobur,A. (2003), *Psikologi Umum*, Pustaka Setia, Bandung.

39. Siagian.S.P. (2004), *Teori Motivasi dan Aplikasi*, Rineka Cipta, Jakarta.

40. Sugiyono. (2006), *Metode Penelitian Administrasi*, Alfabeta, Yogyakarta.

41. Sudaryono H.R. (2008).*Kecerdasan Emosional sebagai Penunjang Prestasi Kerja*. Retrieved on Jun 15, 2017, http://www.unj.ac.id/idx.php?name=News&file=article&sid=221

42. Salanova, M. *et al.* (2011) '*Linking transformational leadership to nurses' extra-role performance: The mediating role of self-efficacy and work engagement*', *Journal of Advnced Nursing*, 67(10), pp. 2256–2266. doi: 10.1111/j.1365-2648.2011.05652.x.

43. Tania, Yoshi, (2017). Pengaruh gaya kepemimpinan transformasional dan motivasi kerja terhadap kinerja karyawan pada PT. Premier management consulting. Tesis Program manajemen bisnis, program studi manajemen Universitas Kristen Petra. Downloa https://media.neliti.com/media/ publications/54689-ID-pengaruh-gaya-kepemimpinan-transformasio.pdf

44. Thoha. M. (2007), *Perilaku Organisasi;Konsep Dasar dan Aplikasinya*, Raja Grafindo Persada, Jakarta.

45. Usmara. A, (2006), *Motivasi Kerja: proses, teori dan praktek*, Amara books, Yogyakarta.

46. Winardi, (1998), *Kepemimpinan dalam Manajemen*, Rineka Cipta, Jakarta.

47. Wong, C. A., Cummings, G. G. and Ducharme, L. (2013) '*The relationship between nursing leadership and patient outcomes: A systematic review update*', *Journal of Nursing Management*, 21(5), pp. 709–724. doi: 10.1111/jonm.12