

LEADERSHIP STYLE, WORK LOAD, MOTIVATION AND STRESS ON THE PERFORMANCE OF NURSES OF CENTRAL SURGICAL INSTALLATIONS OF ORTHOPEDI PROF. SOEHARSO HOSPITAL SURAKARTA

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Abstract : *Health services are health efforts that are carried out to achieve the highest possible health status for individuals and the community. This study has purpose to determine and analyse the relationship between leadership style, workload, motivation and stress on nurse performance. This study was conducted at Prof. Soeharso Orthopedic Hospital, Surakarta. This study was conducted using an associative quantitative research with a non-experimental research design, called as a survey design. The population in this study were 45 nurses in the central surgical installation room who worked at Orthopedic Hospital Surakarta. The sampling technique was done using saturated sampling techniques. The instrument used in this study was a questionnaire. The results showed that: 1) leadership style affects employee performance, 2) workload affects employee performance, 3) motivation affects employee performance, and 4) stress affects employee performance at a significance level of 0.05.*

Keywords: *leadership, workload, motivation, stress.*

1. Introduction

Good service quality can be assessed from the patient satisfaction. The quality of health service cannot be separated from the performance of all employees. One of the indicators of the quality of health services is the value of the performance of nurse. Nurses spend more time with patients than do any other health care providers and patient outcomes are affected by nursing care quality.

Sutrisno, Suryaputro and Fatmasari (2017), Kurniawan (2018), Siswanto and Hamid (2017), Turunan (2017), Fajrin and Susilo (2018), Odunlami, Samuel Abimbola, *et al.*, (2017) have conducted research on employee performance, workload and leadership with. The research that has been conducted has found a significant relationship between workload, leadership, incentives and promotion opportunities with employee performance.

Another study by P. Gurses, Pascale Carayon, and Melanie Wall (2009) on a Wisconsin hospital involving 265 nurses between February and August 2004 found that workload was able to mediate the impact of performance constraints with the exception of problems related to equipment on perceived quality and safety care.

Research by Kurniawan (2018) at Palembang City Printing Service involving 52 respondents showed that employee performance was significantly influenced by

leadership style; a greater influence was given by democratic leadership style, while the smallest influence was given by *laissez faire* leadership style. Another study by Siswato and Hamid (2017) at PT Freeport Indonesia involving 53 respondents shows the results of research where employee performance is significantly influenced by leadership style.

Research by Herquanto, *et al.*, (2017) in Indonesia involving 124 nurses found results where no relationship was found between stress levels and demographic characteristics in the two respondents.

Research conducted by Lutfi, Susilo and Riza (2014) and Rahsel (2016) showed that employee performance was influenced by work motivation. Herquanto *et al.*, (2017), Fajrilah and Nurfitriani (2016), Chandra (2017), Massie *et al.*, (2018), Ahmad *et al.*, (2018), Premana *et al.*, (2015), Abuanja and Ahemnd (2016) with research results that show employee performance is significantly affected by workload and work stress.

Based on the background and the findings above, the researcher formulated the following problems: "Is there any relationship between leadership style, workload, motivation and stress on the performance of nurses?"

2. Review Of Literature And Hypothesis

A. Performance

Mangkunegaran (2009: 9) states that employee performance is the result of work both in quality and in the number of jobs and responsibilities. Rivai (2004: 309) defines that performance is the real result of each worker according to the role in the company as the work performance that is displayed. Based on the understanding of the experts, it is concluded that performance is the achievement of employee performance during the specified time in carrying out the responsibilities given by the company. Work performance is the process of carrying out or accomplishing an action, task, or function.

The performance of nurses as understood by experts is the result of work done by nurses in the hospital in order to achieve the desired goals and minimize losses.

B. Leadership Style

The skills to influence subordinates to contribute to achieving company success and effectiveness are called leadership by House in Gary Yukl (2009: 4). The continuity of an organization requires the right leadership style because it will have a positive impact on the organization.

The above statement is in line with the opinion of Thoha (2013: 49) which states that leadership style is a technique that people use to change the behavior of others. Rivai (2014: 42) provides a definition that leadership style is the ability of leaders to change their subordinates so that organizational goals are achieved.

The researcher can conclude that leadership style is a method or strategy applied by leaders to change the entire ranks led. This research refers to the leadership style in the hospital in controlling the entire staff and one of them is a nurse. The leadership style in the hospital is believed to affect the performance of nurses on the rules applied by leaders to the ranks below.

C. Workload

Workload is defined as the number of tasks and obligations that you have to perform or complete within a specific amount of time. Sunarso (2010) describes workload as an employee activity that is carried out during a predetermined period of time. Meanwhile Permendagri No.12/ 2008 workload is the result of the multiplication of the number of jobs and time in the organizational unit. Workload that is less than the ability of workers (under capacity) will cause boredom because there are no challenges. However, if the ability of worker is lower than the workload (over capacity) it can cause fatigue. The ideal workload is one that matches the ability of worker and job demands.

The imbalance between job demands and workers' ability is called workload according to Astianto and Suprihadi (2004). A high workload that requires a lot of energy can cause overstress; on the other hand, a low workload can cause boredom or boredom. To prevent this, it is necessary to strive for an appropriate level of loading between the workload and work capacity and for each worker according to their responsibilities.

Measuring workload is beneficial for the organization, Cain (2007) argues that the measure of the workload of each employee is used to qualify the mental costs that must be incurred and predict the performance and worker systems. The main purpose of workload, as stated by Cain, is an effort to create more effective work procedures, the conducive work environment, and improve conducive working conditions.

Based on the various opinions above, it can be concluded that the number of activities given to individuals or groups is determined by the time. According to the researcher, workload is an activity that must be carried out by nurses in the central surgical installation with the regulations that have been implemented by the hospital. Every certain period in each month the workload of nurses will be seen both objectively and subjectively and will determine further policies from the leadership.

D. Motivation

The process that explains the individual's persistence, intensity and direction to achieve goals is called motivation according to Robbins and Judge (2013). Intensity is how big a person is in trying. High effort will not produce the results that are expected unless the effort is directed to the benefit of the organization. Therefore motivation requires direction. Direction in achieving organizational goals must be instilled and developed in every employee. The process of influencing individuals to carry out the desired activities requires a motivation according to Purwanto (2006: 72).

Work motivation is motivation in the work itself and the work environment in the organization. Work motivation is often associated with success and failure in education. Individuals always want to be in good condition. Thus, they need a driving force to work to get something, if it is according to the reality, their work motivation will increase.

A general definition of motivation is the psychological force that generates complex processes of goal-directed thoughts and behaviors. These processes revolve around an individual's internal psychological forces alongside external environmental/contextual forces and determine the direction, intensity, and

persistence of personal behavior aimed at a specific goal(s). In the work domain, work motivation is “a set of energetic forces that originate within individuals, as well as in their environment, to initiate work-related behaviors and to determine their form, direction, intensity and duration” (after Pinder, 2008). As mentioned, work motivation is derived from an interaction between individual differences and their environment (e.g., cultural, societal, and work organizational) (Latham and Pinder, 2005). In addition, motivation is affected by personality traits, needs, and even work fit, while generating various outcomes and attitudes, such as satisfaction, organizational citizenship behaviors (OCBs), engagement, and more.

Purwanto (2006: 72), explains that three motivations have three aspects, as follow:

1. Encouragement means that motivation is able to move the strength of an individual or a leader in controlling the organization.
2. Direction, motivation is able to direct a person in channeling behavior that can trigger the development and advancement of the company or organization where a person works.
3. As an effort towards good motivation, an employee continues to take various actions in order to be motivated by the various jobs that must be done.

According to the researcher, motivation is a driving force to generate and direct behavior to do a job. Motivation in the work context is expressed as an individual's degree of willingness to exert and maintain an effort towards organizational goals. The motivation that is meant in this study is the work motivation of nurses due to the encouragement from the surrounding environment. The motivation of nurse can arise from within or outside of the nurse himself/ herself. Motivation from within himself/ herself such as the desire to devote his/ her life to the field of knowledge he/ she has mastered, while motivation from outside is such as good leadership from leaders in the hospital.

E. Stress

Stress is a condition that nurses often experience, both those who have worked for a long time and those who have recently worked. This is due to the large number of obligations that must be carried out by health care facilities as well as client dissatisfaction during the treatment and service period at the hospital.

The statement that stress caused by work is experienced by 80% of workers, 50% of workers need help to deal with work stress (Hurrell, 2011). Disorders of physiological and psychological balance experienced by individuals as a result of the interaction between stress at work alone or with factors from within oneself is called work stress. If not resolved immediately, it can cause other diseases, accidents and violence in the workplace which can arise due to work stress. (Souter, 2009).

Unable to arrive on time, decreased performance, increased injury rates and employee turnover are the effects of job stress (Smedley, 2013). According to the Indonesian Health Profile (2014) nursing is a profession that experiences considerable work stress due to interactions with patients and other health professions.

According to the researcher, stress is a response experienced by each individual that can have a positive or negative impact if the stress cannot be handled. Stress has

been defined in different ways over the years. Originally, it was conceived of as pressure from the environment, then as strain within the person. The stress that is meant by this research is the response that nurses feel when doing work in the hospital is caused by various things such as higher job demands, a poor work environment or pressures from leaders and demands of patients in the hospital.

F. Previous Study

Research on leadership style, motivation, workload and stress on performance has been widely conducted. Previous researchers have conducted empirical studies of leadership style affecting employee performance, including by Kurniawan (2018), Siswanto and Hamid (2017), Derunan (2017), Fajrin and Susilo (2018), Odunlami, Samuel Abimbola, *et al.*, (2017).

Research by Kurniawan (2018) on printing in Palembang City involved 52 respondents in Palembang City. The results showed that employee performance was significantly influenced by leadership style, a greater influence was given by democratic leadership style, while the smallest influence was given by *laissez faire* leadership style. Other research by Siswanto and Hamid (2017) at PT Freeport Indonesia.

Turunan (2017) conducted research at the Sulawesi River Basin III by involving all employees. The results showed that the performance of daily casual employees was significantly influenced by the leadership style. Research by Fajrin and Susilo (2018) in Malang Kebon Agung Sugar Factory involving 72 respondents, with motivational results, employee performance is increasing with an authoritarian leadership style. Research by Odunlami, Samuel Abimbola, *et al.*, (2017) at Nigerian University for 5 years with the results of employee performance not significantly affected by transactional leadership style.

Research by Fajriani (2015), Tjiabrata, Lumanaw and Dotulong (2017), P. Gurses, Pascale Carayon, and Melanie Wall (2009) and Rollos *et al* (2018). In this study, it shows that between the workload and employee performance there is a partial mediation relationship. Saturation (burnout) can be caused due to excessive work load, which can reduce performance. Tjiabrata, Lumanaw and Dotulong (2017) conducted a study involving 42 respondents at PT. Double Patience Manado. The results of the study show that employee performance is influenced by workload. Another study by Rollos *et al* (2018) with 60 respondents was conducted at PT Jiwasraya Asuransi Manado City branch office, namely the workload has a significant adverse effect on individual work results.

Lutfi, Susilo and Riza (2014) in their research at the Surabaya Representative Office at PT Elsiscom Prima Karya involving 58 respondents. The results of motivation research which include the needs for existence, social relations, growth and employee performance are classified as good according to the average of the respondents. Research by Rahsel (2016) on employees of the General Administration section of Padjadjaran University in Bandung involved 225 people. The results showed that the performance of employees in the General Administration section of UNPAD Bandung was influenced by work motivation.

Research by Herquanto *et al.*, (2017), Fajrilah and Nurfitriani (2016), Chandra (2017), Massie *et al* (2018), Ahmad *et al.*, (2018) Premana *et al.*, (2015), Abuanja

and Ahemnd (2016). The results showed that the two all respondents found no relationship between demographic characteristics and stress levels. Another study by Fajrilah and Nurfitriani (2016) at the Antapura Hospital involved 31 respondents. The results of the study between job stress and nurse performance have a significant relationship. Other research by Chandra (2017) at PT. Mega Auto Finance, Langsa Branch, involving 45 respondents, with the results of employee performance being significantly influenced by workload and work stress. Research by Abuanja and Ahemnd (2016) in Sudan involving 65 respondents. The results of research stress on health workers have an effect on job satisfaction and reduce patient satisfaction.

From the research by Abunja dan Ahmed (2016), Fajrilah and Nurfitriani (2016), then the hypothesis proposed in this study are as follow:

- Hypothesis 1: leadership style affects the performance of nurses
- Hypothesis 2: workload affects the performance of nurses
- Hypothesis 3: motivation affects the performance of nurses
- Hypothesis 4: stress affects the performance of nurses

3. Research Method

A. Population and Sample

The population in this study were Nurses in the central surgical installation of the Orthopedic Hospital in Surakarta. The sampling was done using nonprobability sampling techniques. The sample obtained for this study were 45 people.

B. Variable, Method of Analysis

1. Variable

Leadership style (X1), workload (X2) motivation (X3) and stress (X4) are independent variables, while nurse performance (Y) is the dependent variable.

2. Research Instrument Test

a. Validity Test

The technique of one shoot method was carried out using the help of the SPSS program to test the validity of instruments in this study. The results of the research validity test in general show that the questions in the questionnaire were said to be valid since the value of $r_{count} > r_{table}$ (See table 1, appendix 1).

b. Reliability Test

All questions for each variable are declared reliable. The Cronbach alpha number for each variable is > 0.60 (See table 6, appendix 2).

3. Data Aanalysis

a. Classic assumption test

This data analysis consists of the following:

1) Normality test

The data will be analyzed whether it is properly distributed or not.

2) Heteroscedasticity Test

This test is carried out to determine whether there are similarities in the variants of the regression model

(heteroscedasticity) and the observation whether there are residuals. Heteroscedasticity occurs when these assumptions are not met. With a plot graph between the predicted Z_{pred} value for the dependent variable with Sd_{resid} (residual).

3) Multicollinearity Test

This test is carried out to determine whether there is a relationship between each independent variable seen from the Tolerance Value, VIP (Variance Inflation Factor).

b. Multiple Linear Regression

1) Model Feasibility Test

The use of this test is to find out whether all the independent variables included affect the dependent variable together (Ghozali, 2012: 98) with a value of $\alpha = 5\%$ significant.

2) Hypothesis Test

Hypothesis testing is done using the t test, it is useful to know how much each independent variable affects the dependent variable by calculating the significance value of $\alpha = 5\%$. The conditions are as follows:

a) If the probability value is more than 0.05. This means that partially the independent variables affect the dependent variable.

b) If the probability value is less than 0.05. This means that the dependent variable is partially not influenced by independent variables.

3) Coefficient Determination (R^2)

The determination analysis test assesses how much influence the variable leadership style, workload, motivation and stress have on the performance of nurses in the central surgical installation at the Surakarta Orthopedic Hospital. The R^2 value is between zero and one. If the value is small, it means that the independent variable explains that the dependent variable is very small, if the value is almost one, it indicates that the independent variable is able to provide all the information so that the dependent variable can be predicted.

4. RESULTS

A. Descriptive Statistics and Hypothesis Testing

1. Normality Test

The Kolmogorov-Smirnov results as shown in table 3 (See table 7, appendix 2) note that the significance value (p value) of the overall variable is > 0.05 so that it means that the regression model can be applied, on the grounds that the research data is normally distributed or meets the assumption of normality.

2. Heteroscedasticity Test

Table 4 (See table 8, appendix 3) explains the relationship between each independent variable and the residual, there is no clear pattern or distribution of points on the Y-axis, both below and above zero, indicating that the relationship between the two is insignificant. Thus, it can explain that the data for the regression model is free of heteroscedasticity. The results of the three analyzes explain that the data used in the multiple linear regression model has met the requirements, meaning that the results of the regression analysis have good accuracy or feasibility.

3. Multicollinearity Test

Table 5 (See table 9, appendix 3), shows the multicollinearity test results. As the opinion of Ghazali (2001), if more than 0.1, as well as all independent variables with results less than 10 on the VIF, it means that there is no multicollinearity symptom in the regression model, therefore the requirements for regression analysis are met.

B. Multiple linear regression

1. Result of Multiple linear regression Test

Multiple regression analysis test was used in this study. Table 10 (appendix 4) shows the results of multiple regression analysis, as follow:

$$TO = 68,246 + 0,440P + 0,319M + 0,231R - 0,611L$$

Interpretation:

TO	: Employee Performance
P	: Leadership Style
M	: Workload
R	: Work Motivation
L	: Stress

The interpretations of the above result are as follow:

- $a = 68,246$
With 68,246 at a constant value, indicating leadership style (P), workload (M), motivation (R) and constant stress (L), employee performance will work better by 68,246 units, indicating that all independent variables can explain the dependent variable.
- $\beta_1 = + 0,440$
The leadership style variable with a value of + 0.440 indicates that employee performance will increase when using the right leadership style. Conversely, if the leadership style is bad, the performance employee will decrease.
- $\beta_2 = + 0,319$
The workload variable with a value of + 0.319, indicates that if employees work in accordance with the load that must be carried out, there will be an increase in employee performance. If the workload exceeds its capacity, then the performance of employee will decrease.
- $\beta_3 = + 0.231$

The regression coefficient value for motivation with a value of + 0.231 indicates that employees with high work motivation have increased performance. Conversely, there is a decrease in performance if the motivation to work is low.

➤ $\beta_4 = -0,611L$

Stress with a regression coefficient value - 0.611, indicates a low level of stress experienced by employees, resulting in increased employee performance. Employees who experience high stress levels result in decreased employee performance.

C. Model feasibility test

The results shown in table 11 (appendix 4) are 19,867 for the calculated F value, $0,000 < 0.05$ for the significance, it can be interpreted that good of fit or independent variables jointly affect the dependent variable. It can be interpreted that the variables of leadership style, workload, motivation and stress are able to explain the amount of the dependent variable of employee performance.

D. Results of Hypothesis Test

The results of the study are described in table 8 (appendix 4) where the sig. leadership style $0.00 < 0.005$, meaning that the leadership style affects employee performance with a significance of 0.05. A leader is expected to be able to change the character of his leadership style that is appropriate as a strategy in dealing with problems.

The results of the analysis as presented in table 12 (appendix 5) show that the workload has a sig. $0.045 < 0.05$, states that workload affects employee performance with a significant value of 0.05.

The results of the analysis as presented in table 12 (appendix 5) show that motivation has an effect on the variable of employee performance at a significance level of 0.05. The motivation variable shows the sig value. $0.023 < 0.05$, indicating that motivation affects employee performance with a significant value of 0.05. Someone needs encouragement so that their performance increases. If the encouragement gets results as expected, it will increase work motivation.

The results of the analysis as presented in table 12 (attachment 5) show the sig value. stress (X4) is $0.000 < 0.05$, indicating that stress affects employee performance with a significance level of 0.05. Stress is the experience that most often experienced by nurses in the hospital, both those who have worked for a long time and those who have recently worked. This is due to the many demands from both the hospital and the dissatisfaction of patients during the treatment and service at the hospital.

The coefficient of determination test results as shown in table 13 (appendix 5) shows that the Rsquare value is 0.631 or 63.1%. This shows that leadership style, workload, motivation and stress can explain 63.1% of the dependent variable. Meanwhile, the remaining 36.9% is explained by other variables outside this study.

E. Discussion

This study generally states that there is an influence of leadership style, workload, motivation and stress on employee performance, especially for nurses in the central surgical installation at the Surakarta Orthopedic Hospital. Research by Herquanto et al., (2017), Fajrilah and Nurfitriani (2016), Chandra (2017), Massie et al., (2018), Ahmad et al., (2018), Premana et al., (2015), Abuanja and Ahemnd (2016) show stress able to reduce employee performance.

Meanwhile, in another study by Fajrilah and Nurfitriani (2016), there was a significant relationship between job stress and nurse performance. Research by Chandra (2017) found that employee performance burdens are significantly influenced by workload and work stress.

The results of the above study regarding the influence of leadership style are in line with the opinion of Thoha (2013) which states that leadership and leadership are skills and techniques in using their power to influence their subordinates. The leadership style in the hospital will affect how the performance of all employees or ranks below them.

Meanwhile related to Permendagri No. 12 of 2008 states that the workload, namely the activities of one work unit, is obtained from the product of the total work and the agreed time. This indicates that if someone who works at an institution or organization with a workload that exceeds their ability, it will bring stress and low work motivation for employees.

This is in accordance to the opinion of Robbins and Ige (2013) states that motivation is a process that explains the persistence, direction and intensity of a person in reaching his goals. Intensity describes how hard a person tries. High intensity and directed at organizational goals will bring benefits to the organization.

Souter (2009) also explains that work stress is a disturbance of physiological and psychological balance that is caused by the interaction between work stressors alone or with other factors, if not handled properly it will cause other health problems. Accidents and violence in the workplace can arise due to work stress.

Nurses who work in hospitals often feel stress caused by various things such as higher job demands, a less good work environment or pressures and leaders and demands of patients in the hospital which can cause organizational strains.

5. Conclusion And Suggestion

A. Conclusion

The purpose of this study was to examine and analyze the leadership style, workload, motivation, stress on the performance of the nurses in the central surgical installation at Orthopedic Hospital Surakarta. This study took 45 respondents,

nurses in the central surgical installation room at the Orthopedic Hospital in Surakarta.

The results of hypothesis 1 analysis indicate that there is empirical evidence that supports that leadership style affects employee performance variables. Hypothesis 2 shows that workload affects employee performance can be proven empirically. The third hypothesis shows that motivation affects employee performance which can be proven empirically. The fourth hypothesis shows that stress affects employee performance which can be proven empirically. These results indicate that leadership style, workload, motivation and stress have an effect on employee performance. The better the leadership style and being able to be accepted by employees, will indirectly affect how motivation and work stress of employees will influence employee performance.

B. Limitations

Based on the results of the study, it can be implied some limitations as follow:

1. This study was only conducted in the central surgical installation of Orthopedic Hospital in Surakarta, therefore, there was no comparison with other sections and it is very possible that other sections will get different results such as the use of authoritarian leadership styles such as in the HRD department of the hospital.
2. This study was conducted during the Covid 19 pandemic, so that there were time limitations and various obstacles such as the researcher not receiving the questionnaire results from the respondents.

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