



## Factors Influencing Work Motivation of Nurses in military Hospitals Dr. Midiyato Suratani Tanjungpinang

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### ABSTRACT

This study identified the factors that influence nurses' work motivation. The method used is quantitative analysis with a questionnaire instrument of respondent characteristics, leadership style, and nurse work motivation. The number of respondents was 65 nurses at the Dr. Midiyato Suratani Tanjungpinang Hospital. Univariate results showed that most of the respondents were women at 92,3%, education level was 60% D3 Nursing, employee status was 53,8% PNS, length of service was 11 to 15 years 38,5%, and the average age was 36 years. The results of the bivariate test of leadership style affect work motivation with a p-value of 0,001, the highest perception of leadership style is consultative with a mean of 107.5. That which has the highest impact on motivation with a mean of 110,8 is a democratic leadership style. Meanwhile, age does not affect motivation with a p-value of 0,486, including an education p-value of 0,533. Employee status affects motivation with a p value of 0,002, then length of work with a p value of 0,039. The results of the multivariate analysis showed that employee status had the most significant effect on the work motivation of nurses 0,006. The conclusion is that the status of civil servants is the main motivation for nurse performance rather than leadership style, age and length of service. It is suggested to the hospital that the status of employees who are still PTT can be appointed as civil servants, then for the head of the nursing room can use a democratic leadership style to increase the work motivation of the nurses.

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### ABSTRAK

Penelitian ini mengidentifikasi faktor-faktor yang memengaruhi motivasi kerja perawat. Metode yang digunakan adalah analitik kuantitatif dengan instrumen kuesioner karakteristik responden, gaya kepemimpinan, dan motivasi kerja perawat. Jumlah responden adalah 65 orang perawat pelaksana di RS Angkatan Laut Dr. Midiyato Suratani Tanjungpinang. Hasil univariat didapatkan responden sebagian besar perempuan sebesar 92,3%, tingkat pendidikan 60% D3 Keperawatan, status pegawai 53,8% PNS, lama kerja 11 sampai 15 tahun 38,5% dan umur rata-rata 36 tahun. Hasil uji bivariat gaya kepemimpinan memengaruhi motivasi kerja dengan p value 0,001 dan persepsi tertinggi gaya kepemimpinan adalah konsultatif dengan mean 107,5, dan yang berdampak pada motivasi tertinggi dengan mean 110,8 adalah gaya kepemimpinan demokratis. Adapun usia tidak memengaruhi motivasi dengan p value 0,486, termasuk pendidikan dengan p value 0,533. Status pegawai memengaruhi motivasi dengan p value 0,002, kemudian lama kerja dengan p value 0,039. Hasil analisis multivariat

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didapatkan status pegawai paling signifikan memengaruhi motivasi kerja perawat 0,006. Kesimpulannya adalah faktor status pegawai menjadi PNS merupakan motivasi kinerja perawat yang utama daripada gaya kepemimpinan, usia dan lama kerja. Disarankan kepada pihak rumah sakit bahwa status pegawai yang masih PTT bisa diangkat menjadi PNS, kemudian bagi kepala ruangan keperawatan dapat menggunakan gaya kepemimpinan demokratik untuk meningkatkan motivasi kerja perawatnya.

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## INTRODUCTION

Leadership is the ability to influence a group toward the achievement of a set vision or goal. Leaders who share certain traits and people who display friendliness and structured behavior are more effective. Some leaders may have the right traits or exhibit the right behavior and still fail. As important as traits and behaviors are to identify leaders who are effective or ineffective, they cannot guarantee success. Fiedler in Robbins (2017) believes a key factor in leadership success is the individual's basic leadership style. There are two classic and similar leadership style theories, namely the Likert and Lewin theories in which Likert calls the four approaches exploitative-authoritarian, generous-authoritarian, casual-democratic, and democratic participatory. Lewin called his leadership style authoritarian, democratic and laissez-faire. Both describe the development of styles from highly directive to less directive and suggest that in general, the democratic participatory style is most effective (Crowell, 2011).

There are four classic leadership styles, namely democratic, authoritarian, laissez-faire, and charismatic (Dedi, 2019). Blanchard and Hersey follow a situational approach to leadership. Leadership focuses on tasks, followers are usually passive and dependent. The leadership style will focus on relationship behavior as followers become mature, active, and independent. Basically, the situational leadership style consists of instructional, consulting, participating, and delegating leadership styles (Swansburg, 2001).

Employee motivation is one of the most important and challenging aspects of management. Motivation is a process that explains the strength, direction, and persistence of a person to achieve a goal. Strength describes how hard someone tries (Robbins & Judge, 2017). Work motivation can be grouped into internal and external motivation. Internal motivation consists of responsibility in carrying out tasks, carrying out tasks with clear targets, having clear and challenging goals, having feedback on the results of their work, having a sense of fun at work, always trying to outperform others, and prioritizing the achievements of what they do. While external motivation, consists of always trying to meet the necessities of life and work needs, liking to get praise for what he does, working to get incentives, working in hopes of getting attention from friends and superiors (Astuti, 2017).

One's leadership style is very influential on work motivation. Gardner identified nine tasks that a leader must perform and one of them is to motivate him (Swansburg, 2001). If the influence of leaders in motivating nurses increases, it will have an impact on nurse performance, patient and nurse satisfaction, organizational goals, and

influence within the organization itself. This is very different from what happens in the field. Based on the findings in the field, it is stated that there are still many leadership styles that do not focus on motivation in the performance of nurses that have an impact on health services (Oktaviani & Warsito, 2018).

Dr Midiyato Suratani Tanjungpinang Hospital complain that if there is a problem, most heads of rooms like to make decisions on their own without consulting their subordinates first, although sometimes heads of rooms consult their members, and the final decision remains with the head of the room. Meanwhile, from the results of the interviews obtained with the two heads of the room, the implementing nurses are currently experiencing a decrease in motivation at work, so the care provided to patients is not optimal and they work routinely. Based on these problems, the researchers analyzed the factors that influence the work motivation of nurses in Dr Midiyato Suratani Tanjungpinang Hospital.

## METHOD

This study used quantitative analytical methods with questionnaires on the characteristics of the respondents, namely age, gender, education, length of service, and employee status, then a questionnaire on leadership style and work motivation of nurses. The population of this study were 65 inpatient room nurses and the sample was all populations of nurses or total sampling. The results of the questionnaire were processed and analyzed using a multivariate test to identify factors that influence the work motivation of nurses.

## RESULTS AND DISCUSSION

Based on the observations, univariate, bivariate, and multivariate data were obtained. Univariate data consists of the characteristics of the respondents, namely gender, education level, employee status, length of service, and age. For bivariate data, namely analyzing the independent variables with the dependents, while the multivariate analyzes the factors that influence the work motivation of nurses.

**Table 1**  
**Characteristics of Respondents**

Gender	frequency	Percentage	Total
Male	5	7,7%	7,7%
Female	60	92,3%	100%
Total	65	100%	

  

Education	frequency	Percentage	Total
D3 Nursing	39	60%	60%
S1 Nursing	8	12,3%	72,3%
Ners	18	27,7%	100%
Total	65	100%	

  

Employe	frequency	Percentage	Total
PTT	30	46,2%	46,2%
PNS	35	53,8%	100%
Total	65	100%	

  

Length of work	frequency	Percentage	Total
1-5 years	8	12,3	12,3%
6-10 years	13	20	32,3%
11-15 years	25	38,5	70,8%
16-20 years	15	23,1	93,8%
21-25 years	4	6,2	100%
Total	65	100%	

  

Age	frequency
Mean	36,14
Median	36
Modus	32, 35, 39
Minimum	25
Maximum	57

Source: 2020 primary data

Table 1. The characteristics of the respondents were obtained mostly from the female sex as much as 92.3%. Last education mostly D3 Nursing as much as 60%. Most status of employees is civil servants, namely 53.8%. The highest average length of work is 11-15 years, namely 38.5%. The average age of the respondents was 36 years with the youngest being 25 years and the oldest being 57 years.

**Table 2**  
**Leadership Style with Motivation**

Leadership	n	Mean	SD	Sig.
Consultative	42	107,5952	5,17998	
Partisipative	4	97,0000	5,16398	
Delegative	6	108,1667	3,60093	0,001
Demokratic	13	110,8462	6,76814	

Source: 2020 primary data

Table 2 shows that the leadership style applied by the head of the nursing room is mostly perceived as using a consultative style with a mean of 107.5 and influences the work motivation of nurses with a p value of 0,001. The democratic leadership style has the highest work motivation mean, namely 110,8.

**Table 3**  
**Gender with Motivation**

Gender	n	Mean	SD	Sig.
Man	5	105,8000	9,23038	
Woman	60	107,8000	5,85648	0,486

Source: 2020 primary data

Table 3 shows that gender does not affect the work motivation of nurses with a p-value of 0.486. The average work motivation is higher among female nurses than male nurses.

**Table 4**  
**Education with Motivation**

Education	n	Mean	SD	Sig.
D3 Nursing	39	106,9487	5,99539	
Ners	18	108,7778	6,83034	0,533
S1 Nursing	8	108,5000	5,01427	

Source: 2020 primary data

Table 4 shows the level of education does not affect the work motivation of nurses with a p-value of 0,533. The average work motivation is higher at the undergraduate level of Nursing and Nurse education than in D3 Nursing.

**Table 5**  
**Employe Status with Motivation**

Employe	n	Mean	SD	Sig.
PTT	30	105,1333	6,22416	
PNS	35	109,8000	5,16664	0,002

Source: 2020 primary data

Table 5 shows employee status influences nurses' work motivation with a p-value of 0.002. Civil servants have an average higher work motivation than PTT.

**Table 6**  
**Working Time with Motivation**

Year	n	Mean	SD	Sig.
1-5	8	105,8750	7,86380	
6-10	13	104,1538	6,54276	
11-15	25	108,3600	5,67803	0,039
16-20	15	110,8667	4,48596	
21-25	4	106,0000	2,44949	

Source: 2020 primary data

Table 6 shows the length of work affecting the work motivation of nurses with a p-value of 0,039. The length of

work of 16-20 years has the highest work motivation, but the length of work of 21-25 years has decreased work motivation.

**Table 7**  
**Age with Motivation**

Age	n	Mean	SD	Sig.
	65	36.1		0.00

Source: 2020 primary data

Table 7 shows the average age of nurses is 36 and the results show that age affects the work motivation of nurses with a p-value of 0.00.

Table 8 shows that four variables are tested multivariate, namely age, employee status, length of service, and leadership style. Employee status has a great significance to the work motivation of nurses with a p-value of 0,006 and a beta value of 0,458.

**Table 8**  
**Multivariate Analisis**

Model	Standardized Coefficients Beta	t	Sig.
Constant		20.906	0.000
Age	-0.286	-1.385	0.171
Employe Status	0.458	2.873	0.006
Working Time	0.222	1.137	0.260
Leadership Style	0.216	1.879	0.065

Source: 2020 primary data

**DISCUSSION**

From the results of the study, it was found that most of the nurses at the Dr. Midiyato Suratani Tanjungpingang Hospital has a D3 degree in nursing, this result is in line with the research by Pitasari & Prihandhani (2017) with the highest percentage of nurses with D3 Nursing education. The average hospital is currently dominated by nurses with D3 Nursing graduates (Dwi Anggreini et al., 2019). The results of this study indicate that there is no effect between the educational level and work motivation of nurses, this is in line with Maulani & Dasuki's research (2016). However, theoretically, the level of education affects the level of one's knowledge. Knowledge workers are productive workers when they are self-motivated, self-directed, and accomplished. Nurses as knowledgeable workers are self-directed and take responsibility. Valuing and strengthening self-direction and responsibility results in learning. Knowledge of motivational theories is important to improve performance (Swansburg, 2001). Besides Robbins (2017) explained that self-efficacy theory, also known as social cognitive theory, or social learning theory, refers to an individual's belief that nurses are capable of carrying out tasks. The higher self-efficacy, the more confident a person is in their ability to succeed.

Employee status can influence a person's motivation and is in line with the results of research conducted by researchers. Data was obtained from nurses with PNS status,

namely 53.8% and the rest were non-permanent employees (PTT). This employment status can affect a person's motivation at work. Swansburg (2001) states, people are motivated to work based on Maslow's hierarchy of needs. Even when met, human needs are still important. Unmanaged economic rewards create job dissatisfaction. Swansburg (2001) states that there are four theories of motivational processes, namely reinforcement theory, expectancy theory, equity theory, and goal setting. Practices that arise during the learning process produce relatively lasting changes in behavior.

length of work were 11-15 years, namely 38.5%. Length of work is proven to affect the work motivation of nurses. This illustrates that nurses who have long work experience should have more experience as a result of the learning process obtained, so they have good work motivation. However, it is obtained at the working age of 21-25 years which is lower than that of 16-21 years. The most important source for increasing self-efficacy is proficiency in carrying out, namely gaining experience relevant to a task or job. If nurses can carry out work successfully in the past, they will be more confident in carrying out tasks in the future (Robbins & Judge, 2017).

The average age of nurses is 36 years with the youngest being 25 years and the oldest being 57 years. In this study, age did not affect the work motivation of nurses. While the research results of Gannika & Buanasari (2019), Respondent characteristics are based on age, with the highest percentage being respondents aged 22 to 29 years, namely 48 respondents (78.7%). In the study, it was stated that the age of over 40 years is a productive age at work, has a high enough enthusiasm to be competent and work better than other people, so they tend to be more innovative and creative in doing work. Based on this, it can be said that the age of 36 years should still be classified as a productive age so that they have good work motivation.

The results of this study indicate that the highest perception of the leadership style of the head of the nursing room is a consultative leadership style 64.6%. While the results of research conducted by Gannika & Buanasari (2019) regarding the relationship between leadership style and nurse performance in the inpatient room of GMIM Pancaran Kasih Hospital Manado, it shows that out of 61 respondents, 7 respondents (11.5%) assessed autocratic leadership style, and 20 respondents (32.8%) assessed participatory leadership style. ), and 34 respondents (55.7%) assessed the democratic leadership style. These results are in line with the results of research conducted by Pitasari & Prihandhani (2017) who examined the relationship of leadership style to the work motivation of nurses in the inpatient room of the Premagana Greanyar general hospital showed that out of 34 respondents the most chose a democratic leadership style as many as 14 respondents (41.2%), and 11 respondents (32.4%) chose a participatory leadership style, and a small number of respondents namely 9 people (26.5%) chose a laisses faire leadership style, and there were no respondents who chose an authoritarian leadership style. While the results of the leadership style research at the Naval Hospital itself, the nurse's perception of the head of the room with a democratic leadership style is only 20%. This illustrates the nature of the hospital which is a military hospital influencing the leadership style in this hospital, although it does not describe an authoritarian leadership style, where the head of the room still conducts discussions before making decisions, giving members the opportunity to give their arguments.

Leadership styles are typical ways used or implemented by a leader in influencing the thoughts, feelings, attitudes,

and behavior of subordinates to carry out their leadership. The consultative leadership style is included in the situational leadership style. The consultative leadership style is a type of leader who likes to discuss with subordinates before making decisions. But this style retains the final decision-making authority. This style develops the ability to influence others rather than impose authority. Involve subordinates effectively in the process of decision-making and solving problems, especially in terms of input and opinion. This leadership style supports the argument that a leader is serving the people he leads (Swansburg, 2001).

Robbins (2017) states, situational leadership theory focuses on followers. This theory says that successful leadership will depend on choosing the right contingency leadership style for the readiness of its followers. To what extent are they willing and able to complete a particular task. A leader must choose one of four behaviors depending on the readiness of his followers. If followers are unable and unwilling to carry out a task, then the leader needs to explain and provide specific direction; if they are unable but willing, then the leader must display a high task orientation to compensate for the lack of ability of the followers, and a relationship orientation that is high which led them to enter into the will of the leader. If followers are able but not willing, then the leader needs to use a supportive and participative leadership style; if they are able and willing, then the leader doesn't need to put in much effort. This theory recognizes the importance of followers and establishes a logic by which leaders can compensate for their limited abilities and motivation.

Consultative leadership builds trust, defines goals and objectives, and sets specific expectations. This leadership style can be seen from the way of discussion and consultation carried out by the head of the room. The leader determines goals and proposes general provisions after going through a process of discussion and consultation with his staff. This leadership style increases the participation of the nursing staff and balances power. This increases receptivity during times of change and reassures nursing staff who doubt their ability to complete tasks. Most staff want to be heard. Those involved experience this power as moral reinforcement and feel that their opinions are being heard. Executive staff with higher morale can be more productive and higher productivity results in more profits (Astuti, 2017).

Motivation is an emotional process, a psychological process, and not logical. The feelings desired by a nurse, then help this nurse use the tools that will enhance the attainment of those feelings. This feeling may stem from relationships with people on the job who make the nurse feel welcome, the performance of actions in which the nurse has high skills, and recognition for satisfactory performance. Motivation is an unconscious process. If asked why the nurse did a certain thing, a nurse may not answer. Even though people's main motives are hidden and can't be explained, the actions or behavior they perform will matter to them. Every human being is unique, with the key to behavior contained within himself. A leader must use judgment to find out why everyone reacts a certain way in a given situation. The need to motivate differs from time to time. The key is to know which needs are most dominant at that time (Swansburg, 2001).

The results of the study found a significant relationship between leadership style and the work motivation of nurses at the Dr. Naval Hospital. Midiyato Suratani Tanjungpinang, this is in line with the research of Nuraini, Pebri, Febrianti & Effendi (2021). The role of a leader will affect the work motivation of nurses as members (Hartono et al., 2020).

Democratic leadership style is proven to increase the performance motivation of nurses. The results of this study are supported by research by Pitasari & Prihandhani (2017), shows that respondents who chose a democratic leadership style were dominated by respondents with high work motivation as many as 13 respondents (92.9%), nine respondents who assessed the *Laisses Faire* leadership style obtained 6 respondents (66.7%) with low work motivation, and 11 Respondents who rated the participatory leadership style found 11 respondents (100%) had moderate work motivation. Democratic leadership style is a leader always asks for opinions from staff. All decisions are taken based on the consideration and input of the staff. Leaders must have critical thinking, speed in making decisions, mastering the substance of work programs. A leader who is able to respect staff opinions, explore potential and optimize potential by involving all staff in organizational activities. Suitable to be applied when leading people who have potential, good education level. potential and very high creativity (Dedi, 2019).

The leadership style applied by the head of the room, most nurses perceive the head of the room as using a consultative style. The consultative style has several weaknesses that result in less motivation for nurse performance. Based on Maslow's motivational model, it is stated that employees are motivated and influenced by leaders who hold the assumption that management is responsible and directs, motivates, controls, and modifies. People are passive, lazy, lack ambition, people are selfish, and resistant to change so they want to be led. Leaders can make changes by way of management is responsible for the organization achieving goals and results. Management can generate, motivate, and develop a sense of responsibility and can set conditions to bring out the best in people (Crowell, 2011). Motivation is not always obtained from leaders, but nurses can become leaders for themselves and in caring for patients (Oktaviani & Warsito, 2018). Using the right leadership style will have an impact on nursing services that are also aligned with the goals of the hospital. Appropriate leadership style can improve nurse performance (Rakhim et al., 2021).

Leaders' tasks will be easier if the staff they work with see themselves as problem solvers and decision makers and understand their actions. Loyal followers provide support to their leaders that help meet their needs and solve their problems. Leaders can consider the level of structure they want in dealing with followers, levels or hierarchies of authority, formality, discipline, boundaries, control, and the amount of focus on the task versus the number of people. Perhaps the best leadership focuses on self-development and self-actualization, developing followers' strengths and enabling them to become independent (Swansburg, 2001).

Selain itu, Robbins (2017) states that extrinsic rewards, such as verbal praise and feedback about competence, can increase intrinsic motivation under certain circumstances. Deadlines and specific work standards also allow them to control their behavior. Creating extrinsic rewards specifically dependent on creative performance, rather than extending to routine performance, can promote creativity rather than discourage it. In addition, the involvement of members in work is also a factor that can increase motivation. Members believe in the benefits of being involved in work. Specific organizational goals are also a determining factor in one's motivation to work. Specific goals produce a higher level of output than generalized goals. Challenging goals get attention, focus, and generate energy, people stick around because they want to work hard to achieve them, and these

goals can lead us to find strategies that can help us carry out jobs or tasks more effectively.

The factor that most influences the work motivation of nurses in this study is the status of employees as civil servants rather than PTT. In contrast to the research by Doda, Korompis, & Cambu (2019) which found that salary most dominantly affects the work motivation of nurses (Astuti, 2017). This becomes something interesting, that is, between an employee's status as a civil servant, the guaranteed salary of employees has been fulfilled so that the work motivation of the nurses will be high. Other research to increase the work motivation of nurses by conducting training for nurses (Ardita et al., 2019). With good nurse work motivation will also improve nurse performance (Zurrachman, 2009).

## CONCLUSIONS AND SUGGESTIONS

From the results of the study it can be concluded that the factors that can influence the work motivation of nurses are leadership style, employee status, length of service, and age. It is suggested to the head of the chamber to be able to apply a democratic style in order to motivate the work of its members to improve.

## Conflict of Interest Statement

The researcher stated that in this study there was no conflict of interest other than a pure research primary study.

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