

**The Impact of Work Family Conflict, Workload and Transformational Leadership On Job Satisfaction and Employee Labour Loyalty of Nurses at Hospital XYZ Lampung**

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(Accepted: October 2023; Revised: November 2023; Published: January 2024)

**ABSTRACT**

*This study was conducted to examine and analyse the effect of Work Family Conflict, Workload and Transformational leadership on Job Satisfaction and Loyalty in nurses of XYZ Lampung Hospital. The method in this research is quantitative research with Hypothesis test. Respondent data was taken by purposive sampling with a questionnaire using a Likert scale (1-5). The object of research is all nurses of XYZ Lampung Hospital. The total sample was 160 people with the criteria of nurses with active status and at least 1 year of work. Data were analysed with the Partial Least Square Structural Equation Model (PLS-SEM) approach. The results showed that Work Family Conflict was proven to have a negative and significant effect on Job Satisfaction. Workload is proven to have a negative and significant effect on Job Satisfaction. Transformational leadership is proven an effect positive and significant to Job Satisfaction. Job Satisfaction has a positive and significant effect on Employee Loyalty. Management needs to overcome Work Family Conflict, workload, and encourage transformational leadership to increase Job Satisfaction and Employee Loyalty. Flexibility, resource planning, and leadership training need to be the main focus. These conclusions support productivity and organisational sustainability. There are a number of limitations followed by suggestions for future research.*

**Keywords:** *Workload, Work-Family Conflict, Job Satisfaction, Employee Loyalty*

**INTRODUCTION**

The human resources perform a key role in this process, as they are responsible for the creation and implementation of specific success factors, such as knowledge, product quality, and customer orientation, which are critical to the progress of the company. In such dynamic and complex business environments, employees are considered the most fundamental asset for organisations, providing long-term competitive advantage (Meschke, 2013).

Within the context of nurses, increased job satisfaction was believed to increase employee loyalty. This finding is in line with previous research, such as a study by Wijaya & Martini (2020) involving 84 nurses at Ganesha General Hospital. The results show that job satisfaction significantly contributed to increasing nurse loyalty. Abdullah et al. (2021), conducted a study with 250 nurses from various private hospitals across Punjab province, Pakistan, discovered that job satisfaction, both in the form of social rewards and physical rewards received by nurses, significantly contributed to increase their loyalty. Similar findings were also reinforced by Dhir & Ghosh (2019) and Singh (2022), who supported that job satisfaction has a positive impact on increasing employee loyalty. Similar findings were also reinforced by Dhir & Ghosh (2019) and Singh (2022), who supported that job satisfaction has a positive impact on increasing employee loyalty. Overall, this affirms that job satisfaction plays a key role in increasing nurses' loyalty.

Tabel 1. Jumlah Perawat Rumah Sakit XYZ di Lampung (2017-2021)

In years	2019	2020	2021	2022
Nurse Total	193	188	183	178
Average Work Accomplishment	73,2 %	74,1 %	70,3 %	71,5 %

Based on the total number of nurses over the past 4 years, there has been a significant reduction because many nurses have moved to other hospitals or clinics. Another phenomenon is based on the results of performance measurement with the highest average performance achievement value of 74.1% in 2020 and in 2022 the performance achievement value reached 71.5%, this achievement has not met the management target of above 85%. Related to these two phenomena, the researcher conducted a pre-survey interview with *The Human Resources Department of Hospital XYZ* and *direct interviews with several nurses*. There is some information that indicates that nurses' lack of loyalty and decreased performance is due to decreased job satisfaction, this is due to several factors including fatigue at work. Since the emergence of the Covid-19 pandemic, there has been a drastic increase in the number of patients, both in the inpatient and outpatient units. With the limited number of doctors and nurses, plus the risk of exposure to the Covid-19 virus causing absenteeism of health workers, work schedules have changed, increasing their workload. Several nurses also found maintaining a balance between work duties and family roles difficult, leading some to resign. In addition, there is a

perception that leaders do not provide inspiration or support to the team, as well as a lack of opportunities for innovation and self-development, both through training and positive interactions in the work environment. From the results of the interviews, it can be concluded that the factors that influence employee satisfaction and loyalty involve *Work-Family Conflict*, *Workload*, and *Transformational Leadership*.

One factor that affects job satisfaction is *workload*. *The Workload* arises from the interaction between task demands, work environment, skills, behaviours, and worker perceptions. (Zahrah et al., 2019). However, in the context of the nursing profession, workload can have a significant impact on job satisfaction. If nurses' their workload is too high and difficult to cope with, they may feel burdened and less motivated in carrying out their duties. This is reinforced by research by Kurniawan et al. (2021) involving nurses at the Muda Inpatient Installation of the Aceh Tamiang Regional General Hospital, showed a significant and negative relationship between workload and nurse job satisfaction ( $p < 0.05$ ). Another study by Maghsoud et al. (2022) conducted on 311 nurses from four different hospitals in Iran, found a significant and negative relationship ( $P < 0.05$ ) between workload and nursing care quality, implied nursing care screening, job satisfaction, and emotional exhaustion. Similar findings were also found in research by Izzata et al. (2021), Martinaningtyas et al. (2020), Izzata et al. (2021), and Ramadhanil et al. (2021), which supports that workload

can have a negative and significant influence on job satisfaction. In contrast, research by Kim et al. (2023) and Adhikara et al. (2022) showed that workload has no significant effect on job satisfaction.

Another factor to consider is transformational leadership. McShane and Von Glinow (2015) define transformational leadership as a leadership perspective that explains how leaders can change teams or organisations by creating, communicating, and modelling a vision for the organisation or work unit, and inspiring employees to strive to realise that vision. If hospitals are able to implement transformational leadership effectively, then employee performance and job satisfaction can increase. This finding is supported by several previous studies, such as research by Wijaya & Martini (2020) involving 84 nurses at Ganesha General Hospital. The results showed that leadership has a positive influence on nurses' *job satisfaction*. Nguon (2022), in a study in Thailand, also found that transformational leadership is the main variable affecting job satisfaction. Similar findings were also found in research by Alzahrani et al. (2019) and Ramadhanil et al. (2021), which support that leadership has a positive impact on job satisfaction. However, the results of research by Durowade et al. (2020) showed that transformational leadership does not make a significant contribution to job satisfaction.

Based on the phenomena and research results above, the researcher intends to research the effect of *Work Family Conflict*, *Workload* and *Transformational leadership on Job*

*Satisfaction and Loyalty* in nurses of XYZ Lampung Hospital.

## **LITERATURE REVIEW**

### **1. Employee Loyalty**

The employee loyalty can be defined as a psychological attachment or commitment to the organisation that develops as a result of increased job satisfaction.

The employee's loyalty then evolves into a generalized emotional attitude towards the organisation. In other words, the more satisfied an employee is about his or her work environment, the more likely he or she will develop a sense of commitment to the organisation. (Rajput et al, 2016).

The employee's loyalty is one of the most important loyalties other than loyalty to self or loyalty to family. These loyalties compete with each other and must be balanced: People who decide strongly to be loyal to work have less time in their personal life and vice versa.

Employees who are highly loyal to the company are more likely to engage in conflict with co-workers and supervisors who deviate from company guidelines (Meschke,2013).

### **2. Job Satisfaction**

Job satisfaction is basically something that is individual. Each individual has a different level of satisfaction in accordance with the value system that applies to themselves.

Wijono (2010) explains that job satisfaction is a result of an individual's estimate of work or a positive and pleasant experience for him. So, employee job

satisfaction is an emotional state and feelings of pleasure of an employee towards various aspects of his work such as co-workers, wages/salary, job characteristics and superiors in the organisation. Employees who have high job satisfaction will do their job well, because they see a job as a pleasant thing, on the other hand, if employees have low job satisfaction, they will see their job as an unpleasant thing, so that these employees can be negligent in carrying out their duties.

Theories regarding job satisfaction that are recognised from the book Robbins and Coulter (2016) include:

#### a. Discrepancy theory (discrepancy theory)

A person who works wants everything to be appreciated. Each individual will feel satisfied if the difference or gap is small. Between the individual's personal standards and the rewards obtained from his work. Conversely, each individual will feel dissatisfied if the difference or gap is getting bigger. Between the individual's personal standards and what is obtained from his work.

#### b. Equity theory

The main principle of this theory is that a person will feel satisfied or dissatisfied depending on the sense of balance or justice (equity) or inequity (inequity). The feeling of equity or inequity of a situation is obtained by comparing oneself with other

people who have the same type of job in the same place or different places.

c. Two-factor theory

Herzberg's two-factor theory, often referred to as the motivation-hygiene theory, states that intrinsic factors are related to job satisfaction arising from the job itself such

as achievement, recognition, and responsibility while extrinsic factors are related to job dissatisfaction arising from the context of the job such as administrative policies and companies, supervision, interpersonal relationships, and working conditions.

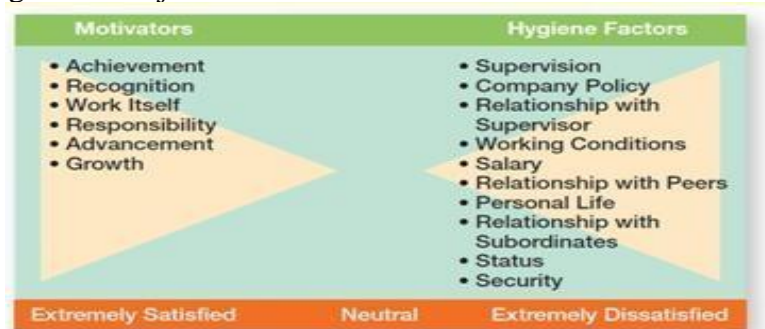


Figure 1. Herzberg's Two-Factor Theory

Souche: Robbins and Coulter, *Management*, 2016, page 496

In this study, researchers used Herzberg's two-factor theory to analyse the effect of job satisfaction on employee productivity. Herzberg believed that the factors that cause job satisfaction are separate and distinct from the factors that cause job dissatisfaction. The results show that it is extrinsic factors that create dissatisfaction and are categorised as hygiene factors by Herzberg. To motivate employees, Herzberg emphasised or prioritised intrinsic factors related to the job itself.

3. **Workload**

Workload or workload occurs due to a situation where employees are overloaded with a pile of tasks and the inability to complete tasks given time, pressure with excessive tasks will cause high work stress and job strain, which in turn results in

negative work outcomes such as disengagement, absenteeism, and fatigue (Zahrah et al., 2019). According to Hart and Steveland in Tarwaka (2015), workload is defined as working conditions, and job descriptions need to be completed in a short time.

Based on the opinions of experts, it can be concluded that workload is a measure of the situation where workers both individually and in groups are faced with tasks that must be completed within certain time limits in normal situations.

4. **Work-Family Conflict**

According to Robbins and Counter (2017), conflict arises when there are differences that result in disturbances that hinder work. Any difference that occurs is a conflict.

Robbins also said that survey results show that company

managers spend about 25 per cent of their time resolving conflicts that occur: Conflict has positive effects and negative effects on an organisation or company. According to Robbins & Coulter (2018), there are 2 effects produced by conflict, namely:

- 1) Positive Impact (Functional Conflict): Conflict is constructive; it supports organisational goals and improves organisational performance.
- 2) Negative Impact (Dysfunctional Conflict): Destructive. Conflict can hinder and prevent the organisation from achieving its goals.

### 5. Transformational Leadership Style

Transformational leadership is the best type of leadership compared to transactional leadership and also laissez-faire leadership (Bass & Avolio, 2000 in Al-Ahmadi, 2011). Transformational leadership is a leadership style that is charismatic, inspiring, stimulating and considered.

Based on the theory of Transformational Leadership Style according to Bass & Avolio, 1994, what is meant by Transformational Leadership Style is the leadership style of a leader who influences followers in an organisation to achieve the goals set by the company to make followers become more aware of the importance and value of work and persuade followers not to put their own interests first for the sake of the organisation. whose dimensions consist of Idealized

Influence, Inspirational  
Motivation, Intellectual  
Simulation, Individual  
Consideration.

### RESEARCH METHODS

In this study, researchers took objects at XYZ Lampung hospital nurses, the purpose of the study was to test and analyse to nurses at The Hospital XYZ Lampung. The research variable will be the focal point because there are obstacles that need to be found solutions that can be done by researchers. Research variables mean where the information obtained from an object to be studied can be drawn conclusions (Sekaran and Bougie, 2016).

Based on the type, this research is quantitative research with a hypothesis test. Quantitative research can be defined as research involving numerical measurements and analytical approaches (Zikmund et al., 2010). Cross sectional because of data collection at one specific time period.

Hypothesis testing aims to explain and analyse the effect between one variable and another in the compiled research model. This is done by assessing the significance of the relationship based on inferential statistical testing of the data that has been collected. The point of view of this study is to obtain an overview or explanation of *the effect of Work Family Conflict, Workload and Transformational leadership on Job Satisfaction and Loyalty* to nurses at Hospital XYZ Lampung.

In this study, the types of variables used are:

Independent variables in this study are *Work Family Conflict,*

*Workload and Transformational leadership;*

In this study, the mediating variable is *Job Satisfaction*.

The dependent variable used in this study is *Employee Loyalty*.

Furthermore, the results will be calculated through a Likert scale and calculated the perception score per variable including *the variables of People, Physical Evidence, Process, Price Fairness, Short Waiting Time and Patient Satisfaction*.

To determine the perception classification of respondents' statements, the following formula is used (Widoyoko,2017):

$$i = \frac{(Xmax. - Xmin.)}{k}$$

Description:

*i* = Interval

*Xmax.* = 5

$$Xmin. = 1$$

*k* = =Number of class = 5  
(Categories)

$$i = \frac{(5 - 1)}{5} = 0.8$$

The number of samples used in this study is adjusted to the analytical method used, namely the *Structural Equation Model (SEM)*. To determine the number of sample sizes, refer to the Inverse Square Root method with a minimum sample of 160 respondents (Kock, Handaya, 2018). Determination of the minimum sample size using the inverse square root method, where required: minimum absolute significant path coefficient, significance level, and power level required. If the data is not available, the minimum sample size of 160 samples can be directly determined.

## RESULT

### 1. Demographic Profile of Respondent

Table 2. Demographic Profile

Profile	Kategori	F	%
Gender	Male	22	13.8%
	Female	137	85.6%
Age	20 – 30 years	37	23.1%
	31 – 40 years	83	51.9%
	41 - 50 years	40	25.0%
Education	Diploma	157	98.1%
	Scholar Master Doctor (S1/S2/S3)	3	1.9%
Work's Periods	< 2 years	84	52.5%
	>2 years	76	47.5%
Total		160	100.0%

Source: Processed Research Data (2023)

Based on gender, 137 people were female or 85.6% while only 22 people or 13.8% were male. Based on age, nurses with ages 20-30 years are 23.1%, ages 31 to 40 years are 51.7%, ages 41 to 50 years are 25%. Based on education, 157 people with Diploma or 98.1%, only 3 people or 1.9% with Bachelor degree.

Meanwhile, based on tenure, nurses with tenure < 2 years were 84 people or 52.5%, > 2 years were 76 people or 47.5%.

### 2. Measurement Model (Outer Model) Validity and Reliability Test

In data analysis with PLS-SEM, the first stage is to test the validity and reliability of the outer model, also known as the

measurement model. Validity and reliability tests are used to test and evaluate whether the reflective indicators used are valid and able to measure their latent variables (constructs) properly. To get the

outer model output in this study, SmartPLS 3.2.9 software was used. The following are the results of the outer model in this study as shown in the following figure:

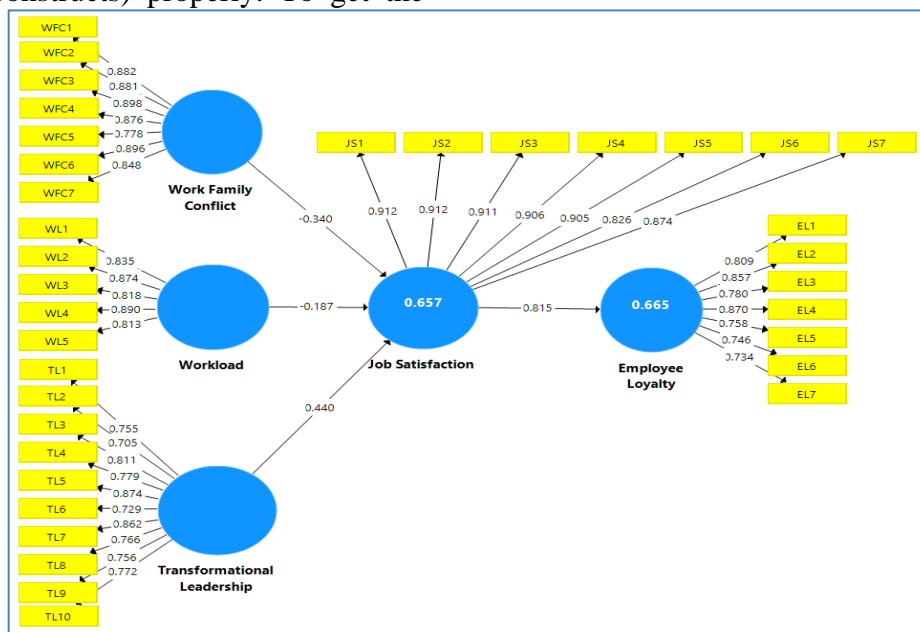


Figure 2. Measurement Model

Source: Data Processing Results by SmartPLS 3.2.9 (2023)

Based on the data presentation in the figure above, it is known that the indicators in each dimension have an outer loading value > 0.7, so that all indicators are declared feasible or valid for research use and can be further analysed. Another criterion is to look at the AVE value where all variables have met the criteria and can be further analysed.

Another method of testing validity, namely discriminant validity, is the measurement of reflexive indicators based on cross loading with latent variables, the discriminant validity research produced by SMART-PLS consists of three criteria, namely the Fornell-Lacker criterion, cross loadings and Heterotrait-Monotrait

Ratio (HTMT), in this study the method used in the discriminant validity test is to look at the value of the heterotrait-monotrait ratio (HT / MT Ratio) as proposed by Henseler et al. (2015). The discriminant value with this method is considered more precise when compared to the discriminant value of Fornell Larcker which was used earlier (Hair et al., 2019; Hair et al., 2020).

In the assessment with this method, if the HT / MT ratio is found to be less than 0.9, then a construct has a valid discriminant value. Therefore, it can be said that the indicators on one variable are most appropriate and specific to measure the construct (Henseler et al., 2015). Discriminant validity is



by looking at the results of the Heterotrait-Monotrait Ratio (HTMT) matrix in PLS, which recommends a measurement value of <0.9 (Henseler et al., 2015). After data processing using

SmartPLS 3.0, the results of Discriminant Validity with the *Heterotrait-Monotrait Ratio* (HTMT) method can be shown in the following table:

Tabel 3. *Discriminant Validity*

	EL	JS	TL	WFC	WL
<i>Employee Loyalty (EL)</i>					
<i>Job Satisfaction (JS)</i>	0.816				
<i>Transformational Leadership (TL)</i>	0.874	0.664			
<i>Work Family Conflict (WFC)</i>	0.609	0.726	0.465		
<i>Workload (WL)</i>	0.595	0.686	0.437	0.832	
HTMT <0,9 (Henseler et al., 2015)					

Source: *Data Processing Results by SmartPLS 3.2.9 (2023)*

Table 3 above shows the value of the HT / MT ratio for the discriminant validity test, where the ratio value of each variable is found below 0.9. Based on these data, it can be concluded that all indicators in this research model have discriminated well.

These indicators are most appropriately used to measure their own constructs, thus it can be interpreted that the indicators in this research model can specifically measure their respective constructs, so that all variables pass the validity test.

**3. Construct Reability**

The second stage in the outer loading analysis is to assess

construct reliability. Construct reliability is used to see the level of consistency of a measuring instrument in which it can measure the same research or which can provide instructions on the extent to which the measurement results remain consistent when measuring two or more times on the same research. In this outer model analysis, a reliability test is carried out by evaluating the Cronbach's alpha and composite reliability values with the criteria that if the value is > 0.7 then it is reliable (Hair et al., 2019; Hair et al., 2020).

Tabel 4. *Reability Test*

Variable	Cronbach's Alpha	Composite Reliability
<i>Employee Loyalty</i>	0.905	0.923
<i>Job Satisfaction</i>	0.957	0.965
<i>Transformational Leadership</i>	0.932	0.940
<i>Work Family Conflict</i>	0.944	0.955
<i>Workload</i>	0.901	0.927

Source: *Data Processing Results by SmartPLS 3.2.9 (2023)*

From Table 4 above, the explain it can be seen that the *Cronbach's alpha* and *Composite Reliability* values on all variables

are above 0.7 as required (Hair et al., 2019; Hair et al., 2020).

**a. Structural Model (Inner Model)**

Inner model is a test

conducted in order to predict the relationship between latent variables by showing the direction of the relationship between latent variables. Hypothesis testing in this study uses one-tailed with the re-sample method with bootstrapping through SmartPLSTM software. Bootstrapping is a non-parametric statistical procedure that uses re-sampling techniques to test the significance and efficiency of SmartPLSTM. (Ringle et al., 2015; Memon et al., 2021).

The goodness of fit model parameters used in the inner model are Variance Inflation Factor (VIF) and R-square (Hair et al., 2019; Hair et al., 2021). This goodness of fit model test is to assess the ability of the proposed model in explanatory and predictive terms in accordance with the consideration of using PLS-SEM. After that, significance testing is carried out to determine whether the hypothesis can be supported

and see path analysis through the results of the specific indirect effects test.

**b. Colinearity**

The multicollinearity test is carried out to see how the variables in a study are correlated and have a free or interrelated relationship (Hair et al., 2019), then to see this the researcher can see from the variance inflation factor (VIF), In PLS-SEM the inner Variance Inflation Factor (VIF) value is used for the multicollinearity test, where the ideal value or it can be said that no problems are found if it is less than 3. If the VIF value is more than 5, it can be said to be 'critical' or there is already a multicollinearity issue in the research model which will affect the value of the path coefficient in the research model (Hair et al., 2019). If the VIF value is found between 3 - 5, it can be said that there is a suggested value in the multicollinearity test or it is still within the limits to be tolerated or acceptable.

Table 5. Multicollinearity Test

<i>Dependen</i>	<i>Employee Loyalty</i>	<i>Job Satisfaction</i>
<i>Independ</i>	VIF	VIF
<i>Job Satisfaction</i>	1	
<i>Transformational Leadership</i>		1.316
<i>Work Family Conflict</i>		2.637
<i>Workload</i>		2.492

Source: Data Processing Results by SmartPLS 3.2.9 (2023)

Based on the above, it can be seen that the Variance Inflation Factor (VIF) value in the research model test results where the VIF value on all variables is found to be less than 3. Therefore, it can be interpreted that all variables in the

research model have an ideal inner VIF value. Based on this, it can be said that between the variables in this research model there is no multicollinearity problem. This shows that the quality of this research model is acceptable in

terms of not having multicollinearity issues.

## CONCLUSION

This study was conducted to determine the effect of *Work Family Conflict, Workload and Transformational leadership on Job Satisfaction and Loyalty* in nurses at XYZ Lampung Hospital.

In this research model, 4 hypotheses are proposed, and analysing the data obtained using PLS-SEM, the conclusions that can be drawn in this study are as follows :

1. *Work Family Conflict* has a negative and significant effect on Job Satisfaction. So that hypothesis H1, "*Work-Family Conflict* negatively affects Job Satisfaction in Nurses at XYZ hospital in Lampung", is supported.
2. *Workload* has a negative and significant effect on Job Satisfaction. Thus hypothesis H2, "*Workload* negatively affects Job Satisfaction in Nurses at XYZ hospital in Lampung", is supported.
3. *Transformational Leadership* has a positive and significant effect on Job Satisfaction. Thus hypothesis H3, "*Transformational Leadership* has a positive effect on Job Satisfaction in Nurses at XYZ hospital in Lampung", is supported.
4. *Job Satisfaction* has a positive and significant effect on Employee Loyalty. Thus hypothesis H4, "*Job Satisfaction* has a positive effect on Employee Loyalty in Nurses at XYZ hospital in Lampung", is supported.

## Suggestions

The independent variables in this study are *Transformational Leadership, Work-Family Conflict and Workload, on Job satisfaction*, for future research it is necessary to add other independent variables that contribute to *Job satisfaction such as work stress, compensation, motivation and other variables* that affect Job satisfaction.

The research method used is quantitative, so the data is only limited to the Likert scale range of 1 to 5, qualitative answers or open statements are not explored in this study. So for future research it is necessary to add open questions to further explore nurses' perceptions of the variables measured.

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