

Role Readiness for Change in Moderate Work Discipline Relations and Transformational Leadership on Nurses' Performance in Denpasar

Ida Bagus Komang Suarka, AA Media Martadiani, Ni Wayan Sitiari
Faculty of Economics and Business, University of Warmadewa, Bali-Indonesia

Abstract: The performance of nurses has a very important role for hospitals, because nurses are one of the key human resources in health services. Good nurse performance can increase patient satisfaction, improve the positive image of the hospital, and increase the efficiency and effectiveness of health services. This research aims to analyze the moderating role of readiness to change on the influence of work discipline and transformational leadership on the performance of private hospital nurses in Denpasar. Subjects in this research is a private hospital nurse in Denpasar City. Descriptive measurements and analysis were carried out to obtain an overview or portrait of the respondents. The results of these descriptive measurements are then used as a basis for carrying out statistical analysis. Data was collected through a questionnaire instrument (Likert Scale) which has been tested for validity and reliability. Meanwhile, the sample was determined as 85 people using incidental sampling technique. Next, the collected data was analyzed using the SEM-PLS analysis technique. The research results state that work discipline has a positive and significant effect on performance of private hospital nurses in Denpasar City. Transformational leadership has a positive and insignificant effect on performance of private hospital nurses in Denpasar City. Readiness for change moderates the influence of work discipline on performance of nurses in private hospitals in the city Denpasar. Readiness for change moderates the influence of transformational leadership on performance private hospital nurse in Denpasar City.

Keywords: readiness to change, work discipline, transformational leadership, nurse performance.

INTRODUCTION

Hospitals in the era of globalization have developed as labor-intensive, capital-intensive and technology-intensive industries because hospitals utilize human resources in large numbers and of varying quality (Muninjaya, 2012). Good management of human resources in hospitals has an impact on good employee performance. Poor management of human resources (employees) can cause problems, one of which is low employee performance. In fact, good employee performance is one of the conditions for realizing excellent service for comprehensive patient care in hospitals. In various organizational conditions, human resources are very important to pay attention to, especially in terms of achieving organizational goals. According to Salutondok and Soegoto (2015), every organization needs quality human resources, both leaders and members or subordinates, to carry out their duties and responsibilities to achieve these goals.

Good management of human resources in a hospital has an impact on good employee performance. Poor management of human resources (employees) can cause problems, one of which is low employee

277	ISSN 2576-5973 (online), Published by "Global Research Network LLC" under Volume: 6 Issue: 10 in Oct-2023 https://globalresearchnetwork.us/index.php/ajebm
	Copyright (c) 2023 Author (s). This is an open-access article distributed under the terms of Creative Commons Attribution License (CC BY). To view a copy of this license, visit https://creativecommons.org/licenses/by/4.0/

performance. In fact, good employee performance is one of the conditions for realizing excellent service for comprehensive patient care in hospitals. Nurses are one of the health workers who play an important role in providing health services to patients in hospitals. The nurse's role not only includes medical aspects, but also social and psychological aspects that influence patient recovery. Therefore, it is important for nurses to have good performance in carrying out their duties and responsibilities. High performance is very important for a company because it has many benefits and positive consequences that can influence the survival of the company.

Ahmed et.al (2017) stated that high performance is an important factor in ensuring business sustainability. Companies that have high performance have better competitiveness, so they can survive in increasingly fierce competition. In the long term, high performance can also help companies to face challenges and changes in the market. Aksu & Kocak (2012), stated that high performance can also increase employee satisfaction. Employees who are satisfied with their jobs and work environment tend to have higher motivation and better performance. This will help companies to maintain quality employees and increase employee productivity. High performance can help companies remain competitive, increase customer satisfaction, increase productivity and efficiency, and increase employee satisfaction. Factors that influence nurse performance can vary, such as internal factors (such as lack of motivation, fatigue, lack of knowledge or skills) and external factors (such as work environment factors, stress and pressure).

Work discipline is one of the factors that influences the performance of nurses in hospitals. Work discipline can be defined as the ability to comply with rules, schedules and tasks given by superiors or companies. Nurses' discipline in carrying out their duties and responsibilities can influence the quality of services provided to patients. On the other hand, work discipline is also a very important factor in improving nurse performance. Nurses' discipline in carrying out their duties can help them to focus and concentrate in providing health services to patients. Apart from that, discipline can also help nurses to maintain time, avoid misappropriation of duties, and increase responsibility and accountability in carrying out duties.

Research by Acharya, A., & Kar, S. (2018) shows that there is a significant positive influence between work discipline and performance. Tyas and Sunuharyo (2018) stated that work discipline is not only useful for achieving company goals, but also for employees, because work discipline can encourage employee morale and work enthusiasm. Research conducted by Tyas and Sunuharyo (2018) and Sari and Hadijah (2016) shows that work discipline has a significant positive effect on employee performance

Different research results in Mangoting, YF, & Mokoginta, LM (2021) show that there is a positive influence between work discipline and employee performance, but this influence is not statistically significant. The inconsistency of this research makes it important to carry out more research on the influence of work discipline and nurse performance in private hospitals by adding another variable that influences nurse performance, namely transformational leadership.

The challenge for private hospitals in improving the performance of their nurses is that they experience problems in recruiting, retaining and developing quality nursing staff. In addition, many nurses experience burnout and stress due to heavy workloads, lack of support, and conflicts with colleagues or management. Therefore, transformational leadership can be a solution to improve nurse performance and overcome these problems. Transformational leadership has become an important topic in management and organizations because it is proven to provide positive results on organizational performance and productivity. In the context of health services, transformational leadership is very important because it can influence nurse performance, which in turn will influence the quality of care and patient satisfaction.

Private hospitals also have the aim of providing quality and satisfying services to patients. Therefore, hospitals need to pay attention to the performance of nurses as part of efforts to improve the quality of

services provided. Periodic evaluation of nurse performance is one of the efforts made to ensure that nurses have carried out their duties and responsibilities well. To maintain survival in a dynamic and turbulent environment, companies need transformational leaders with a high level of integrity and a willingness to expand the efforts of their employees. to achieve targets, which, in turn, will improve company performance (Lafley, 2006).

Alharbi and Almutairi's research (2019) shows that transformational leadership has a significant positive influence on job satisfaction, but does not have a significant influence on nurse performance and the quality of nursing care as assessed by nurses. Al-Ahmadi, HA (2009) conducted a study in the Riyadh area, Saudi Arabia, with a research sample of 407 nurses in government and private hospitals. This study aims to explore the factors that influence nurse performance. The results of the analysis show that transformational leadership does not have a significant relationship with nurse performance. However, other factors such as education, training, and work experience have been proven to have a significant relationship with nurse performance. Zhang, et al (2020) research results show that transformational leadership has a significant positive influence on job satisfaction and performance of nurses in private hospitals. Inconsistent research results regarding the influence of transformational leadership on performance indicate that other factors that determine nurse performance need to be studied.

This research tries to include the readiness to change variable to moderate transformational leadership on the performance of private hospital nurses in Denpasar. One of the empirical studies that supports the moderation of readiness to change on the relationship between transformational leadership and nurse performance in private hospitals is research conducted by Yap and Yan (2021). The results of the research show that readiness to change moderates the relationship between transformational leadership and nurse performance. In conditions of high readiness, transformational leadership has a more positive influence on nurse performance.

Bernerth (2004) quoted by Madsen, et al. (2005), states that readiness is more than just understanding change, more than just believing in change, but readiness is a collection of thoughts and intentions towards a particular change effort. According to Madsen, et al. (2005), a person is ready to change when he understands, believes, and intends to change because of a felt need. Employee readiness is the main capital for organizations that are always growing and developing, following the demands of global developments in the world. Asbari, et al. (2020) stated that employees' confidence and enthusiasm for change readiness is able to maintain good performance in the era of the Covid 19 pandemic. This is also in line with other research conducted by Banjongprasert (2017), Matthysen and Harris (2018) and Katsaros (2020) who stated that readiness for change has a positive effect on employee performance.

This research shows the importance of paying attention to moderating variables such as readiness to change in research on transformational leadership and nurse performance in private hospitals. By considering this moderating variable, leaders in private hospitals can pay more attention to nurses' readiness to face change and improve nurse performance through more effective transformational leadership. Based on the explanation above, research on transformational leadership on performance still shows mixed results. This research aims to look at the moderating role of readiness to change on the influence of transformational leadership and work discipline on the performance of nurses in private hospitals in Denpasar

LITERATURE REVIEWS

Social Exchange Theory (S.ET)

Social Exchange Theory (S.ET) is one of the most influential conceptual paradigms in understanding employee work behavior in an organization. Empirical studies regarding social exchange theory can be traced to the 1920s period by Malinowski (1944). One of the figures who developed social exchange

279	ISSN 2576-5973 (online), Published by "Global Research Network LLC" under Volume: 6 Issue: 10 in Oct-2023 https://globalresearchnetwork.us/index.php/ajebm
	Copyright (c) 2023 Author (s). This is an open-access article distributed under the terms of Creative Commons Attribution License (CC BY).To view a copy of this license, visit https://creativecommons.org/licenses/by/4.0/

theory included psychology (Blau, 1964). Furthermore, it is said that social exchange is a feeling that causes the same perception of goals in the future. In view of this theory, employees will be motivated and committed to the organization if they are treated fairly and equally. Bass (1990) further stated that SET theory is aimed at understanding the relationship between leaders and their subordinates and understanding factors related to documents (Mowday et.al., 1982). Positive and negative exchanges with individuals and organizations (leaders and organizations) influence employee behavior and feelings of commitment to achieving goals (Brown, 2005).

Social exchange theory (SET) sees these interactions as interdependent and dependent on the actions of others (Blau, 1964) so that the experience gained is a mutual influence between the individual and the organization. Based on SET theory, individuals in organizations enter into exchange relationships with others because of the motivation to obtain rewards. Social exchange theory sees a relationship between behavior and the environment or vice versa. Because the environment generally consists of people

SET is the basis for how leaders in organizations understand the work behavior of their employees because in this work behavior there are certain motives that cause a behavior. So social behavior consists of exchanges between at least two people based on calculations of profit and loss. So a person's behavior is displayed because based on his calculations, it will be beneficial for him, and vice versa, if it is detrimental then the behavior is not displayed. Social exchange theory implies that employees are treated well by the organization so that employees have a commitment to reciprocate with positive behavior through employee performance. The desire to achieve a balance between what is obtained and what is desired can be explained by the social exchange theory of Blau (1964). Where performance can be considered as a form of employee reciprocity for what they receive from the organization.

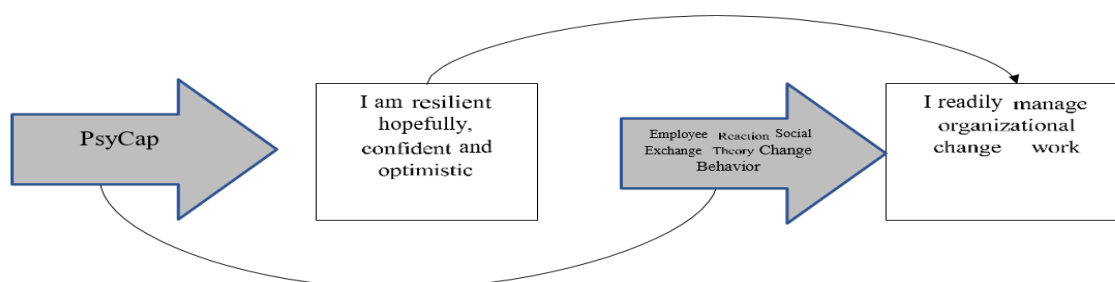


Figure 1. Social Exchange Theory (Blau, 1964)

Tax Compliance

In the General Provisions and Procedures for Taxation (2007), taxes are defined as compulsory contributions payable by individuals or entities to the state that are coercive so that returns are not received by the public directly. The government will use the results of paying taxes to increase people's prosperity. The concrete manifestation of

Nurse Performance

Nurse are employees in the hospital industry. Nurse performance is the most important thing in a hospital organization because it can help the organization improve and develop organizational performance through the professional abilities of nurses. Nurse performance is determined by the consequences of a combination of ability, effort and opportunity. Performance is a series of results created over a certain period of time. (Ferris, 1981; Abdirahman, et al., 2018).

Employee performance is defined as a value of employee behavior that contributes positively and negatively to achieving organizational goals, including controlled employee behavior, even though this

280	ISSN 2576-5973 (online), Published by "Global Research Network LLC" under Volume: 6 Issue: 10 in Oct-2023 https://globalresearchnetwork.us/index.php/ajebm
	Copyright (c) 2023 Author (s). This is an open-access article distributed under the terms of Creative Commons Attribution License (CC BY). To view a copy of this license, visit https://creativecommons.org/licenses/by/4.0/

behavior is not relevant to employee performance (Colquitt, et al., 2015). The same thing was stated by Suliman and Kathairi (2012) who stated that performance is a very important criterion related to organizational results and success. The dimensions of nurse performance consist of behavioral dimensions, professional development and clinical performance. The behavioral dimension leads to involvement in cultivating a safe culture, the professional development dimension focuses on the suitability of competence and authority given, and the clinical performance dimension focuses on the process and performance results of the clinical authority that has been given (Hospital Accreditation Commission, 2019) .

The strength of every organization lies in its human resources, so that the organization's achievements cannot be separated from the achievements of each individual involved in it, and the final achievement is known as performance (Gayathiri and Lalitha, 2013). Taviyastuti (2013) states that performance is a criterion for achieving optimal HR work results that determine business continuity. Performance is the result of work, both quality and quantity, achieved by employees in carrying out tasks in accordance with the responsibilities given (Gayathiri and Lalitha, 2013). Considering the importance of performance appraisal, it is said that the main factor related to the long-term success of an organization is how much the organization's ability to measure how well employees work and use this information to ensure its implementation meets existing standards (Sani, 2013). However, Hosmani and Shambhushankar (2014) stated that performance is always measured from the aspect of results, not the efforts made by individuals, but rather how well individuals can fulfill the demands of their work.

The Influence of Work Discipline on Nurses' Work

Work discipline is one of the determining factors in achieving employee performance. Pomalingo (2015) states that work discipline is an attitude of obedience and submission to rules based on personal self-awareness without external coercion. Through work discipline, employees are expected to develop a sense of responsibility for their work so that they will increase work productivity. Tyas and Sunuharyo (2018) stated that work discipline is an attitude of respecting, appreciating and obeying existing regulations, both written and unwritten, as well as admitting to carrying them out and not avoiding receiving any punishment.

Arifudin, (2018) explains that "Employee Discipline deviates from the view that there is no perfection, no errors and mistakes". From the perspective above, work discipline is a form of employee hard work, work discipline seeks to improve and shape employee knowledge, attitudes and attitudes, this behavior makes employee behavior voluntarily try to cooperate with other employees and improve work performance. research conducted (Arda, 2017) shows that the variables of job satisfaction and work discipline together have a positive effect on employee performance. According to Arifudin, (2018), the work discipline variable has a positive value, which means that if the increase in the work discipline variable changes, it will result in an increase in employee performance variables which will have a positive and important impact. Research conducted (Syafrina, 2017) shows that work discipline has a positive and significant effect on employee performance. This means that as employees' work discipline increases, their performance will also increase

Leadership Transformational Influence on Nurse Performance

According to Robbins (2017:262) transformational leadership is leaders who can motivate followers to implement and manage their own interests for the benefit of the organization with individual friendliness, intellectual stimulation, and ideal influence, all of which will result in extra effort from workers for organizational effectiveness. better. Suwatno (2019: 107) provides the opinion that transformational leadership is leadership that influences employees to make employees feel a sense of self-confidence, pride, loyalty and respect for their leaders and also have the motivation to do more than expected.

281	<p>ISSN 2576-5973 (online), Published by "Global Research Network LLC" under Volume: 6 Issue: 10 in Oct-2023 https://globalresearchnetwork.us/index.php/ajebm</p>
	<p>Copyright (c) 2023 Author (s). This is an open-access article distributed under the terms of Creative Commons Attribution License (CC BY).To view a copy of this license, visit https://creativecommons.org/licenses/by/4.0/</p>

Leadership is an element that has a very strong influence on the operations and survival of an organization, so that the role of the leader really determines the direction and goals of the group or organization. The term transformational leadership consists of 2 (two) words: leadership and change. Repentance comes from the word repentance, which means changing something into a different form. According to (Burns and Yukl, 2008; Jufrizen, 2017) believe that transformational leadership is where leaders and followers improve each other and develop morality and motivation.

Empirical evidence shows that transformational leadership has a positive effect on nurse performance, that transformational leadership is important in improving nurse performance in private hospitals and provides insight into the factors that influence nurse performance (Kusumawardani, et al. 2020). This finding is also confirmed by Marzuki and Suryani (2020) that transformational leadership has a significant positive influence on job satisfaction and performance of nurses in private hospitals.

This research is in line with research (Anikmah, 2008; Podungge, 2018). The results of his research show that transformational leadership has a positive impact on employee performance. According to (Italiani.FA, 2018), his research explains that the transformational leadership style has a significant influence on employee performance. (Novitasari & Satrio, 2016) explains that transformational leadership style has a significant and positive effect on employee performance. From the opinion above, it can be concluded that transformational leadership has a significant influence on employee performance.

Readiness for Change

Holt, et al. (2007) stated an individual's readiness to change as a comprehensive attitude that is simultaneously influenced by content (i.e., what is being changed), process (i.e., how change is being implemented), content (i.e., what is being changed), and individual (i.e., the characteristics of those who are asked to change) are involved. Additionally, collective readiness reflects the extent to which people are cognitively and emotionally inclined to accept, embrace, and adopt a particular plan to intentionally change the status quo.

Hanpachern, et al. (1998) states that readiness for change is the extent to which employees are mentally, psychologically or physically ready to participate in organizational development activities. Mainly refers to the conditions in which employees will have a high role in support and participation in organizational change. In addition, Haque (2008) suggests that employee readiness for change involves employee beliefs, attitudes and intentions regarding the extent of change required and employee perceptions and organizational capacity to make these changes occur.

Research Concept Framework

Based on the results of research on journal reviews conducted by researchers, the research concept framework can be presented in the following figure:

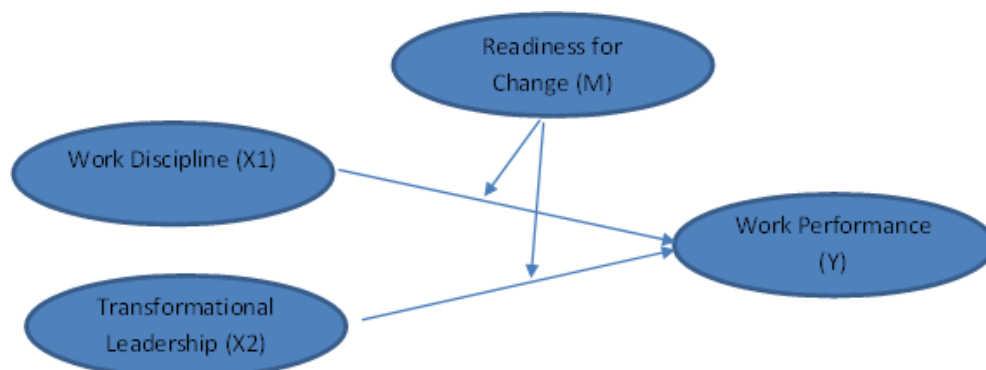


Figure 1. Research Concept Framework

282	ISSN 2576-5973 (online), Published by "Global Research Network LLC" under Volume: 6 Issue: 10 in Oct-2023 https://globalresearchnetwork.us/index.php/ajebm
	Copyright (c) 2023 Author (s). This is an open-access article distributed under the terms of Creative Commons Attribution License (CC BY). To view a copy of this license, visit https://creativecommons.org/licenses/by/4.0/

RESEARCH METHODS

The place where this research was conducted was a private hospital in Denpasar City. The object of research is the field of human resource management, namely employee performance, transformational leadership, work discipline and change readiness. The number of research samples was determined purposively at 85 nurses, namely nurses who had worked for more than 3 years. Data was collected through distributing questionnaires, quantified by giving a score to each respondent's answer. The measurement scale used in this research is a Likert scale with weights: Strongly Disagree (STS) = 1, Disagree (TS) = 2, Somewhat Agree (CS) = 3, Agree (S) = 4, and Strongly Agree (SS) = 5. The validity and reliability of the research instrument is determined first before the data is analyzed. Hypothesis testing in this research uses path analysis. Path analysis is an extension of multiple linear regression analysis, or path analysis is the use of regression analysis to estimate causal relationships between variables (casual model) that have been previously determined based on theory (Ghozali, 2021:249)..

RESULTS AND DISCUSSION

To find out respondents' perceptions about how this research was carried out by distributing questionnaires which generally contained respondents' perceptions about readiness to change, work discipline and transformational leadership and performance of private hospital nurses in Denpasar. Questionnaires were given to 85 private hospital nurses in Denpasar who had worked for at least one year. The characteristics of respondents in various criteria can be seen in Table 1 below:

Table 1. Characteristics of Respondents.

No	Characteristics	Classification	Amount (person)	Amount (%)
1	Age	21-27	28	32.9
		28 -34	24	28.2
		35-41	17	20
		42-48	12	14.2
		>49	4	4.7
2	Years of service	< 1	10	11.76
		1-4	25	29.41
		5-8	45	52.95
		>8	5	5.88
3	Kindergarten Education	D3	16	18.83
		S1	48	56.47
		S2	17	20.00
4	Gender	Man	25	29.41
		Woman	60	70.59

Before carrying out a hypothesis test, it is necessary to carry out a validity test to show how well an instrument technique or process measures a concept. In this research, the validity test was carried out by looking at the convergent validity and discriminant validity values. Following are the results of the validity test which can be seen in the following image:

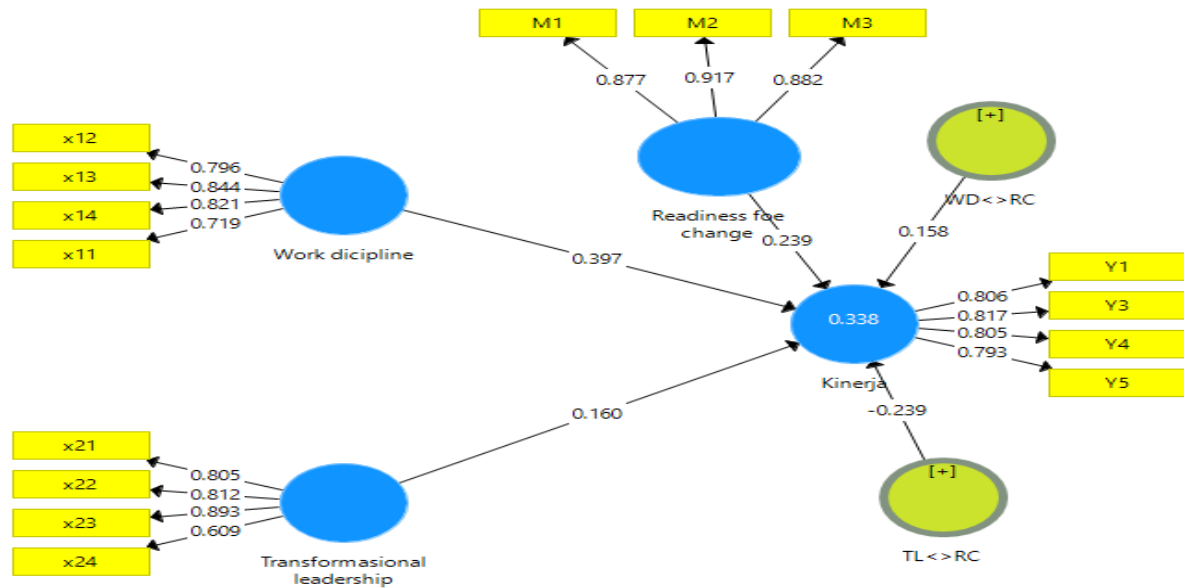


Figure 2. Outer Research Model

Based on the image above, the outer model will then be tested including validity and reliability tests by looking at whether the loading factor value is more than 0.60 and the reliability value, in this case Cronbach's Alpha and Composite Reliability, is more than 0.60. If it is below this value, the indicator must be eliminated. Apart from that, the average variance extracted (AVE) value must be above 0.50 as shown in the following table:

Table 2. Cronbach's Alpha, Composite Reliability and AVE values

Construct	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Performance	0.820	0.881	0.648
Readiness for change	0.872	0.921	0.796
Transformational leadership	0.790	0.865	0.619
Work discipline	0.809	0.873	0.634

From the table above, the results of the reliability test show that the Cronbach's Alpha and Composite Reliability of all variables have values above 0.70. Thus it can be concluded that all variables are reliable or meet the reliability test. Hypothesis results are declared accepted if the t statistic value > t table (1.645) or P value < 0.05. These results can be seen in the image below:

Table 3. Results of Bootstrapping Direct Effect Test

Hypo-thesis	Influence Between Constructs	Original Samples	T Statistic	P Values	Information
H1	Work discipline -> Performance	0.397	2,820	0.002	Accepted
H2	Transformational leadership -> Performance	0.160	1,183	0.119	Not accepted
H3	WD<>RC -> Performance	0.158	1,891	0.030	Accepted
H4	TL<>RC -> Performance	-0.239	1,933	0.027	Accepted

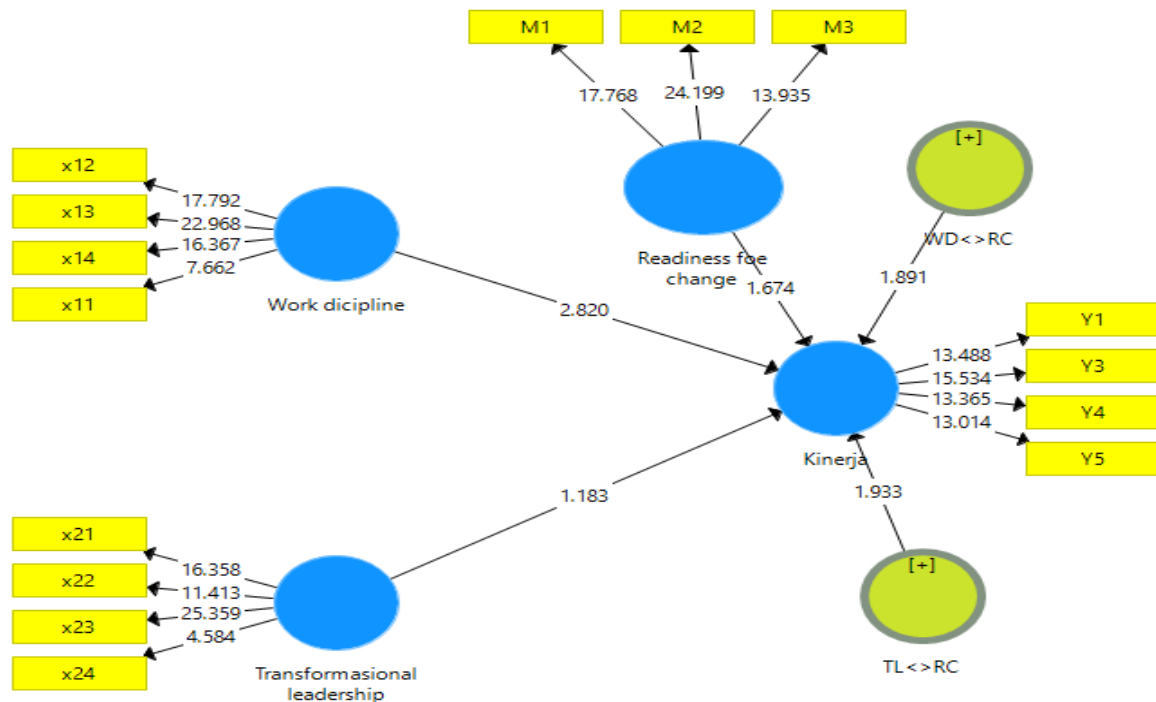


Figure 2. Bootstrapping Test Results

The influence of work discipline on the performance of private hospital nurses in Denpasar City.

Providing information that work discipline shows a positive and significant influence on nurse performance, where the path coefficient shown is 0.397 with a t-statistic of $2.820 > 1.96$. The results of this test show that Hypothesis 1 (H1) is accepted. This states that the higher the work discipline, the greater the nurse's performance. The results of this research are in line with previous research conducted by Patmarina and Erisna (2012) which has a positive influence on employee performance. Research conducted by Vallennia et al (2020) shows that work discipline has a positive and significant effect on the performance of employees of Pt. Sinar Sosro Rancaekek

The influence of transformational leadership on the performance of private hospital nurses in Denpasar City.

Providing information that Transformational Leadership shows a positive and insignificant influence on employee performance, where the path coefficient shown is 0.160 with a t-statistic of $1.193 > 1.96$. The results of this test show that Hypothesis 2 (H2) is rejected. This states that better Transformational Leadership does not necessarily result in increased employee performance. Based on the characteristics of respondents and interviews, the age range of nurses was 21-27 years as much as 32.9 percent. This indicates that nurses are still young and still have a desire to move so they are unable to improve nurse performance. The results of this research are not in line with previous research conducted by. Marzuki and Suryani (2020) show that transformational leadership has a significant positive influence on job satisfaction and performance of nurses in private hospitals. Arifin and Kurniawati (2021) researched four private hospitals in Central Java by taking a sample of 130 nurses. The research results show that transformational leadership has a significant positive influence on the performance of nurses in private hospitals

The role of readiness for change moderates the influence of work discipline and transformational leadership on the performance of private hospital nurses in Denpasar City.

Providing information that readiness for change is a moderating influence of work discipline and transformational leadership on the performance of private hospital nurses in Denpasar City. This shows that the readiness for change variable can strengthen the value of increasing the leadership and work discipline variables on the performance productivity of hospital nurse employees. The positive and significant cause is because there are employees who obey the tasks given by the manager. Apart from that, the manager uses all his abilities in every task given to the employee. This condition is in accordance with the facts in the field that employees comply with the tasks given and employees in the company arrive on time and use their rest time in accordance with the provisions within the company. Apart from employees, managers are also able to direct subordinates on what to do and managers always think about the company's achievements.

CONCLUSIONS, LIMITATIONS AND SUGGESTIONS

The results of this research show that the performance of private hospital nurse employees in Denpasar City can be improved in line with increased work discipline and interaction with each employee's readiness for change. Another finding is that there are findings that do not support the research hypothesis, namely the direct influence of transformational leadership on the performance of private hospital nurse employees in Denpasar City. However, this relationship becomes stronger when there is an interaction between transformational leadership and readiness for change. This shows that there is a moderating role in this relationship.

The implications of this research have provided findings that are in accordance with the constructs used in the discussion. On the basis of all these items, several theoretical implications of the research results can be proposed. The integration of the three variables of work discipline, transformational leadership and readiness for change proves that improving employee performance must be based on increasing work discipline and transformational leadership and supported by interaction with readiness for change. Without the role of readiness for change, transformational leadership will not be able to have a direct impact on increasing employee performance productivity. The practical implication for management and employees is that this research emphasizes that readiness for change is a key factor that can help improve the performance of nurse employees in private hospitals in the city of Denpasar.

This research tries to build a readiness for change role model that interacts with the application of work discipline and transformational leadership in improving the performance of nurse employees in private hospitals in the city of Denpasar. However, it is acknowledged that there are still many limitations that cause the results of this research to be imperfect, which are related to the following things: the number of indicators in the research construct that were excluded. This is a possibility that the respondent does not really understand the meaning of the questions asked. The consequence is that this can affect the planned research objectives.

BIBLIOGRAPHY

1. Abdirahman, H. A., Adan, S. A., & Muhyadin, B. I. (2018). The impact of job satisfaction on employee performance: A literature review. *European Journal of Business and Management*, 10(30), 43-55.
2. Acharya, A., & Kar, S. (2018). Exploring the impact of discipline on performance of nurses in public hospitals in Odisha, India. *International Journal of Nursing Science*, 8(4), 33-38.
3. Ahmad, M. A., Ullah, I., & Khan, M. A. (2021). Mediating Role of Perceived Organizational Support

286	ISSN 2576-5973 (online), Published by "Global Research Network LLC" under Volume: 6 Issue: 10 in Oct-2023 https://globalresearchnetwork.us/index.php/ajebm
	Copyright (c) 2023 Author (s). This is an open-access article distributed under the terms of Creative Commons Attribution License (CC BY). To view a copy of this license, visit https://creativecommons.org/licenses/by/4.0/

in the Relationship of Transformational Leadership with Job Satisfaction and Turnover Intentions among Nurses. *Journal of Healthcare Engineering*, 2021, 1-12.

4. Ahmed, P. K., Sohal, A. S., & Perry, M. (2017). A framework for understanding the factors influencing quality of healthcare services in developing countries. *Journal of health management*, 19(2), 181-203.
5. Aksu, A. A., & Kocak, A. (2012). Factors affecting job satisfaction of nurses working in Turkish hospitals: a questionnaire survey. *International Journal Of Nursing Studies*, 49(7), 862-871.
6. Al-Ahmadi, H. A. (2009). Factors affecting performance of hospital nurses in Riyadh Region, Saudi Arabia. *International Journal of Health Care Quality Assurance*, 22(1), 40-54.
7. Al-Kuhlani, Ahmed Salem, dkk. (2021). The Relationship between Work Discipline, Job Satisfaction, and Nurse Performance in Government Hospitals in Yemen. *Jurnal: International Journal of Nursing Sciences*.
8. Ardana, I. K., Mujiati, N. W., & Utama, I. W. B. (2012). Pengaruh disiplin kerja dan komitmen organisasi terhadap kinerja pegawai pada Kantor Pertanahan Kabupaten Jembrana. *E-Jurnal Manajemen Unud*, 1(5), 1618-1647.
9. Asbari, M., Gholipour, A., & Hadiyati, E. (2020). Effect of employee readiness to change on the relationship between organizational culture and job performance during the COVID-19 pandemic. *International Journal of Disaster Risk Reduction*, 51, 101787.
10. Avolio, B. J., & Bass, B. M. (2004). Multifactor leadership questionnaire (3rd ed.). Menlo Park, CA: Mind Garden.
11. Banjongprasert, C. (2017). The effect of readiness for change and work engagement on employee performance: A case of industrial sector in Thailand. *Journal of Human Resource and Sustainability Studies*, 5(01), 12-25.
12. Bass, B. M., & Riggio, R. E. (2006). Transformational leadership (2nd ed.). Mahwah, NJ: Erlbaum.
13. Bernardine, J., & Russell, J. (1993). Performance Appraisal: Assessing Human Behavior at Work. Scott, Foresman and Company.
14. Bernerth, J. B. (2004). The intersection of leadership and readiness for change: A conceptual review. *Journal of Change Management*, 4(2), 129-145.
15. Colquitt, J. A., LePine, J. A., & Wesson, M. J. (2015). Organizational behavior: Improving performance and commitment in the workplace. McGraw-Hill Education.
16. Conger, J. A., & Kanungo, R. N. (1987). Toward a behavioral theory of charismatic leadership in organizational settings. *Academy of Management Review*, 12(4), 637-647.
17. Darmayanti, Ade, dkk. (2021). The Relationship between Work Discipline and Nurse Performance in Indonesian Private Hospitals. *Jurnal: Journal of Health Policy and Management*.
18. Ferris, G. R. (1981). Evaluating the job performance of top executives. *Organizational Behavior and Human Performance*, 28(1), 54-78. doi: 10.1016/0030-5073(81)90017-9.
19. Gayathiri, K.R., & Lalitha, S. (2013). A Study on Performance Appraisal System at Wipro Infrastructure Engineering Ltd, Bangalore. *International Journal of Social Science and Humanities Research*, 1(4), 31-38.

20. Gurm, B., Stephen, J. E., & Olmsted, M. G. (2018). Nursing leadership and patient outcomes: A systematic review. *Journal of Nursing Management*, 26(4), 395-407.
21. Hamzah, Abdul Rahman, dkk. (2017). Work Discipline and Job Satisfaction: Their Impact on Nurse Performance in Private Hospitals. *International Journal of Human Resource Studies*.
22. Hanpachern, C., Rye, J., & Yenradee, P. (1998). Employee readiness for organizational change: A case study of Thailand's telecommunications industry. *Asia Pacific Journal of Management*, 15(4), 447-464.
23. Haque, A. U. (2008). Organizational change readiness: A case study on an institutional framework. *Journal of Management Research*, 8(2), 78-87.
24. Holt, D. T., Armenakis, A. A., Feild, H. S., & Harris, S. G. (2007). Readiness for organizational change: The systematic development of a scale. *The Journal of Applied Behavioral Science*, 43(2), 232-255.
25. Holt, D. T., Armenakis, A. A., Field, H. S., & Harris, S. G. (2020). Readiness for organizational change: The systematic development of scales. *Journal of Applied Behavioral Science*, 56(2), 213-235.
26. Hosmani, R.B., & Shambhushankar, B.R. (2014). Impact of Performance Appraisal on Employees Productivity. *International Journal of Management Research and Reviews*, 4(3), 281-289.
27. Howell, J. M., & Avolio, B. J. (1992). The ethics of charismatic leadership: Submission or liberation? *Academy of Management Executive*, 6(2), 43-54.
28. Huda, S., et al. (2019). Impact of work discipline on employee performance in the service sector: a study of private hospitals in Bangladesh. *Journal of Business and Tourism*, 5(1), 93-103.
29. Johansen, M. L., & Cadmus, E. (2016). An educational intervention to enhance nurse leaders' perceptions of patient care quality and safety: A mixed methods study. *Journal of Nursing Management*, 24(1), E1-E11.
30. Katsaros, K. K. (2020). Employees' readiness for change as a determinant of organizational performance. *Management and Organization Review*, 16(2), 307-334.
31. Kim, M. (2018). Effect of transformational leadership on nurse-reported patient outcomes in medical-surgical units. *Journal of Nursing Care Quality*, 33(4), 324-330.
32. Kim, Yunjeong, dkk. (2020). Work Discipline, Job Satisfaction, and Nurse Performance: The Mediating Role of Organizational Commitment in Public Hospitals. *Jurnal: International Journal of Environmental Research and Public Health*.
33. Kusumawardani, R., Nurmianto, E., & Aryati, Y. (2020). The Effect of Transformational Leadership on Nurses' Performance: The Mediating Role of Job Satisfaction. *Jurnal Manajemen dan Pelayanan Farmasi*, 10(3), 247-254.
34. Kwak, C., Park, H., Kim, Y., Kim, B., & Moon, M. J. (2018). Transformational leadership and job satisfaction in public hospitals: The mediating effects of leader-member exchange. *International Journal of Environmental Research and Public Health*, 15(4), 773.
35. Lumasag, Michael Jay, dkk. (2015). The Relationship between Work Discipline, Motivation, and Nurse Performance in Hospitals. *International Journal of Management Science and Business Administration*.

36. Madsen, S. R., Miller, D., & John, C. R. (2005). Readiness for organizational change: Do organizational commitment and social relationships in the workplace make a difference?. *Human Resource Development Quarterly*, 16(2), 213-233.
37. Mangoting, Y. F., & Mokoginta, L. M. (2021). Pengaruh Disiplin Kerja Terhadap Kinerja Karyawan PT. Bank Sulutgo Cabang Rurukan. *Journal of Applied Business and Economic Research*, 1(1), 1-8.
38. Matthysen, T., & Harris, L. C. (2018). The influence of readiness for change on service performance: The mediating role of frontline employee behavior. *Journal of Service Research*, 21(3), 290-305.
39. Misra, S., & McKean, M. (2000). Does transformational leadership lead to greater employee commitment to quality? *Journal of Healthcare Management*, 45(6), 375-384.
40. Mohsen Javadi, et al. (2018). The Impact of Transformational Leadership on Job Satisfaction and Organizational Performance Among Hospital Nursing Staff
41. Muninjaya, A. A. (2012). Faktor-faktor yang mempengaruhi kinerja perawat di rumah sakit. *Jurnal Keperawatan Indonesia*, 15(2), 94-99.
42. Muninjaya. AA. Gde 2012. *Manajemen Mutu Pelayanan Kesehatan*. Jakarta: Buku
43. Kedokteran EGC
44. Nida Iqbal, et al. (2021). Transformational Leadership and Its Impact on Job Performance of Nurses: Evidence from Public and Private Hospitals in Pakistan.
45. Northouse, P. G. (2013). *Leadership: Theory and Practice*. Sage publications. Ogbannaya, U. M., Anyanwu, S. O., Nwaeze, E. C., & Anosike, C. M. (2020). Influence of transformational leadership style on nurses' job satisfaction and intention to quit in selected private hospitals in Owerri, Imo State, Nigeria. *Nigerian Journal of Clinical Practice*, 23(10), 1373-1383.
46. Rezheen A. Khalid dan Bahroz F. Ahmed (2021). The Impact of Transformational Leadership on Nurses' Organizational Citizenship Behaviors and Job Performance: A Study on Private Hospitals in Erbil City.
47. Robbins, S. P. (2017). *Organizational Behavior*. Pearson Education.
48. Saeid Yari, et al. (2019). The Relationship between Transformational Leadership and Nurses' Job Satisfaction, Organizational Commitment, and Patient Safety Perception in a Medical Center.
49. Safaa Abd El-Salam Ahmed, et al. (2020). Transformational Leadership and Nurses' Job Performance: The Mediating Role of Work Engagement.
50. Salutondok, J., & Soegoto, A. (2015). Pengaruh Sumber Daya Manusia Terhadap Kinerja Organisasi. *Jurnal Ekonomi & Bisnis*, 18(3), 47-60.
51. Salutondok, Yohanis dan Soegoto, Agus Supandi. 2015. Pengaruh Kepemimpinan Motivasi Kondisi Kerja dan Disiplin Terhadap Kinerja Pegawai di Kantor Sekretariat DPRD Kota Sorong. *Jurnal EMBA*. Vol.3 No.3:849-862.
52. Sani, A. (2013). The Relationship between Performance Appraisal System and Employees Performance in Organizations. *International Journal of Business and Management Invention*, 2(3), 55-62.
53. Sari, I. P., & Hadijah, S. (2016). Pengaruh Disiplin Kerja Terhadap Kinerja Karyawan pada PT. Bank Negara Indonesia (Persero) Tbk. Cabang Makassar. *Jurnal Manajemen dan Kewirausahaan*, 18(1), 1-9.

54. Shamir, B., House, R. J., & Arthur, M. B. (1993). The motivational effects of charismatic leadership: A self-concept based theory. *Organization Science*, 4(4), 577-594.
55. Sodikin, A. (2017). Kepemimpinan Transformasional dan Kepuasan Kerja Karyawan (Studi pada PT XYZ). *Jurnal Ilmiah Mahasiswa FEB*, 5(1), 163-171.
56. Sumardi, Retno, dkk. (2020). The Impact of Work Discipline on Nurse Performance in Public Hospitals" *Jurnal: Indian Journal of Public Health Research & Development*.
57. Suwatno, E. (2019). Pengaruh Kepemimpinan Transformasional Terhadap Kinerja Karyawan PT. Adyawinsa Dinamika. *Jurnal Ekonomi dan Bisnis*, 22(1), 107-116
58. Taviyastuti. (2013). Analisis Pengaruh Pelatihan, Kepuasan Kerja, dan Motivasi Terhadap Kinerja Karyawan pada PT. BPR di Kota Malang. *Jurnal Manajemen Bisnis*, 1(1), 31-42.
59. Tyas, A., & Sunuharyo, I. (2018). Pengaruh Disiplin Kerja Terhadap Kinerja Karyawan PT. Pos Indonesia (Persero) Cabang Surakarta. *Jurnal Ilmu Manajemen*, 6(1), 47-56.
60. Tyas, W. P., & Sunuharyo, B. (2018). Analisis pengaruh disiplin kerja, motivasi kerja dan kompetensi terhadap kinerja karyawan pada PT. Bank Negara Indonesia (Persero) Tbk. Cabang Semarang. *Jurnal Ilmu Manajemen (JIM)*, 6(1), 64-81.
61. Yap, Y. M., & Yan, N. Y. (2021). The Moderating Effect of Readiness for Change on the Relationship between Transformational Leadership and Work Performance of Nurses in Private Hospitals. *International Journal of Innovation, Creativity and Change*, 14 (2), 230-243.
62. Yukl, G. (2010). *Leadership in Organizations*. Pearson Education.
63. Zahoor, S., Bashir, S., & Nawaz, A. (2020). Linking transformational leadership and job satisfaction: The role of readiness for change among nurses. *International Journal of Health Planning and Management*, 35(2), 422-435