



# The Transformational Leadership Style for Further Psychological Improve on Personnel Emergency Health Room at Siloam Kebun Jeruk Hospital, Jakarta

Helvyda Sari<sup>1</sup>, W. Dian Purwanti<sup>1,\*</sup>, Rina Anindita<sup>1</sup>  
<sup>1</sup>Faculty of Health Science, Esa Unggul University

During the Covid-19 pandemic, health workers experienced fatigue both physically and mentally. The emergency room (ER) is a unit that requires fast and correct handling. Here, the level of stress experienced by health workers in the ER, especially during the Covid-19 pandemic was increased. The psychological of health workers is influenced by many things, including transformational leadership style, work environment, and community stigma. Thus, in study we analyze the influence of transformational leadership style, work environment, and community stigma on the psychological of emergency room health workers at Siloam Kebun Jeruk Hospital during the Covid-19 pandemic, (partially or simultaneously). In this study uses a mixed method research method that combines qualitative and quantitative research methods. The result that transformational leadership style has a significant positive effect on the psychology of health workers, the work environment has no effect on the psychological of health workers, the stigma of society has no effect on the psychological of health workers. Transformational leadership style, work environment, and community stigma together influence the psychological of health workers. The implication of this study that leader of the ER is advised to listen to the ideas, motivation, leadership in a meeting or briefing. Here, a conducive work environment at Kebun Jeruk Siloam Hospital can improve the psychological level of emergency room health workers. The stigma of society is negative for the psychology of health workers due to dedication and professional value of workers. Their commitment to health services has not wavered even during the pandemic, but the hospital strives for psychological safety for health workers with other factors.

**Keywords:** Transformational Leadership Style, Work Environment, Community Stigma.

## 1. INTRODUCTION

The first time in December 2019, the number of *covid-19* sufferers is increasing [1]. This disease originally occurred in Wuhan, Hubei province, China, and is associated with the animal market. Within one month there was a significant increase in cases and spread to several provinces in China, even to Japan, Thailand, and South Korea. The spread of the disease as so fast and spreads to several countries make *World Health Organization (WHO)* finally announced *covid-19* as a pandemic on March 12, 2020. *WHO* report on April 6, 2020, that patients with *covid-19* infection have reached 1,210,956 people in 205 countries with a death rate 5.63%. The Ministry of Health of the Republic of Indonesia first reported cases of *covid-19* on March 2, 2020, starting

\*Email Address: wahyuni.dian@esaunggul.ac.id

with 2 cases in West Java. Until April 7, 2020, the Ministry of Health of the Republic of Indonesia reported that *covid-19* infections reached 2,738 people with a death rate of 8.1%. Along with the rapid development of this disease, various problems began to emerge. Medical personnel find it very difficult to explain to patients with Personal Protective Equipment (PPE) use and require a longer time to explain it [29]. In addition, some medical personnel who had to be screened felt guilty for leaving their colleagues on the front lines. Those health workers who have to be cared for experience boredom, fatigue and loneliness, especially as they usually work as part of a solid team. Some medical personnel are often asked to work longer hours and stay away from family, which interferes with relationships and opportunities for rest and holidays. The emergence of Covid-19 in Pakistan,

medical workers were under physical and psychological stress including a high risk of infection, inadequate equipment for safety from transmission, isolation, fatigue, and lack of contact with family [22]. Such severity led to further mental health problems that not only affect the decision-making abilities of medical workers but can also have long-term detrimental effects on their overall well-being. The constant stress experienced by medical health workers can trigger psychological problems of anxiety, fear, panic attacks, symptoms of post-traumatic stress, psychological distress, stigma and avoidance of contact, depression tendencies, sleep disorders, helplessness, interpersonal social isolation from family social support and attention related to exposure to transmission to themes and their families. Healthcare workers with confirmed covid-19 suspected of being in patient online news are potentially causing frustration, helplessness and adjustment challenges to healthcare professionals. A patient who entered the hospital considered as *suspect* suffering *covid-19* as the vigilance of health personnel in the work [17]. Vigilance is included in keeping the workplace to make free of viruses *covid-19*. In the hospital there is an interaction between patients, visitors, officers, medical equipment, medical and non-medical supports, drugs and other materials. Activities in the hospital allow environmental pollution, health problems or become a place for disease transmission, which is called *nosocomial* infection. The contaminated environment has a large enough role as a place of transmission of diseases that can cause *nosocomial* infections. The quality of the environment in the hospital is one thing that needs to be considered, because the method of transmission of germs that causes infection can occur through droplets, *airborne* or direct contact; means that the cause of disease is in the air, floor, walls and medical equipment. The sleep quality of medical staff in January and February 2020 in China showed increased anxiety and stress as well as poor sleep quality [4]. One of the causes of anxiety is using complete PPE. Medical personnel have an extensive social support network they can help reduce stress by reducing the perceived threat of stress events and the physiological responses and inappropriate behavior that stress can produce. Social support contributes to promote self-healing which leads to more understanding, respect, encouragement, courage, and a sense of professional accomplishment. Self-healing results in the increased confidence in doing a good job. Anxiety affects the quality of sleep because anxious people often find it difficult to fall asleep and often wake up during sleep.

The covid-19 pandemic conditions have an impact on the quality and safety of services provided by hospitals. Hospitals need to establish strict covid-19 infection control protocols such as patient admission flow from admission to hospital, registration, waiting rooms, and time of service in the clinic. All medical and non-medical employees and policymakers are at risk of contracting

covid-19. One of them is in the ICU, as happened in RSUD Daya in Makassar where 5 medical personnel were positive for covid-19. This is a lesson for the hospital in readiness to face ER patients. In this unit, Medical personnel have to be complete with level 3 PPE. This research is previously conducted a pre-survey of 11 medical personnel of Kebun Jeruk Siloam Hospital ER. From this pre-survey, it was found that 91% were worried about contracting Covid, 18% experienced stigma around their place of residence, and 45% felt sad to hear the sad news of the death of health workers due to *covid-19*. According to the background of the problems that have been stated above, we analyze the Transformational Leadership Style for Further the Psychological Improve on Personnel Emergency Health Room at Siloam Kebun Jeruk Hospital, Jakarta.

## 2. METHODOLOGY

### A. Health Worker Psychological

Psychology was the science of the unconsciousness. Crow (1956) [8]. Here, psychology was human behavior such as human interaction with the surrounding world, both in the form of other humans and non-humans such as climate animals, culture, and so on [6]. Self-esteem was a human need that requires fulfillment or satisfaction to be continued to a high level of need [18]. The needs of self-esteem by Maslow are divided into two types, which are self-appreciation and appreciation from others. Maslow also suggested that once someone feels loved and had feelings (sense of belonging), then they would develop a need for appreciation (need for esteem). The dimensions of a good psychological consisting of: (1) self-acceptance, which meant trying to apply the correct perception, motivation, and sense of self. Self-acceptance was a key feature of mental health by thinking positively for oneself, (2) positive relationships with other people (3) personal growth was the potential for self-development (4) had a purpose in life, (5) The tendency toward domination which was the individual's ability to choose or create an environment suitable for the condition [15]. A factor that affected the psychological health of health workers in the covid-19 pandemic were (1). risk awareness, (2) physical and mental responses, (3). Optimistic hope [31].

### B. Transformational Leadership Style

A leadership style was the individual's ability to influence, motivate and enable others to contribute to the effectiveness and success of the organization [12]. So, based on House's opinion, it can be said that leadership was the main role in an organization that had the ability and ways to influence and motivate others so that these people wanted to contribute greatly to joint success in the organization [3]. The characteristics of the transformational leadership style were (a) charisma or ideal influence, which the leader gave sense of mission dan sense of vision, instill pride, and earn respect and

trust. (b) inspirational leadership, where the leader provided clear ideas and high expectations, put effort into focus, and could express important goals in a variety of simple ways, (c) intellectual stimulation, where the leader encouraged intelligence, rationality, and problem-solving. (c) individual consideration, where the leader gave personal attention, trained, advised followers, and treated each follower individually [3].

### C. Work Environment

The work environment as a condition related to the characteristics of the workplace toward the behavior and attitudes of employees where it was related to the occurrence of psychological changes due to things experienced in their work or certain circumstances that the organization had to pay attention to which included boredom work, monotonous work and fatigue [24]. The work environment could be defined as the forces that influence, either directly or indirectly, the performance of the organization or company [26]. Work was everything around the workers that could affect themselves or could be interpreted as forces that could directly or indirectly affect employee performance. The work environment was defined by space, physical layout, noise, tools, materials, and coworkers' relationships, and the quality of these had an important positive impact on the quality of work produced [27]. The work environment was the physical environment in where employees worked which affects their performance, safety, and quality of work life [23]. Here, work environments are (1) Physical arrangement (2). Communication (3) Technology support [19].

### D. Community Stigma

Sociologist defined stigma as a dynamic process of devaluation that significantly discredits one individual in the eyes of another [10]. The various qualities in individuals that were affixed by the bias stigma were very random, ranging from skin color, way of speaking, sexual preferences, to living with drug abusers. Since covid-19 was first reported in China, the number of cases of stigmatization and prejudice related to the pandemic is increasing worldwide [17]. These cases included a biased view of Chinese descent, covid-19 patients, even medical personnel in Indonesia, the stigma was not only referred to descendant and patients with covid-19, but also the patient's family and medical workers. The concept of stigma had at least five factors, such as (1) labeling where the community gave a bad label on the condition that occurred, (2) negative association which mentioning people who had the disease or even the family of infected patients and confirmed cases, (3) separation, where there is an attempt to cut contact with a covid-19 patient, (4) Loss of status indicated the status when a patient or family lost their privileges or social status, including housing, education, employment and health care due to being infected with covid-19, (5) Ability to control.

Furthermore, this was related to a person's capacity to control the situation to avoid unfavorable conditions, including the responsibility to avoid contracting covid-19.

### E. Population and Sample

The population in this study is taken from the health personnel of the emergency room at Siloam Kebon Jeruk Hospital. The population of 35 health workers were collated to analyze the problem. The sampling method in this study is using all members of the population called the total sample (total sampling) or census.

### F. Research instruments and data collection

The type of data used is primary data, which was the data obtained directly. Data collection was conducted using a questionnaire. The scale used in the measurement of this research was the interval scale (from 1= strongly disagree to 5= strongly agree).

### G. Data Analysis Method

The data analysis method used in this research is to use multivariate analysis with multiple tests. Data analysis began after the data had been collected, with the next step was to analyze the data based on the appropriate analysis method for use. The collected data were processed using descriptive and quantitative analysis tools. Testing data analysis using t-test (partial test) and F test analysis (test simultaneously).

The research hypothesis is:

- H<sub>1</sub>: There is a positive/negative influence of transformational leadership style, work environment, community stigma on the health workers psychological
- H<sub>2</sub>: Transformational leadership style has a positive/negative influence on the health workers psychological.
- H<sub>3</sub>: The work environment has a positive/negative influence on the health workers psychological.
- H<sub>4</sub>: Community stigma has a positive/negative influence on the health workers psychological

Thus, Figure 1 showed the hypotheses process to achieve the result.



Figure 1. Conceptual Framework

### 3. RESULT AND DISCUSSION

Health worker respondents of Kebun Jeruk Siloam Hospital in the Intensive Care Unit are mostly women, at least 57% of the total number of respondents. The dominant age percentage is the productive age range, which is 21-30 years old, which is 63%. In general, ICU medical personnel in Kebun Jeruk Siloam Hospital have a bachelor educational background, which is 56%. The validity test is used to measure whether a questionnaire is valid or not. Validity testing in this research uses *Pearson Correlation Product Moment*. Based on the results of the analysis, the question items on the psychological variables of health workers, transformational leadership style, work environment, and community stigma are declared valid, where the value is obtained  $r$  calculated  $> 0,433$ . As for the reliability test in this research using Cronbach Alpha, where the obtained Cronbach Alpha  $> 0,60$  so that all variables are considered to be reliable. After the analysis test is conducted, the next step is to conduct the hypothesis test results. Hypothesis test results are in the form of classical assumption test, multiple linear regression analysis test, t-test, F test, and inter-dimensional correlation test. Classical assumption tests are normality test, multicollinearity test, and heteroscedasticity test. These are the results of a hypothesis test as follows:

#### a) Normality Test Result

Assessment criteria from One-Sample Kolmogorov-Smirnov Test which when *asyimp. Sig*  $< 0,05$ , then the residual data is not normally distributed. If *asyimp. Sig*  $> 0,05$ , then the residual data is normally distributed. Table 1 shows a result of 0,969 which means that it is greater than 0,05. This means that the residual data is normally distributed

#### b) Multicollinearity Test Result

According to multicollinearity test result is known the *tolerance* value in each variable is greater than 0,1 and the VIF value on each variable is less than 10 so it can be concluded that the regression model in this research is free from multicollinearity between independent variables.

#### c) Heteroscedasticity Test Result

According to heteroscedasticity test result is known that all variables of *Sig.* value on the independent variable is greater than 0,05. This means that all independent variables do not have heteroscedasticity symptoms in the *residual* data or on the other word's homoscedasticity

### 4. Results of Multiple Linear Regression Analysis and F Test

Table I. Multiple Linear Regression Analysis and F Test

Hypothesis	Variable	T Value	F Value	Sig	Conclusion
H1	Transformational Leadership Style, Work Environment, Community Stigma		6,423	0,002	Accepted
H2	Transformational Leadership Style, Work Environment, Community Stigma	3,03		0,005	Accepted
H3	Work Environment, Community Stigma	-0,052		0,959	Rejected
H4	Community Stigma	0,353		0,726	Rejected

Table I shows the simultaneous F test variable transformational leadership style, work environment, and community stigma simultaneously has a calculated F value of 6.423, greater than the F table value of 2.91 and a sig value of 0.002 smaller than 0.05, the first hypothesis received. The value of the second hypothesis at the t value of 3.03 is greater than the t table value of 2.03951. At a sig value of 0.005 smaller than 0.05, the second hypothesis is accepted. In the third hypothesis the value of t count - 0.0052 is smaller than the t table 1.688 and the sig value of 0.959 is greater than 0.05, so the third hypothesis is rejected. In the fourth hypothesis the t value of 0.353 is smaller than the t table value of 1.688 and the sig value of 0.726 is greater than 0.05, so the fourth hypothesis is rejected.

### 5. Box Method Table

Table II shows a descriptive analysis of the distribution of three-box method calculation, a high value is obtained in the position of the respondent's response from psychological health workers with self-esteem behavior, or positive self-esteem towards their profession.

Table II. Box Method Table

No	Variable	The Position Of The Respondent's Response			
		Low	Moderate	High	Behavior
1	The Psychological Health Workers			*	Self Esteem
2	Transformational Leadership Style, Work Environment			*	Empowerment
3	Work Environment			*	Conducive
4	Community Stigma		*		Stereotype

Transformational leadership style also has a high value with empowering behavior values. The role of the ER leaders in empowering their employees is a hallmark of the transformational leadership style. Work environment in the position of high-value respondent responses with conducive behavior.

A conducive work environment, among others, is a work environment that is comfortable, safe and makes work easier for employees. The position of the responses regarding the stigma of society is considered moderate or between low and high or is called a stereotype. The stigma of society can be negative or positive. One of the negative stigmas by the community is to stay away from health workers and their families. Positive stigma by the community on health workers for example as helpers and willingness to sacrifice for the community. Positive stigma can increase the psychology of health workers

#### 6. Inter-dimensional Correlation Test Result

Table III shows on the transformational leadership style variable, the strongest supportive dimension with the positive relationship dimension on the psychological variable of health workers was 0.631, while the weakest dimension of achievement orientation towards the dimension had a goal of 0.211. In the work environment variable, the strongest relationship dimension is the communication dimension to the personal growth dimension of 0.582 while the weakest relationship is the physical arrangement dimension to the objective dimension, which is 0.071. In the community stigma variable, the value is small with the psychological variable of health workers. The largest value in the community stigma variable is 0.193 where the dimension of chaos to the dimension has a purpose, while the lowest value is 0.019 where the dimension of the origin of the stigma against the dimension has a purpose. Based on the data described above

Table III. Inter-dimensional Correlation Test Result Table

Variable	Dimension	Health Worker Psychological			
		Self Acceptance	Positive Relationship	Having Purpose	Personal Growth
Transformational leadership Style	Directive	0,386	0,597	0,422	0,453
	Supportive	0,379	0,631	0,202	0,494
	Participate	0,483	0,615	0,349	0,579
	Achivement Orientation	0,232	0,300	0,211	0,305
Work Environment	Phisycal Arrangement	0,192	0,437	0,071	0,459
	Communication	0,494	0,480	0,263	0,582
	Technology Support	0,343	0,346	0,131	0,512
Community Stigma	Character Hiding	0,038	0,075	0,147	0,50
	Chaos	0,175	0,162	0,193	0,115
	Danger Risk	0,065	0,171	0,115	0,076
	Stigmatization Origin	0,158	0,113	0,019	0,034

The results showed that transformational leadership style on work environment, and community stigma together had a significant effect on the psychology of health workers. (**The first hypothesis is accepted**). Here, the reciprocal relationship between good leaders and members is shown by desired behavior, increased.

communication, good working relationships, and feedback on optimal performance, where as if the organization has the relationship between leaders and members is not good, this will have an impact on the trust and support of members of the organization [13]. Psychological well-being is not only life satisfaction and a balance between positive and negative influences, it also involves the perception of engagement with life's challenges. In this study, the effect of transformational leadership style, work environment, and community stigma can simultaneously increase the psychology of health workers. In this study, psychologically, health workers have self-esteem behavior. In Maslow's theory with the pyramid of needs, the position of self-esteem is above the need for affection. After affection or love is fulfilled, humans will fulfill the need to pursue achievement or prestige. Maslow founded that every people have two categories of reward needs, namely lower and higher needs. Low needs are the need to respect others, the need for status, fame, glory, recognition, attention, reputation, appreciation, dignity, even domination. High needs are the need for self-esteem including feelings, beliefs, competence, achievement, mastery, independence, and freedom. Self-esteem for health workers can increase their motivation to work. Furthermore, the effect of transformational leadership style on psychological health workers

In the second hypothesis, it shows that the leadership style has a positive and significant effect on the psychological health of health workers. (The second hypothesis is accepted) Here, a positive relationship between head nurse transformational leadership on improving psychological well-being [16]. In addition, a leader who manifest idealized influences will be able to release organizational pressure and focus on the health and psychological well-being of their employees [3]. Leaders show motivation and inspiration so as to encourage employees to achieve more and support the welfare of their employees.

Respondents responded that leadership has empowering behavior which means the leader has charisma, inspires employees, encourages employee intelligence, assists in solving problems, and provides personal attention. The results showed that the ER leadership was participatory, where employees could freely consult and the leader heard suggestions in making decisions. Thus, a relationship between leadership behavior that has an effect on trust, well-being, transformational leadership styles, and employee psychological well-being [14].

Furthermore, the influence of work environment towards health worker psychological does not influence of the work environment on the psychological health of health workers. Emergency health workers at the Siloam hospital have no problems in their work environment, both from the physical form of the emergency room,

communication between colleagues and their leaders, as well as technological support that is capable of not disturbing health workers at work. From the results of this study, the work environment in the emergency room at Siloam Kebun Jeruk Hospital has a conducive behavior. The conducive work environment felt by health workers is seen from the physical arrangement, namely lighting, neat, clean, cool and comfortable. On the communication side between colleagues, they have a harmonious relationship and help each other to form a solid work team. Siloam Kebun Jeruk Hospital has complete service facilities and has implemented the latest digital health technology, one of which is in the field of integrated medical records and information technology. The application of this technology makes it easier for health workers to record and trace patient data. Here, a physical work environment affects employee happiness by 17% [32]. A significant relationship between the environment of professional nursing practice, psychological empowerment, and nurses in work engagement [30]. The mediating effect of empowerment psychology is also demonstrated, which is to provide a more comprehensive understanding of how the professional nursing practice environment affects engagement. In times of shortage of nurses, both the hospital and nurse managers must make every effort to ensure that nurses are exposed to empowerment and a high-quality work environment that allows nurses to be more engaged in their work. Thus, the work environment has a significant positive effect on job satisfaction [2] while research results a job satisfaction is positively related to psychological well-being [25]. Based on this, the work environment is not a factor that affects psychologically, but there are other factors such as job satisfaction that affect psychological well-being. The work environment can affect welfare through job satisfaction as mediation. If the work environment is good but the work satisfaction of health workers is less, it will have a negative impact on the health workers psychological well-being so that it has an impact on the insignificance of the work environment's influence on psychological well-being.

Further, the influence of community stigma towards health worker psychological doesn't affected of community stigma on the psychology of emergency room health workers at Siloam Kebun Jeruk Hospital. In addition, from the three-box method analysis, it can be concluded that the community's stigma with stereotypical behavior. Stereotypes are assessments of a person based solely on perceptions of the group into which that person can be categorized. Community stigma can take the form of positive or negative stereotypes. The psychology of health workers is not influenced by the stigma of society because of their dedication and professional value to their work. The perception of social stigma has a negative and significant effect on the psychological well-being of prisoners [28]. Here feeling and stigma has correlated positively to anxiety and depressive symptoms as well as psychological stress which correlates significantly with psychosocial stigma [11]. Thus, a significant relationship between knowledge about Covid-19 and stigma against

Covid-19 patients and health workers [20]. This research is conducted in cross-sectional so that it could not be certain that there is a causal relationship between the independent and dependent variables. However, in this research, the knowledge variable can be assumed to occur before stigma. After the study, most respondents did not stigmatize and had sufficient knowledge. A stigma has a high impact on worker performance, affect worker compliance, and can direct management communication strategies related to pandemic risk for health workers as well as providing emotional care or treatment which is difficult for health workers, stress, uncertainty, and stigmatization become dominant thing for health workers [21]. They often experience problems, conflicting thoughts and feelings about balancing their roles as health care providers, as parents, but also fear Covid-19 patients. The reason the community stigma does not affect psychology means that other factors are more influential on psychology, such as sufficient knowledge of the community around health workers so that there is no community stigma towards the health workers psychological. Besides in the research of Ramaci, community stigma positively affects fatigue, burnout and negatively impacts satisfaction. From Ramaci's research, it can be concluded that the reason for the community stigma towards the health workers psychological is insignificant due to the less specific psychological variables such as fatigue, anxiety, burnout, or satisfaction.

#### 4. CONCLUSION

According to the research result, it can be concluded that there are influences of transformational leadership style, work environment, and community stigma towards health workers psychological in Kebun Jeruk Siloam Hospital ER in this covid-19 pandemic. Transformational leadership styles, conducive work environment, and community stigma that do not affect health workers can provide good psychological effects for health workers.

To improve health workers psychologically, it is influenced by several factors. One of them is the ideal transformational leadership style, conducive work environment, and a positive community stigma towards health workers.

An empowering transformational leadership style can improve the psychology of health workers such as efforts to provide PPE, provide supplements, be friendly, and accept opinions or ideas from subordinates, besides, giving reward to the health workers who excel. Efforts that have to be made to improve the work environment so that it impacted health workers psychologically is the existence of restrooms for health workers in ER.

The negative social stigma does not affect the health workers psychological due to their dedication and professionalism value. Their commitment to health services has not wavered even during the pandemic, and the hospital is trying to provide psychological safety for health workers with other factors.

## References

- [1]. Adiputra, Putu Anda Tusta. (2020). Dampak Pandemi COVID-19 Pada Pelayanan Pasien Kanker Di Rumah Sakit Tersier Di Indonesia: Serial Kasus. *JBN (Jurnal Bedah Nasional)* 4(1): 29.
- [2]. Aruan, Quinerita Stevani, and Mahendra Fakhri. (2015). "Pengaruh Lingkungan Kerja Terhadap Kepuasan Kerja Karyawan Lapangan Departemen Grasberg Power Distrubistion PT. Freeport Indonesia." 27(2): 141–62.
- [3]. Bass, Bernard M. (1990). *Bass & Stogdill's Handbook of Leadership*. 3rd ed. The Free Press.
- [4]. Chen, Qiongni et al. (2020). "Mental Health Care for Medical Staff in China during the COVID-19 Outbreak." *The Lancet Psychiatry* 7(4): e15–16.
- [5]. Cheng, Hsiu-lan et al. (2018). "Self-Stigma, Mental Health Literacy, and Attitudes Toward Seeking Psychological Help." 96(January): 64–74.
- [6]. Crow, Lester Donald. (1956). *Reading in Educational Psychology*. eds. Lester Donald Crow and Alice Crow. Littlefield Adams.
- [7]. Dai, Nilam Fitriani. (2020). "Stigma Masyarakat Terhadap Pandemi Covid-19." ISBN:66–73. <https://www.ojs.literacyinstitute.org/index.php/prosiding-covid19/article/download/47/32>.
- [8]. Freud, Sigmund. (1923). *Das Ich Und Das Es*. International Psychoanalytischer Verlag (vienna) W.W Norton & Company.
- [9]. Goffman, Erving. (1963). *Stigma: Notes on the Management of Spoiled Identity*. Prentice Hall (M) & Simon & Schuster (Asia).
- [10]. Gofmann, Erving. (1963). *Notes on the Management of Spoiled Identity*. Prentice Hall.
- [11]. Herek, Gregory M et al. (2017). "Stigma and Psychological Distress in People with HIV / AIDS Stigma and Psychological Distress in People With HIV / AIDS." 3533(November).
- [12]. House, Robert J, and Terence R Mitchell. (1975). *Path Goal Theory of Leadership*. Faculty of Management Studies, University of Toronto, 1975.
- [13]. Karanika-murray, Maria et al. (2015). "Leader-Member Exchange across Two Hierarchical Levels of Leadership: Concurrent Influences on Work Characteristics and Employee Psychological Health." *Work & Stress* 29(1): 57–74. <http://dx.doi.org/10.1080/02678373.2014.1003994>.
- [14]. Kelloway, E Kevin et al. (2016). "Transformational Leadership and Employee Psychological Well-Being: The Mediating Role of Employee Trust in Leadership." 8373(December).
- [15]. Khanbani, Mohsen, Asghar Aghae, and Mohsen Gol Parvar. (2014). "Examining the Relationship between Gender and Psychological Well-Being." *Journal of Sociological Research* 5(1): 53.
- [16]. Kim, Mi Young, and Lee. (2012). "Influence of Head Nurses Transformasional Leadership on Staff Nurse's Psychological Well-Being, Stress and Somatization." 18(2): 166–75.
- [17]. Lu, Wen, Hang Wang, Yuxing Lin, and Li Li. (2020). "Psychological Status of Medical Workforce during the COVID-19 Pandemic: A Cross-Sectional Study." *Psychiatry Research* 288(March): 1–5.
- [18]. Maslow, Abraham H. (1943). "A Theory of Human Motivation." *Psychological Review* 50(4): 370–96. <https://psycnet.apa.org/doi/10.1037/h0054346>
- [19]. Mullins, Laurie J. (2005). *Managemnt And Organisational Behaviour*. Pitman imprint.
- [20]. Oktavianoor, Husda, Anita Herawati, Nurul Hidayah, and Aprizal Satria Hanafi. (2020). "Pengetahuan Dan Stigma Masyarakat Terhadap Pasien Covid-19 Dan Tenaga Kesehatan Di Kota
- [21]. Ramaci, Tiziana, Massimiliano Barattucci, Caterina Ledda, and Venerando Rapisarda. (2020). "Social Stigma during COVID-19 and Its Impact on HCWs Outcomes." *Sustainability* 12(9): 3834.
- [22]. Rana W, Mukhtar S. (2020). "Mental Health of Medical Workers in Pakistan During The Pandemic Covid-19 Outbreak". *Asian Journal Psychiatry*. doi:<https://doi.org/10.1016./j.ajp.2020.102080>.
- [23]. Render, Barry, and Jay Heizer. (2001). *Prinsip- Prinsip Manajemen Operasi*. PT. Salemba Emban Patria, Jakarta.
- [24]. Schultz, D, and E. S Schultz. (2010). *Psychology and Work Today*. (10 Editio. New York Pearson.
- [25]. Tanujaya, Winda. (2012). "Hubungan Kepuasan Kerja Dengan Kesejahteraan Psikologis (Psychological Well Being) Pada Karyawan Cleaner (Studi Pada Karyawan Cleaner Yang Menerima Gaji Tidak Sesuai STtandar UMP Di PT. Sinergi Integra Services, Jakarta)." (November 2011).
- [26]. Terry, George R. (2006). *Prinsip Prinsip Manajemen*. Jakarta: Bumi Aksara.
- [27]. Thyssen, Lola. (2010). "Homing Behaviour (Pisces: Blenniidae ). of Parablennius Parvicornis."": 25–30.
- [28]. Utami, wahyu. (2018). Universitas Muhammadiyah Malang "Pengaruh Stigma Sosial Dan Dukungan Sosial Terhadap Kesejahteraan Psikologis Narapidana." <http://eprints.umm.ac.id/58391/>.
- [29]. Walton, Murray, Christian. (2020). "Mental Health Care for Medical Staff and Affiliated Healthcare Workes During The Covid-19 Pandemic". *European Heart Journal: Acute Cardiovascular Care* 0(0)1-7
- [30]. Wang, Shanshan, and Yanhui Liu. (2013). "Impact of Professional Nursing Practice Environment and Psychological Empowerment on Nurses ' Work Engagement: Test of Structural Equation Modelling." *Journal of Nursing Management*.
- [31]. Wu, Wenzhi et al. (2020). "Psychological Stress of Medical Staffs during Outbreak of COVID - 19 and Adjustment Strategy." (March): 1–9.
- [32]. Wulandari, Siska, and Ami Widyastuti. (2010). "Faktor - Faktor Kebahagiaan Di Tempat Kerja."": 49–60.

Received: 22 January 2021, Accepted: 23 March 2021