



Experience of conflict in the dual role of nurses in career path

Diandra Nur Dannyanto^{1*}, Asti Melani Astari², Retno Lestari³

^{1,2,3} Department of Nursing University of Brawijaya, Indonesia

ABSTRACT

The dual role conflict experienced by female nurses is an unavoidable phenomenon. On the one hand, nurses have a burden of responsibility at work, but on the other hand, they also have to carry out their role in the family. This situation has an impact on the emergence of conflict within nurses in carrying out these roles which leads to efforts to increase career levels. This research aims to explore the experience of conflict in the dual role of nurses in advancing their career path at the Unisma Islamic Hospital in Malang. This research uses a qualitative research design. Participants in this study consisted of 6 nurses who had career positions as team heads. Data collection in this research used semi-structured interviews with data analysis consisting of 4 stages, namely reduction, data presentation, conclusion drawing, and verification. The results of research on the conflict between the dual roles of nurses in advancing career paths at the Unisma Islamic Hospital in Malang produced 3 themes, namely the difficulty of nurses in fulfilling their work responsibilities; nurses' difficulty in managing time; and nurses feel that the demands of the tasks given are unbalanced. This research resulted in findings that the conflict between the dual roles of nurses in their career path takes the form of a conflict in balancing the roles of nurses in family and work. In the family, nurses have responsibilities towards parents, husbands and children, while work requires performance and education to support professional career paths.

Keyword: Roles; Nurses; Career; Conflict; Experience.

ABSTRAK

Konflik peran ganda yang dialami perawat perempuan merupakan fenomena yang tidak dapat dihindari. Perawat di satu sisi mempunyai beban tanggung jawab dalam bekerja, namun di sisi lain juga harus menjalankan perannya dalam keluarga. Keadaan ini berdampak pada munculnya konflik dalam diri perawat dalam menjalankan peran tersebut yang berujung pada upaya peningkatan jenjang karir. Penelitian ini bertujuan untuk mengeksplorasi pengalaman konflik peran ganda perawat dalam memajukan jenjang karir di Rumah Sakit Islam Unisma Malang. Penelitian ini menggunakan desain penelitian kualitatif. Partisipan dalam penelitian ini terdiri dari 6 orang perawat yang mempunyai jabatan karir sebagai kepala tim. Pengumpulan data dalam penelitian ini menggunakan wawancara semi terstruktur dengan analisis data yang terdiri dari 4 tahap yaitu reduksi, penyajian data, penarikan kesimpulan, dan verifikasi. Hasil penelitian konflik peran ganda perawat dalam memajukan jenjang karir di Rumah Sakit Islam Unisma Malang menghasilkan 3 tema yaitu sulitnya perawat dalam memenuhi tanggung jawab pekerjaannya; kesulitan perawat dalam mengatur waktu; dan perawat merasa tuntutan tugas yang diberikan tidak seimbang. Penelitian ini menghasilkan temuan bahwa konflik peran ganda perawat dalam jalur karirnya berupa konflik keseimbangan peran perawat dalam keluarga dan pekerjaan. Dalam keluarga, perawat mempunyai tanggung jawab terhadap orang tua, suami dan anak, sedangkan pekerjaan memerlukan kinerja dan pendidikan untuk mendukung jalur karir profesional.

Kata Kunci: Peran; Perawat; Karier; Konflik; Pengalaman.

Corresponding author: Diandra Nur Dannyanto
Department of Nursing University of Brawijaya
Jln. Puncak Dieng, Dau, Malang, Indonesia
Email: diandradanny123@gmail.com

INTRODUCTION

Issues regarding career and family are central issues that color the lives of female nurses. Career path needs and family needs are two aspects that influence each other. Achieving an individual's career level is influenced by family factors and vice versa, which often leads to conflict. Obstacles that can arise in achieving a nurse's career path are work-family conflicts which can affect nurse performance (Ariawan et al., 2023). According to Hapsari (2021) conflict is a discrepancy that occurs in a social interaction due to differences in points of view. Nugraha & Kustanti (2020) state that conflict can take the form of psychological pressure that arises as a result of conflicting roles. Dual role conflict leads to conflict that occurs between work and family so that each other shows incompatibility (Harkina et al., 2020). Indications of dual role conflict are characterized by unequal work and family roles. This conflict arises when work and family place demands on each other, causing difficulties in fulfilling one role with another. When one role, whether in work or family, is fulfilled, conflict has implications for the emergence of problems in fulfilling other roles in family or work.

The cause of the imbalance between work and family experienced by female nurses occurs as a result of the high number of working hours in hospitals which causes the portion of time spent on work to be greater than the portion of time spent on family. Research by Pratiwi et al. (2018) shows that multiple role conflicts are inevitable for female nurses. The existence of multiple role conflicts has a negative impact on nurses' organizational commitment in the form of decisions to take or not take action as part of realizing the interests of the organization. Gozali (2022) states that there is a decrease in organizational commitment when nurses are under pressure regarding work issues and role adjustments. The occurrence of multiple role conflicts causes a decline in nurse performance which has an impact on career paths. Research by Warmadewi & Piartrini (2018) confirms that family problems experienced by nurses cause dissatisfaction at work. This situation shows that the experience of conflict moves nurses in their efforts to advance their career path.

Currently, women play a large role in work because almost all work can be done by women, including nurses. As part of the professional health workforce, nurses have a central role in providing health services and dealing with patients 24 hours a day. The quality of the services provided determines the quality of the hospital, thereby creating a workload for nurses. On the other hand, when nurses focus on their work, family conflict arises in the form of feelings of neglect due to a lack of attention, which triggers unpleasant acceptance in interactions between family members. Dual role conflict affects nurses' work productivity because of the ambiguity between roles in the family and work, thus having implications for career paths. Family and work responsibilities make nurses experience role ambiguity (Kida et al., 2023).

The conflict between the roles of female nurses in family and work is a complex issue with various influencing factors. This role ambiguity triggers job dissatisfaction and stress as a result of demands of responsibility. Research Hanifa et al. (2020) states that there are emotional impacts and mental well-being that occur when female nurses experience multiple role conflicts. Cengiz et al (2021); El-Housary et al. (2021) supports this that job satisfaction and nurses' stress levels are partly caused by role conflict. The emergence of role conflict occurs because existing roles are not clearly defined, lack of support from leadership, lack of training, and problems in communicating with superiors. The dual roles inherent in female nurses contribute to triggering work fatigue and psychological stress.

One of the factors that influences the dual role conflict of nurses lies in family characteristics. Khairina & Sahrah (2023) stated that husband's support influences the dual role conflict of nurses. This confirms that husband's support plays a major role in reducing the conflict between the dual roles of nurses because it provides freedom of work opportunities which is balanced with the provision of assistance in caring for children. Reducing role stress experienced by nurses has a positive impact on nurse performance, accompanied by increased welfare and career path.

This study aims to explore the experience of conflict in the dual roles of female nurses regarding career paths at the Unisma Islamic Hospital in Malang. The experience of dual role conflict describes the situation experienced by female nurses in their efforts to advance their career ladder. This is related to the relationship in carrying out roles in the family and the work demands faced.

RESEARCH METHOD

This research explores the experience of conflict in the dual roles of female nurses in advancing their career path at the Unisma Islamic Hospital in Malang. The participants in this research were 6 people who were determined using purposive sampling. The characteristics of female nurses designated as participants in this study are shown in the table 1.

Exploration of the problems in this research was carried out through in-depth interviews using semi-structured techniques. This interview allows researchers to develop new questions according to participant statements using a personal approach to examine the experiences experienced by participants. The data in this research was analyzed using Miles and Huberman's analysis stages, namely reduction, presentation, determining conclusions and verifying data. Checking the validity of the results is carried out using source triangulation by comparing the results of observations with the results of interviews and confirming information by comparing the results of interviews with other supporting sources.

Table 1. Participant Characteristics

Criteria	Participant (P)	Career Position	Path	Last education	Work experience
o Career path position as team head	P1 (32 years)	Head of the nursing team		D3	11 year
o D3-Ners educational qualification	P2 (27 years)			D3	5 year
o Work experience >5 years	P3 (33 years)			D3	10 year
	P4 (36 years)			D3	15 year
	P5 (34 years)			D3	11 year
	P6 (40 years)			D3	16 year

RESULTS OF STUDY

Analysis of the Dual Role Conflict Experience of Female Nurses at the Unisma Islamic Hospital in Malang

Sub-theme 1: Difficulty in Fulfilling Job Responsibilities. As a woman, the participant has more responsibilities, both as a nurse and as a housewife. This prevents participants from pursuing a higher career so that they feel quite comfortable in their current position. Participants have concerns about not being able to fulfil such responsibilities if they are in a higher position than they currently hold. Below are several quotes from participants regarding the sub-themes above.

"Because of what it is, women, there are a lot of responsibilities at home, right?" (P2)

"Yes, it's like this, Mas. I want to continue that, just for the children." (P2)

"Isn't that right? My husband moves around for work, Yes, I don't know, in the future, if the whole family follows along, that means we automatically have to resign, right? Yes, I hope I don't resign like that. That means everyone is still in trouble, right?" (P4)

"School takes time, so I don't have time to be with my family." (P6).

Sub-theme 2: Difficulty in Managing Time. The career obstacle felt by participant 1 (P1) so that they feel satisfied with their current career is time management which is difficult to balance. This difficulty was because the participants were pursuing further education which had to be accompanied by work and family responsibilities. Participants felt they were not capable if they had to add more responsibility at a higher career level. The following is a quote expressed by participant 1 (P1).

"So going to school while working isn't easy, Mas, that's how it is. So time management is difficult." (P1)

In advancing their career path, nurses realize that their educational background is important. Nurses in carrying out their responsibilities not only provide nursing services but also provide information on nursing actions given to patients. Therefore, nurses feel that their knowledge must continue to be developed because they are aware that knowledge will continue to develop over time. Nurses realize that education is one of the visible factors that hospitals consider in improving nurses' career paths. Education is one of the easiest ways to assess the suitability of nurses in terms of their competencies. As stated by participant 4 (P4), continuing education can be done by going back to school.

"That should be school again, right? But I still haven't, I'm still D3." (P4)

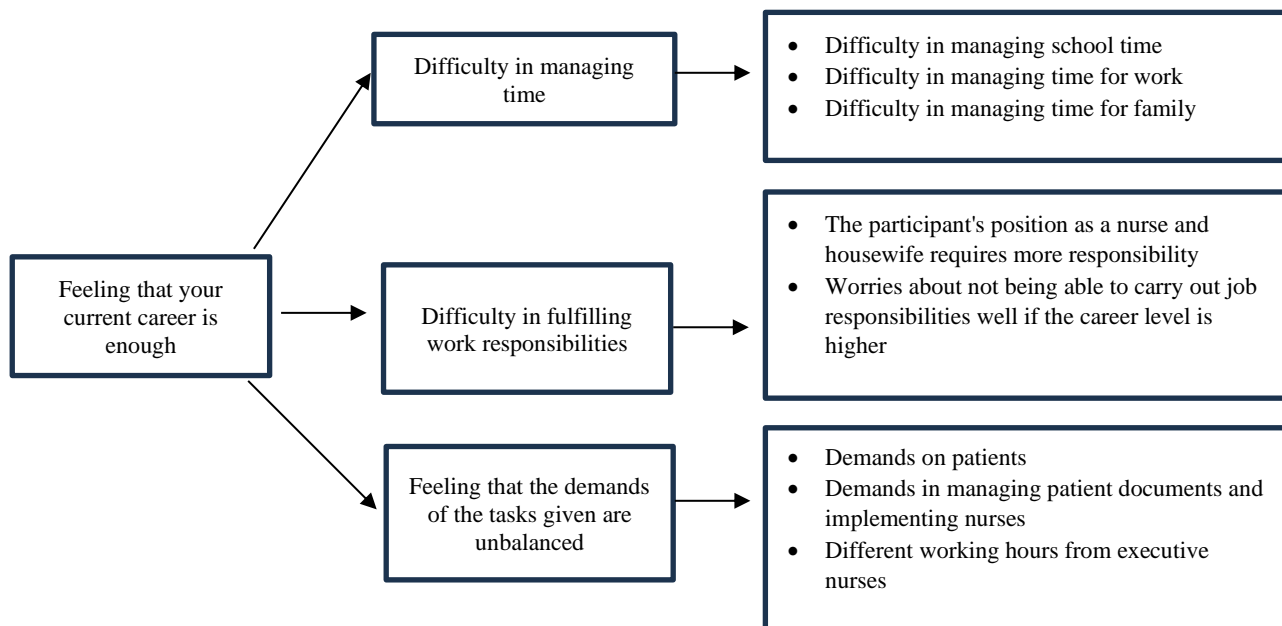
Sub-theme 3: Feeling that the demands of the tasks given are not balanced. The participants' barriers in this context are related to what the participants receive from the hospital which is not balanced with the demands of the tasks assigned. The team head's job is not only to be responsible for the patient but also responsible for the patient's documents and the implementing nurse. The quantity of patients seeking treatment is also one of the factors that makes the job demands of a team leader high. This is expressed in the following participant quote.

"Maybe it might be the workload. "God willing, it's the SOP, Mas, but humans are bound to get tired, maybe with so many patients, so many people on duty, that's right, bro." (P2)

"Perhaps in terms of responsibility, if you are in team leader, perhaps the responsibility is greater, yes. Because first, you have to take responsibility for the documents. Secondly, you also have to take direct responsibility for the patient. So the responsibility of the team leader is heavier than that of the executive nurse." (P3)

Demand factors influence the team head's working hours which are different from those of the executive nurse, where the team head's holiday period is less than that of the executive nurse. Specifically, team heads are not given night shifts with only holiday time on red dates and Sundays. The comparison of working time between the executive nurse and the team head is 3 hours different with the executive nurse for each shift accounting for 10 hours while the team head counts for 7 hours. The working time calculation is based on entry hours with a 10-hour night shift so that the executive nurse has a longer working time. The following are participant quotes to support the data above.

"As for working hours, if you work hours, **a team leader has less holiday than an executive nurse**, sir, because the hours are calculated according to the clock, the clock in. For example, the only holidays are red dates and Sundays. Because there is no night shift. If it's a night shift, the hours are calculated as 10 hours. So if the executive nurse has night duty, the hours are more. There are also more days off. If Katim only comes in the morning, that's only 7 hours. "You only get holidays on Sundays and red dates." (P3).



DISCUSSION

Experience of Conflict in the Role of Female Nurses in the Family

Nurses at the Unisma Islamic Hospital in Malang are quite satisfied with their current position regarding career advancement. This is caused by several factors, namely difficulties in managing time and difficulties in fulfilling responsibilities. These factors become obstacles for nurses not to advance their career path. Team leaders at work also play a role in providing care, both support to patients and families, such as homecare (Balqis et al., 2023). Another role is to reduce anxiety in the patient's family in difficult situations (Fatmawati et al., 2022; Erianti et al., 2021; Sya'diyah et al., 2022).

Nurses feel worried and have difficulty fulfilling work responsibilities because of their personal lives such as family responsibilities, whether they are married or not. The dual role of nurses in work and family is a complex phenomenon that involves a balance between work demands as a nurse and family responsibilities as a woman. Research by Haziroh et al. (2022) shows that women who have dual roles often experience conflict between work and family demands. This conflict can have a negative impact on psychological well-being (Meriko & Hadiwirawan, 2019) and satisfaction in family (Meliani et al., 2014). This can cause work stress and emotional exhaustion which in turn can affect performance (Nadiva & Cahyadi, 2022).

Obstacles in the form of difficulty in managing time are felt by nurses who are in the process of continuing their higher education, especially married female nurses. Nurses find it difficult to balance time between career, education and family so they do not have the desire to move up to a higher career level. This means that nurses are not ready for more responsibility because they feel that the existing responsibilities are already quite heavy. Nurses face high pressures in maintaining a balance between the demands of intensive clinical work and the need to continually increase knowledge and skills through continuing education. This can affect the balance between work life and personal life which can ultimately affect the mental well-being of nurses (Muojekwu, 2023).

Married nurses experience unique challenges between education, career at work and family because they have to balance the responsibilities of looking after and raising children. Research by Khasanah & Fauziah (2020) states that in

Eastern cultures such as Indonesia, wives bear the responsibility for caring for children, even though this task is a shared responsibility. This creates its problems which have implications for the husband's role in the family and support for nurses' careers. The husband's understanding of his wife's profession as a nurse in the form of support and enthusiasm can reduce stress levels in the workplace. On the other hand, caring for children requires excellent physical and mental energy. These factors encourage nurses to be less motivated to advance their career level and feel that they have had enough of their careers.

Experiences of Conflict in the Role of Female Nurses at Work

The participant's position as head of the nursing team carries more responsibility in the work. The team head is not only responsible for caring for patients but also supervising the implementing nurses; providing support to implementing nurses; ensuring compliance with work procedures; and handling administrative tasks. The many tasks that are the responsibility of a team head within tight deadlines make a career position as a team head vulnerable to stress.

Comfort with their position means that nurses do not have high motivation and feel satisfied with their current career level. Nurses understand that a career advancement means additional responsibilities. Promotion for nurses requires managing more complex tasks and being responsible for broader nursing care (Puspitasari et al., 2018). Meanwhile, the responsibilities currently being carried out are quite heavy as the head of a team which not only takes care of patients but also takes care of patient documents and executive nurses. In line with this, Siswanto et al. (2013) explained that promotion often means an increase in the implementation of documentation, which is an indicator of nurse performance that is influenced by the characteristics and workload of nurses.

The workload that is significantly felt most heavily by nurses occurs when there is a surge in patients in the hospital. Nurses feel work and emotional fatigue, which triggers high levels of nurse stress. Dewi et al. (2021) in their research claims that the high number of patients plays a role in increasing nurses' stress. The lack of refreshment periods for nurses is also a factor that contributes to increasing the risk of work burnout. Dousin et al. (2021) shows that a good work-life balance plays a role in reducing the risk of nurses leaving work.

The demands of a career path in work require nurses to continue further education. The majority of nurses at Unisma Hospital Malang have D3 educational qualifications, including all participants in this study. The nurse hopes to be able to study at bachelor's level. Education plays an important role as a crucial component in nursing career development. Price & Reichert (2017) research shows that education has significant implications for nurses at various career stages, not only increasing career satisfaction but also impacting patient care, retention, and workforce recruitment. Education allows nurses to identify interests, strengths, and career goals, and assists in planning and implementing career plans that suit nurses' personal and professional needs (Shermont et al., 2009). In addition, education plays an important role in the development of nurses' professional identity and self-efficacy, which is a key factor in nursing education and career development (Guo et al., 2017; Hashish, 2019).

In order to improve the competency of nurses, hospitals provide opportunities for nurses in the form of study permits with independent financing. Providing study permits for nurses is an important process in career development and increasing the competency of the nursing profession. Study permits provide nurses with the opportunity to continue learning and increase their capacity to provide better nursing services (Wiranata et al., 2023). A study permit may be granted for a variety of purposes, such as improving clinical skills, expanding knowledge, or achieving a higher academic degree.

In order to achieve this goal, quite a bit of funding is needed. Nurses hope that the study permits currently being implemented by hospitals can be changed in the form of giving study assignments. The difference between study assignments and study permits is explained by Tarigan (2024) that study assignments are assignments given by authorized officials to continue their education to a higher level, not at their own expense, whereas study permits are entirely at their own expense.

This hampers the willingness of nurses because it is acknowledged that there are limited funds considering that the costs of further education are not small. Research Hidayat et al. (2022) shows that the cost of continuing professional development activities, such as further education, is one of the obstacles faced by nurses. Time limitations, lack of access to information and irregular service schedule patterns.

CONCLUSION

The conflict in the dual role of female nurses in advancing the career ladder at the Unisma Islamic Hospital in Malang is in the form of conflict in responsibility for family and work demands, causing nurses to feel that they have had enough of the career they have. Nurses are faced with unique role challenges where work demands responsibility as a team leader and demands for career advancement through education. On the other hand, the role of nurses in the household requires balancing education as a hospital requirement with responsibilities towards the family. The complexity of the nurse's role causes stress due to the high workload, giving rise to nurses' thoughts not to increase their career level because increasing their career level has implications for increasing responsibility.

ACKNOWLEDGEMENT

Expressions of thanks are conveyed to Dr. Asti Melani Astari, S.Kp., M.Kep., Sp.Mat and Dr. NS. Retno Lestari, Skep., M.Nurs as the supervisor who has motivated and supported the author in preparing this scientific work.

Funding Statement

The author did not receive any assistance from any organization, despite the fact that they submitted their work to one of the organizations.

Declaration of conflict

The declaration that this research does not contain any contentious or sensitive problems has been made by the author of the study.

REFERENCES

- Abou Hashish, E. A., & Bajbeir, E. F. (2022). The effect of managerial and leadership training and simulation on senior nursing Students' career planning and self-efficacy. *SAGE Open Nursing*, 8, 23779608221127950.
- Ali EL-Housary, N. M., Shabaan, F. M., EL-Demerdash, S. M., & Shokier, M. E. (2021). Effect of Educational Program on Head Nurses' Coaching Skills to Manage Novice Nurses Role Ambiguity. *Tanta Scientific Nursing Journal*, 21(2), 143–170.
- Ariawan, M., Suratmi, T., & Nugroho, D. (2023). Stress Kerja di Masa Pandemi Covid-19 (Studi Kasus Pada Perawat di RS TRIA DIPA Jakarta Tahun 2021). *Stress*, 7(1).
- Balqis, U. M., Hariyanto, R. D., Mardiansyah, M. J., & Lestari, S. L. (2023). Edukasi Homecare melalui Pendekatan Family Center Nursing (FCN) di Puskesmas Kabupaten Cianjur: Edukasi Homecare melalui Pendekatan Family Center Nursing (FCN) pada Perawat di Puskesmas Kabupaten Cianjur. *Jurnal Pengabdian Masyarakat Kesehatan Terkini*, 2(1), 18–27.
- Cengiz, A., Yoder, L. H., & Danesh, V. (2021). A concept analysis of role ambiguity experienced by hospital nurses providing bedside nursing care. *Nursing & Health Sciences*, 23(4), 807–817.
- Dewi, S. C., Muafi, N., Enderwati, T., Maryana, M., & Sutejo, S. (2021). Relationship of the Emergency Department Density Level with Nursing Work Stress. *Open Access Macedonian Journal of Medical Sciences*, 9(T4), 279–283.
- Dousin, O., Collins, N., Bartram, T., & Stanton, P. (2021). The relationship between work-life balance, the need for achievement, and intention to leave: mixed-method study. *Journal of Advanced Nursing*, 77(3), 1478–1489.
- Erianti, S., Ennimay, E., & Marni, E. (2021). Five Finger Hypnosis Technique In Reducing Anxiety In The Intensive Care Unit Of The Arifin Achmad Hospital, Riau Province. *Jurnal Pengabdian Kesehatan Komunitas (Journal of Community Health Service)*, 1(3), 196–205.
- Fatmawati, F., Astutik, S., & Rahman, H. F. (2022). Pengaruh Dukungan Keluarga dan Peran Perawat terhadap Tingkat Kecemasan pada Pre Operasi Katarak. *Jurnal Penelitian Perawat Profesional*, 4(2), 615–626.
- Gozali, Z. R. (2022). Pengaruh Stres Kerja terhadap Komitmen Organisasi pada Perawat Unit Rawat Inap RSUD Sekarwangi. *Jurnal Riset Psikologi*, 27–32.
- Guo, B., Zhao, L., Gao, Y., Peng, X., & Zhu, Y. (2017). The status of professional identity and professional self-efficacy of nursing students in China and how the medical documentaries affect them: A quasi-randomized controlled trial. *International Journal of Nursing Sciences*, 4(2), 152–157.
- Hanifa, S. M., Ismail, Z., Ahmad, S., & Arsat, Z. (2020). Work-Family Conflict and Psychological Health Among Nurses: A Preliminary Observation. *Malaysian Journal of Social Sciences and Humanities (MJSSH)*, 5(7), 113–123.
- Hapsari, P. S. D. (2021). Negosiasi dalam Komunikasi Antarpribadi Suami dan Istri Ketika Memutuskan Istri Bekerja Atau Tidak. *Jurnal Audiens*, 2(1), 119–133.
- Harkina, P., Junaidi, S., & Sari, M. P. (2020). Hubungan Antara Konflik Peran Ganda dengan Stres Kerja Pada Pegawai Wanita yang Sudah Menikah di Universitas Malahayati Bandar Lampung. *Jurnal Medika Malahayati*, 4(4), 321–327.
- Haziroh, A. L., Pramadanti, A. D., & Putri, R. A. R. (2022). Dampak Konflik Peran Ganda dan Self Efficacy Terhadap Kinerja Karyawan Perbankan di Semarang. *Jurnal Orientasi Bisnis Dan Entrepreneurship*, 3(1).
- Hidayat, N., Asniar, A., & Tahlil, T. (2022). Pengembangan Profesional Perawat Rumah Sakit Umum Daerah. *Faletahan Health Journal*, 9(03), 314–319.
- Khairina, K., & Sahrah, A. (2023). Dukungan sosial sebagai moderator antara konflik peran ganda dengan kesejahteraan subjektif pada Wanita Angkatan Udara. *Jurnal Psikologi Ulayat*, 10(1), 79–95.

- Khasanah, B. L., & Fauziah, P. (2020). Pola asuh ayah dalam perilaku prososial anak usia dini. *Jurnal Obsesi: Jurnal Pendidikan Anak Usia Dini*, 5(1), 909–922.
- Kida, R., Fujinami, K., Yumoto, Y., Togari, T., & Ogata, Y. (2023). The association between burnout and multiple roles at work and in the family among female Japanese nurses: a cross-sectional study. *Industrial Health*, 61(3), 195–202.
- Meliani, F., Sunarti, E., & Krisnatuti, D. (2014). Faktor demografi, konflik kerja-keluarga, dan kepuasan perkawinan istri bekerja. *Jurnal Ilmu Keluarga & Konsumen*, 7(3), 133–142.
- Meriko, C., & Hadiwirawan, O. (2019). Kesejahteraan psikologis perempuan yang berperan ganda. *Seurune: Jurnal Psikologi Unsyiah*, 2(1), 68–99.
- Muojekwu. (2023). Factors Influencing Work-Life Balance and the Challenges on the Mental Health of Nurses in Niger Delta University Teaching Hospital, Okolobiri Bayelsa State, Nigeria. *International Journal of Current Science Research and Review*, 6(03 March 2023).
- Nadiva, F. P., & Cahyadi, N. (2022). Konflik Peran Ganda dan Burnout terhadap Kinerja Karyawan Wanita. *Jurnal Informatika Ekonomi Bisnis*, 221–226.
- Nugraha, P., & Kustanti, E. R. (2020). Hubungan antara dukungan sosial suami dengan konflik peran ganda pada perawat wanita. *Jurnal Empati*, 7(2), 794–801.
- Pratiwi, P. Y., Sintaasih, D. K., & Piatrini, P. S. (2018). Stres kerja dan coping dalam memediasi konflik peran terhadap subjective well being. *EKUITAS (Jurnal Ekonomi Dan Keuangan)*, 2(1), 1–21.
- Price, S., & Reichert, C. (2017). The importance of continuing professional development to career satisfaction and patient care: meeting the needs of novice to mid-to late-career nurses throughout their career span. *Administrative Sciences*, 7(2), 17.
- Puspitasari, N. W., Nurkholis, N., Atmanto, A. P., Zuhri, M., Sulistyaningsih, S., Diel, M. M., Elmonita, Y., Agustina, C., & Dwidiyanti, M. (2018). Supervisi Klinik Dalam Pelayanan Keperawatan Sebagai Upaya Peningkatan Kompetensi Perawat Di Rumah Sakit. *Jurnal Perawat Indonesia*, 2(2), 51–61.
- Shermont, H., Krepcio, D., & Murphy, J. M. (2009). Career mapping: Developing nurse leaders, reinvigorating careers. *JONA: The Journal of Nursing Administration*, 39(10), 432–437.
- Siswanto, L. M. H., Hariyati, R. T. S., & Sukihananto, S. (2013). Faktor-Faktor yang berhubungan dengan kelengkapan pendokumentasian asuhan keperawatan. *Jurnal Keperawatan Indonesia*, 16(2), 77–84.
- Tarigan, J. F. (2024). *Implementasi Kebijakan Pemberian Tugas Belajar Dan Izin Belajar Bagi Pegawai Negeri Sipil Di Kantor Badan Kepegawaian Provinsi Sumatera Utara*. Universitas Medan Area.
- Warmadewi, I. G. A. A., & Piatrini, P. S. (2018). Peran Stress Kerja Pada Hubungan Persepsi Konflik Keluarga–Pekerjaan dengan Kepuasan Kerja. *INOBIS: Jurnal Inovasi Bisnis Dan Manajemen Indonesia*, 1(3), 258–277.
- Wiranata, F. E. W., Putri, I. S., & Christina, M. M. (2023). Pelatihan Metode Ajar Efektif dan Pembuatan Modul Ajar pada Tenaga Volunter di Rumah Anak Pintar Indonesia (RAPI). *Jurnal Atma Inovasi*, 3(2), 191–195.

