



Disc Personality Model and Leadership Style in Hospital

Ardiansyah ahmad¹; Imamudin Yuliadi²; Firman Pribadi^{3*})

¹⁾³⁾Postgraduate Faculty, Master in Hospital Administration, Universitas Muhammadiyah Yogyakarta

² Department of Economics, Faculty of Economics and Business, Universitas Muhammadiyah Yogyakarta

ARTICLE INFO

Article history:

Received 2 August 2021
Accepted 2 September 2021
Published 5 September 2021

Keyword:

Personality
DISC Personality
Personality Model
Leadership Style
Hospital

ABSTRACT

This study examined the relationship between the DISC personality model and leadership style in hospitals. This study used a quantitative approach with a cross-sectional survey. This study used a Consecutive Sampling with a sample of 85 respondents from hospital leaders. The results of this study show that the majority of hospital leaders have a Compliance personality. And the most widely used leadership style is Laisses Faire. The Chi-Square test result has a significant value of 0.040 which is lower than a significant value of 0.050. It can conclude that there is a significant relationship between the DISC personality model and leadership style.

This open access article is under the CC-BY-SA license.



ABSTRAK

Kata kunci:

Kepribadian
Kepribadian DISC
Model Kepribadian
Gaya Kepemimpinan
Rumah Sakit

*) corresponding author

Dr. Firman Pribadi S.E., M.Si
Postgraduate Faculty, Master in Hospital
Administration, Universitas Muhammadiyah
Yogyakarta
Jl. Kapiten Pattimura 99 – Surakarta 57155

Email: firmanpribadi@umy.ac.id

DOI: 10.30604/jika.v6iS1.990

Studi ini meneliti tentang hubungan antara model kepribadian DISC dan gaya kepemimpinan di rumah sakit. Penelitian ini menggunakan pendekatan kualitatif dengan survey cross-sectional. Penelitian ini menggunakan metode pengambilan sampel secara berturut-turut dengan sampel 85 responden dari para pemimpin rumah sakit. Hasil dari penelitian ini memaparkan bahwasannya mayoritas dari pimpinan rumah sakit memiliki kepribadian yang patuh. Dan kebanyakan model atau gaya kepemimpinannya yang digunakan adalah Laisses Faire. Hasil dari tes Chi-Square memiliki nilai yang signifikan sebesar 0.040 yang mana lebih rendah dari pada nilai signifikan 0.050. Maka, dapat disimpulkan bahwasannya terdapat hubungan yang signifikan antara model kepribadian DISC dan gaya kepemimpinan.

This open access article is under the CC-BY-SA license.



INTRODUCTION

Leaders have different leadership styles in several conditions (Xu, 2017). Rubin's research (2013) found that the leadership style of world companies is reflected in several leadership styles as follows: 1) Anne Mulcahy at the Xerox

Company has a democratic leadership style. 2) Brad Smith at Inuit has a Laisses-Faire leadership style. 3) Howard Schultz at the Starbucks Company has a servant leadership style. 4) Indra Nooyi at Pepsi Co has a Transformational leadership style. 5) Jeff Bezos at Amazon Company has an Authoritarian leadership style. 6) Larry Page at Google has a democratic

leadership style. 7) Rupers Murdoch at News Corporation has an authoritarian leadership style.

Kurt Lewin, a well-known psychologist, divides Leadership Styles into three main based on the involvement of leaders in deciding a policy, namely: autocratic leadership / autocratic leadership, democratic leadership / democratic leadership, and delegation / laissez-fair leadership (Murari, 2015). Leaders who have these different leadership styles can be influenced by various personality types between people (Nursalam, 2015).

Example of personality types is the Big five personality, HEXACO personality, DISC personality, etc. (Schultz & Schultz, 2017). DISC personality has four parts, namely: *Dominance* (D), *Influence* (I), *Steadiness* (S), and *Compliance* (C) (Scullard & Baum, 2015). The leader's personality is one of the factors in the effectiveness of a leader (Sarabi, Asiabar, Ali, et al. 2019). Many years of life experience in the life of the leader's personality, can influence the leadership style in determining the goals of an organization (Suni, 2018)

The Big Five personality has a positive effect on transformational leadership and employee work performance (Dewi and Mujiati, 2015). MBTI personality has an influence on transformational style (Hautala, 2006). HEXACO personality influences task and relationship-oriented leadership style (Jovic & Jovancevic, 2018).

Researchers are interested in discussing the DISC personality type. Then it is associated with leadership styles, especially for leaders in hospitals. It is because DISC test can be done by non-psychologists, and it is in category A (Syumanjaya, 2017). Himpsi (2010) in the code of ethics for Indonesian psychologists said that category A, in article 63 regarding the use of assessment point 3 regarding the category of test kits in psychodiagnostic says in point that category A is a test that is not clinical in nature and does not require expertise in administering and interpretation.

The purpose of this study is to empirically prove the relationship between the DISC personality model and hospital leadership style. This study also wants to identify the type of personality that most hospital leaders have and what leadership style used.

Literature Review

Personality is a descriptive description of behavior without giving value (Fatwikiningsih, 2020). According to (Ghazali and Ghazali, 2016), there are 4 elements of personality types, namely Dominance, Influence, Steadiness, and Compliance or better known as the DISC personality. Leadership is a relationship that exists within a person or leader, can influence others to work consciously in a task related to achieve the desired goals (Syahril, 2019). According to Soekarso and Putong (2015), there are 2 main functions of leadership, namely Task Related and Group Maintenance.

Leadership style is a way of interacting with a leader in carrying out his work activities. (Soekarso and Putong, 2015). (Susanto, 2017) states that there are 3 types of leadership styles, namely, Autocratic leadership style, Democratic leadership style, and Laissez-faire leadership style. Previous research from Reuelle and Redelando (2015) with the title "Correlation on the disc personality profile and leadership styles of the student leaders of CA in AY 2014-2015" result is that many different organizational leadership styles have democratic leadership styles and personality types that owned by most leaders influence.

METHOD

This research used quantitative research by Cross-Sectional Survey research design. This research was conducted on students and alumni of the Muhammadiyah University of Yogyakarta majoring in Master of Hospital Administration who have structural positions. The research sample is based on Consecutive Sampling with a span of one month two weeks with a sample of 85 respondents. This research instrument used the DISC personality questionnaire and leadership style questionnaire. The DISC personality questionnaire consists of 24 question items, each question item consists of 4 answer lines consisting of each type of personality.

Then for each item, the one that best describes itself and the other, that is the least self-described is selected. This Personality Test has undergone several tests with Cronbach's alpha value on the validity test as follows: Dominant: 0.92, Influence: 0.87, Steady: 0.88, Compliance: 0.85. This leadership style questionnaire consists of 18 questions using a Likert scale. Consists of 5 alternative answers from 1 (strongly agree), 2 (agree), 3 (neutral), 4 (disagree), 5 (strongly disagree). The validity test of the leadership style used a Person Product Moment. Data analysis using SPSS. Univariate analysis using dummy tables and graphs to describe the characteristics of respondents, personality types, leadership styles. And the bivariate analysis used is Cross Tab and Chi-Square test to find a relationship.

RESULTS AND DISCUSSION

Table 1
Leadership Style Validity Test

Dimension	Item	r_{hitung}	r_{tabel}	Desc
Authoritarian	1	0,584	0,561	Valid
	4	0,605	0,561	Valid
	7	0,603	0,561	Valid
	10	0,601	0,561	Valid
	13	0,766	0,561	Valid
	16	0,693	0,561	Valid
Democracy	2	0,635	0,561	Valid
	5	0,679	0,561	Valid
	8	0,818	0,561	Valid
	11	0,794	0,561	Valid
	14	0,683	0,561	Valid
	17	0,614	0,561	Valid
	3	0,745	0,561	Valid
Laisess Faire	6	0,617	0,561	Valid
	9	0,744	0,561	Valid
	12	0,732	0,561	Valid
	15	0,682	0,561	Valid
	18	0,650	0,561	Valid

Source: primary data, 2021

The correlation coefficient validity test result is more than r_{tabel} , 0,561 ($n=20$; $\alpha=1\%$) on all statement items so that all statement items in the questionnaire are considered valid.

Table 2
Reliability Test Results

Questionnaire	Alpha value	Critical value	Desc
Gaya kepemimpinan	0,834	0,60	Reliabel
Kepribadian disc	0,785	0,60	Reliabel

Source: primary data, 2021

The reliability test result with Cronbach's alpha has an alpha coefficient value of more than 0.060 on all statement items of leadership style and disc personality. It is indicated that all questionnaires are declared reliable.

Table 3
Characteristics of Respondents

Characteristics of respondents	Frekuensi	Presentase
Gender:		
Male	39	45,9%
Female	46	54,1%
Age:		
25-34 years old	38	44,7%
35-44 years old	27	31,8%
45-54 years old	17	20,0%
55-65 years old	3	3,5%
Length of working:		
Under 1 year	19	22,4%
2-5 years	21	24,7%
6-10 years	14	16,5%
11 years and over	31	36,5%
Profession:		
Medical specialist	4	4,7%
General practitioners	53	62,4%
Dentist	5	5,9%
Nurse	16	18,8%
Midwife	2	2,4%
Hospital Employees	4	4,7%
Commissioner	1	1,2%
Position at work:		
Hospital directors	32	37,6%
Head of division/ division	30	35,3%
Head of work unit and service unit	22	25,9%
Foundation Commissioner	1	1,2%

Majority characteristics are: 46 respondents (54.1%) are female, 38 respondents (44.7%) are aged 25-34 years, 31 respondents (36.5%) are 11 years old. years and over, 53 respondents (62.4%) work as general practitioners, 32 respondents (37.6%) have positions as hospital directors.

Table 4
Distribution of Disc Personality and Respondent's Leadership Style

Ditribusi responden	Frekuensi	presentasi
DISC Personality		
a. Dominance	7	8,2%
b. Influence	14	16,5%
c. Steady	14	16,5%
d. Compliance	50	58,8%
Gaya kepemimpinan		
a. Otoriter	11	12,9%
b. Demokrasi	6	7,1%
c. Laisess-faire	68	80,0%

Source: primary data, 2021

Based on the distribution of table 4 the majority of respondents have a compliance personality as many as 50 respondents (58.8%) and Laissez Faire leadership style as many as 68 respondents (80.0%).

Based on the table 5, respondents of the header field with Compliance personality are the most respondents with 19 respondents (22.4%). while the position of the commissioner respondent with an influential personality has the least number of respondents, it is one respondent (1.2%).

Based on the table data 6, respondents with the position of hospital directors with Laissez Faire leadership style have the highest number of respondents, with 26 respondents (30.6%). And respondents of the commissioner of a foundation with a laissez-faire leadership style are the least in number, with one respondent (1.2%).

Table 5
Cross tab distribution of leadership positions and DISC personality model

Respondent Position	DISC Personality Model									
	dominance	P (%)	influence	P (%)	Steadness	P (%)	Compliance	P (%)	Total	P (%)
Foundation commissioner	0	0,0%	1	1,2%	0	0,0%	0	0,0%	1	1,2%
Hospital directors	4	4,7%	5	5,9%	5	5,9%	18	21,2%	32	37,6%
Head of field/division	3	3,5%	4	4,7%	4	4,7%	19	22,4%	30	35,3%
Head of work unit and service unit	0	0,0%	4	4,7%	5	5,9%	13	15,3%	22	25,9%
Total	7	8,2%	14	16,5%	14	16,5%	50	58,8%	85	100%

Source: primary data, 2021

Table 6
Cross tab distribution of respondents' positions and leadership styles

Respondent Position	Gaya kepemimpinan						Total	P (%)
	Otokrasi	P (%)	Demokrasi	P (%)	Laisess Faire	P (%)		
Foundation commissioner	0	0,0%	0	0,0%	1	1,2%	1	1,2%
Hospital directors	4	4,7%	2	2,4%	26	30,6%	32	37,6%
Head of field/division	5	5,9%	2	2,4%	23	27,1%	30	35,3%
Head of work unit and service unit	2	2,4%	2	2,4%	18	21,2%	22	25,9%
Total	11	12,9%	6	7,1%	68	80%	85	100%

Source: primary data 202

Table 7
Cross Tab Disc Personality and Leadership Style of Leaders in Hospitals.

			Leadership Style			Total
			Authoritarian	Democracy	Laisess-Faire	
DISC Personality	dominan	total	0	0	7	7
		Expected value	0.9	0.5	5.6	7.0
	Influence	total	5	2	7	14
		Expected value	1.8	1.0	11.2	14.0
	Steady	total	3	1	10	14
		Expected value	1.8	1.0	11.2	14.0
	Compliance	total	3	3	44	50
		Expected value	6.5	3.5	40.0	50.0
Total	total		11	6	68	85
		Expected value	11.0	6.0	68.0	85.0

Source: primary data 2021

Table 7 above shows the number of respondents observed. The expected value contains the relationship between the two variables. The number of respondents who have a dominant personality and Laisess faire leadership style are seven respondents, which is greater than the expected value of 5.6. The five respondents have an authoritarian leadership style and influence personality, this is greater than the expected value of 1.8. Respondents who have an Influence personality and a democratic leadership style are 2 things greater than the expected value, namely 1. Respondents who have an Influence personality with a Laisess Faire leadership style are 7 people, this is smaller than the expected value of 11.2. Respondents who have a steady personality with an authoritarian leadership style are 3 people, this value is greater than the expected value of 1.8.

Respondents who have a steady personality with a democratic leadership style are 1 person, this is the same as the expected value, namely 1. Respondents who have a steady personality with a Laisse Faire leadership style are 10 people, this value is smaller than the expected value of 11.2. 3 respondents have a compliance personality with an authoritarian leadership style, this value is smaller than the expected value of 6.5. There are 3 respondents with compliance personalities and democratic leadership style, this value is smaller than the expected value of 3.5. Respondents who have a Compliance personality with Laisess-Faire leadership style there are 44 people this value is greater than the expected value of 40.0.

Table 8
Chi-Square. Hypothesis Test Results

	Value	df	Asymp.sig (2-sided)
Person chi-square	13,220 ^a	6	.040
Likelihood ratio	13,098	6	.041
Linear- by-linear association	2,506	1	.113
N of Cases	85		

a. 7 cells (58,3%) have an expected count less than 5. The minimum expected count is .49.

Source: Primary data 2021

The value of the chi-square test results in table 6 below is 13,220, the df value (degrees of freedom) is 6, and the asymp.sig value is 0.040. There are 7 columns (58.3%) that have an expected value of less than 5 with the minimum number of expected values is 0.49.

Based on the Chi-Square value of 13,220 > the Chi-Square of the table (12,5936) so that H0 is rejected. Based on the

probability value (significant) where the value of 0.040 is more than 0.05 so that H0 is rejected. From the two analyzes above, it can be concluded that H0 is rejected, so there is a significant relationship between the DISC personality model and leadership style

DISCUSSION

DISC Personality

The majority of leaders in this study are leaders with Compliance personalities. a leader with compliance personality is considered a meticulous, careful, systematic leader (Syumanjaya, 2017). In the research of Keogh, Robinson, and Parnell (2019), the personality of the nurse manager is dominated by Compliance because it requires accuracy and detail. Leaders with Compliance personality will tend to be slow in making decisions, it is because it takes time to learn something in detail, likes to criticize if it doesn't match the standard version. But they can also be responsible well (Aulia, 2021).

While the leader with the Dominance personality is the least in number. Leaders with this personality like a challenge, like a position, don't like details, like quick results, and don't like complicated processes (Shin, 2017). Leaders with a dominant personality, easy to say what he thinks. And fast in making a decision (Aulia, 2021). It is proportional to leaders who have a Compliance personality and take decisions slowly. It is because they have to decide based on existing rules or according to SOPs.

The leader's personality in the hospital is different, all depending on the needs of a hospital. It can be adjusted to the position of the leader. Leaders who work on their personality and type will have a greater chance of succeeding than working with inappropriate jobs or inappropriate positions (Srisulistiowati, 2020).

So it is very illogical if you have to generalize the leader personality for each mandated position. Leaders need to know their personalities. It can make the leader's initial strength in terms of doing a job. In addition, knowing the leader's personality can determine an effective leadership style depending on the condition of the existing team.

Leadership style

The majority of leaders in this study used the Lassies fair leadership style. It shows that the leaders have full trust in

their subordinates. So that they do not need monitoring from the leader himself (Sudrajat and Rahmawati, 2021).

On the other hand, research conducted by Magbity, Ofei and Wilson, (2020) said that leaders who have this Laissez Faire leadership style could increase their employees to stop working, this is because the employee has a recent tenure, making it easy to stop working there. In this Laissez Faire leadership style, the leader needs trusted people to delegate tasks to the team. Because the leader will let the team proceed well. Therefore, the leader must know the ability of the team members. One of the natural abilities of the leader is to conduct a personality test so that when delegating a job, team members can complete it well.

The least leadership style is the democratic leadership style. Have a people orientation (Soekarso & Putong, 2015). This leadership style has open communication with team members and has a warm and trusting relationship (Suni, 2018). In this leadership style, a decision is taken jointly by the leader and members. Leaders encourage members to be active in the team and provide opportunities for members to express opinions.

Each leader has their leadership style. Effective leadership style also depends on the condition of the team and hospital. It is not enough to determine a person's leadership style by simply relying on the leader's personality. Leadership style also can be influenced by the situation. This is evidenced by research conducted by Taylor-Ghampson (2020) said that Laissez Faire, Autocratic, Democratic leadership can affect employee performance, it depends on different situations and different leadership approaches.

DISC Personality and Leadership Style

Sethuraman and Suresh (2014) said that leaders who know and understand their personalities can form their leadership style. It can result in high success and flex the leadership style according to the needs or conditions. Sarabi Asiabar et al., (2019) said that the personality traits of leaders could affect leadership effectiveness. However, the extent of the effect depends on the condition of the hospital.

Ensari, Lopez, and Theil (2020) said that leaders who understand their personality could adjust their behavior, and leaders who understand their leadership style have natural strengths in managing a team. It means that if leaders know their personality and leadership style, it means that they understand their natural strengths when working.

In the cross-tab data, it found that the majority of leaders have a Compliance personality with a laissez-faire leadership style totaling 44 respondents (51.8%). The leaders who have a Compliance personality have a task orientation (Syumanjaya, 2017). Likewise, the Laissez Faire leadership style has a task orientation (Bakri, 2017). So, both leadership styles have similarities in terms of being task-oriented. The disc personality and leadership style research was conducted on student leaders on campuses in San Alabang and found that the majority of student leaders have a democratic leadership style and an Influence personality. Both have similarities in terms of being people-oriented and active (Orense and Ocampo, 2015).

Fischer (2018) said that the association of health care providers led by doctors has a Compliance personality. It is because this personality likes technical work. While leaders in the fields of business and politics are synonymous with Dominance and influence personalities (Sugerman, 2011 in Fischer, 2018).

Leaders who have a Compliance personality who are task-oriented will delegate tasks to team members in great

detail. So that they assume that the team members have been understanding. After that, the leader will release the task to his members to work on. Then, the leader will only wait for the results. It is what triggers leaders to have a laissez-faire leadership style. The positive side of this leadership is, the leader has full confidence in his team, but on the negative side, the leader sometimes delegates his duties to the right person. So the work is not done well. And make the leader do the task himself. Leaders in this position will be dissatisfied with their members.

CONCLUSIONS AND SUGGESTIONS

Based on the results of data analysis and discussion, a conclusion can be drawn that:

- 1) The results showed that the hospital leaders majority have Compliance personalities (58.8%) with the following percentage of positions: Hospital Directors 21.2%, Heads of Divisions/Divisions 22.2%, and Heads of Work and Service Units 15.3%.
- 2) The results showed that the majority of hospital leaders had a laissez-faire leadership style (80%) with the following percentage of leadership positions: 1.2% of foundation commissioners, 30.6% of hospital directors, 27 divisional heads, 1%, and heads of work units and service units as much as 21.2%.
- 3) The results showed that the cross tab of leaders who have Compliance personality with Laissez-Faire leadership style is 51.8%. With a probability value (significant) 0.04 <0.05 so there is significant relationship between personality type and leader leadership style

Funding Statement

The authors did not receive support from any organization for the submitted work and no funding was received to assist with the preparation of this manuscript.

Conflict of Interest Statement

The author declares that there is no conflict of interest in this study.

REFERENCES

- Aulia, S. (2021) 'Gaya Kepemimpinan Menurut Kepribadian DiSC', *Pemimpin.ID*, 16 February. Available at: <https://pemimpin.id/gaya-kepemimpinan-menurut-kepribadian-disc/> (Accessed: 19 June 2021).
- Bakri, Maria H. (2017). *Manajemen Keperawatan: Konsep dan Aplikasi Praktik Keperawatam Profesional*. Yogyakarta: Pustaka Baru Press.
- Dewi, D. S. and Mujiati, N. W. (2015) 'Pengaruh The Big Five Personality dan Kepemimpinan Transformasional Terhadap Kinerja Karyawan di Karma Jimbaran Villa', 4(4), p. 19.
- Ensari, N., Lopez, P. "Denise" and Theil, D. (2020) 'Personality and Leadership', in *The Wiley Encyclopedia of Personality and Individual Differences*. John Wiley & Sons, Ltd, pp. 491–498. doi: 10.1002/9781119547181.ch346.

- Fatwikiningsih, N. (2020) *Teori Psikologi Kepribadian Manusia*. Yogyakarta: Andi.
- Fischer, C. M. (2018) 'Volunteer leader behavior of doctors within a large health care provider association', p. 138.
- Ghazali, M dan Ghazali, N. (2016). *Deteksi Kepribadian*. Jakarta: Bumi Aksara
- Hautala, T. M. (2006) 'The relationship between personality and transformational leadership', *Journal of Management Development*, 25(8), pp. 777–794. doi: 10.1108/02621710610684259.
- Himpsti. (2010) *Kode Etik Psikologi Indonesia*. Jakarta: Pengurus Pusat Himpunan Psikologi Indonesia
- Jovic, M. and Jovancevic, A. (2018) 'Relation Between Personality Traits And Leadership Styles', *Knowledge International Journal*, 22(1), pp. 281–286.
- Keogh, T. J., Robinson, J. C. and Parnell, J. M. (2019) 'Assessing behavioral styles among nurse managers: Implications for leading effective teams', *Hospital topics*, 97(1), pp. 32–38.
- Magbity, J. B., Ofei, A. M. A. and Wilson, D. (2020) 'Leadership Styles of Nurse Managers and Turnover Intention', *Hospital Topics*, 98(2), pp. 45–50. doi: 10.1080/00185868.2020.1750324.
- Murari, K. (2015) *Impact of Leadership Styles on Employee Empowerment*. India: Partridge.
- Nursalam. (2015) *Manajemen Keperawatan Aplikasi dalam Praktik Keperawatan Professional*. Jakarta: Salemba Medika
- Orense and Ocampo. (2015) 'Correlation On the DISC Personality Profile And ELaderhsip Style Of The Student Leadership Of CAS in A. Y. 2014-2015' *The Bedan Journal of Psychology* 2015,1, P. 90
- Rubin, E. N. (2013) 'Assessing Your Leadership Style to Achieve Organizational Objectives', *Global Business and Organizational Excellence*, 32(6), pp. 55–66. doi: 10.1002/joe.21515.
- Sarabi Asiabar, A. et al. (2019) 'Leadership effectiveness of hospital managers in Iran: a qualitative study'. *Leadership in Health Services*, 33(1), pp. 43–55. doi: 10.1108/LHS-04-2019-0020.
- Schultz, D. P. and Schultz, S. E. (2017) 'Theories of Personality', *Theories of Personality*, p. 516.
- Scullard, M. and Baum, D. (2015) *Everything DISC Manual*. John Wiley & Sons.
- Sethuraman, K. and Suresh, J. (2014) 'Effective Leadership Styles', *International Business Research*, 7(9), p. p165. doi: 10.5539/ibr.v7n9p165.
- Shin, E. (2017) *The DISC CODES: cara cepat menguasai kode sukses manusia*. Jakarta: Alfa Cemerlang Edindo
- Soekarso and Putong, I. (2015) *Kepemimpinan: Kajian Teoritis Dan Praktis*. Buku&Artikel Karya Iskandar Putong.
- Srisulistiwati, D. B. (2020) 'Perancangan Sistem Informasi Cara Menggali Potensi Diri Dengan Menggunakan Metode MbtI (Myers-Briggs Type Indicator)', *Jurnal Mitra Manajemen*, 6(2).
- Sudrajat, D. A. and Rahmawati, R. (2021) 'Studi Komparasi Gaya Kepemimpinan Antara Rumah Sakit Swasta Dan Pemerintah', *Jurnal Keperawatan Komprehensif (Comprehensive Nursing Journal)*, 7(1), pp. 1–6. doi: 10.33755/jkk.v7i1.179.
- Suni. (2018) *Kepemimpinan & Manajemen Keperawatan*. Jakarta: Bumi Medika
- Syahril, S. (2019) 'Teori-Teori Kepemimpinan', *Ri'ayah: Jurnal Sosial dan Keagamaan*, 4(02), p. 208. doi: 10.32332/riayah.v4i02.1883.
- Syumanjaya, B. (2017) *Meningkatkan Kecerdasan Perilaku: Menggunakan DISC Bahasa Universal*. Jakarta: Konsultan Masa Depan.
- Taylor-Ghampson, I. (2020) *Effect of leadership styles on employee performance: The case of the Cape Coast Metropolitan Hospital*. Thesis. University of Cape Coast. Available at: <http://ir.ucc.edu.gh/jspui/handle/123456789/4262> (Accessed: 21 July 2021).
- Xu, J.-H. (2017) 'Leadership theory in clinical practice'. *Chinese Nursing Research*, 4(4), pp. 155–157. doi: 10.1016/j.cnre.2017.10.001.