

How Transformational Leadership Style Of Head Nurse The Influence On Performance Of Nurses By Mediated Job Satisfaction : A Case Study In Hospital Industry Indonesia

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Abstract: *Nurses dissatisfaction in work becomes something that needs to be considered by management, because it can influence performance of nurses, including leadership style and job satisfaction. Nurses who feel dissatisfied can take actions cause disruption to health services. The evidenced by several studies that have been done before, shows significant influence of transformational leadership style on job satisfaction and performance. But not all nurses feel that the nurse performance is strongly influenced by the leadership style of the nurse head and the job satisfaction itself. So far, no researched has been found that make nurses a source of research and job satisfaction as mediating variable in the hospital industry. So in this study, aims to examine the influence of the head nurse transformational leadership style on nurse performance mediated by job satisfaction that was not found in previous studies. This study was conducted on 140 respondents nurse or male nurse with status as employees or permanent employees inpatient room at a hospitals in North Jakarta, Indonesia using a questionnaire. The method used is the Structural Equation Model (SEM) Lisrel program. The results of this study found that a good head nurse transformational leadership style would increase job satisfaction and the performance of the nurse. Leaders who have attention or support for subordinates have a higher level of job satisfaction than those who do not care about their subordinates. High job satisfaction will improve the performance of the nurse compared to those who feel dissatisfied.*

Keywords: *transformational leadership style, job satisfaction, performance, structural equation model*

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I. Introduction

Competition does not only occur in private hospitals, but also in government owned hospitals. In the face of competition, there is a need for creative and effective strategy planning and the role of management improving the quality of service that is continuous and complete. Management can be interpreted as coordination and integration of sources through planning, organizing, coordinating, directing and controlling in achieving the objectives of focusing on the system and structure (Nursalam, 2014). The role of management inpatient has a major influence improving the quality of service in the hospital, carried out by the head nurse as manager or leader who determines the success in providing health services inpatient. Many nurses are considered not disciplined in attendance, there are still nurses who work not using SOP (Standard Operational Procedures) and SAK (Nursing Care Standards), so that job satisfaction and nurse performance need to be improved. Job satisfaction and high nurse performance can provide quality nursing care for patients. This is inseparable from the influence of the head nurse leadership in increasing job satisfaction and nurse performance.

Nurses have a decisive position towards the high and low quality of health services in hospitals, because they are the ones who make direct contact and have the most time to interact with patients. The largest human resources in health services in hospitals are occupied by nurses (PPSDM Kesehatan, Kemenkes RI, 2016). Factors that influence to optimize the performance of nurses in hospitals, including leadership style and job satisfaction. Transformational leadership style can be interpreted as one of the most important types of leadership needed by health care (Abdelhafiz, et al., 2015). In line with Bass (1993) and Avolio (1991) shows that transformational leadership can improve employee job satisfaction through ideal influences, inspirational motivation, intellectual stimulation, and individual attention. In relation to transformational leadership style towards job satisfaction, it is said that a good transformational leadership style can increase job satisfaction and performance. Job satisfaction or dissatisfaction can be related to leadership style in an organization. Employees need leadership that can lead employees to face real conditions and bring employees from different situations and conditions to improve job satisfaction and performance (Widodo, 2014). Job satisfaction is needed to support employee performance, employees who have high job satisfaction, will have positive trust in the organization. Conversely, if employees feel dissatisfied, they can do some actions such as not following, leaving

and not having a good commitment to the company (Djastuti, 2010). Employee performance is strongly influenced by leadership and leadership style; how leaders establish relationships with workers; how leaders reward high-achieving workers; how leaders develop and empower their workers; affect human resources who become subordinates (Wibowo, 2014). In studies that use transformational, transactional and paternalistic leadership styles, it appears that paternalistic leaders can be considered as relationship-oriented or passive leaders compared to other leadership styles. But transformational leadership has a stronger influence on company performance (Ozer and Tinaztepe, 2014). In same with Arifin (2015) states that job satisfaction can improve performance achievement, the higher the teacher's job satisfaction, the higher the teacher's performance. If job satisfaction can be improved, it will encourage teachers to improve their performance.

Previous research on leadership style, job satisfaction and performance has been carried out, but so far there has been no research that makes nurses a source of research and job satisfaction as a mediating variable in the hospital industry. So in this study, aims to examine the influence head nurse transformational leadership style on nurse performance mediated by nurse job satisfaction that was not found in previous studies.

II. Literature Review

Transformational Leadership Style

Leadership is the way a leader influences subordinates, so they are willing to work together and work productively to achieve organizational goals (Hasibuan, 2014). There are three types of leadership styles that influence subordinates so that organizational goals are achieved (Sedarmayanti, 2009), namely transactional leadership, transformational leadership, primal leadership and humanistic leadership. Transformational leadership was introduced by Burns (1978) and developed by Bass (1993, 2004) in Sedarmayanti (2009) which states that transformational leadership is the ability of leaders in changing the work environment, and work patterns, as well as work values perceived by subordinates so that they are more able to optimize performance to achieve organizational goals. Transformational leadership is a form of leadership in which a leader and subordinate have the ability to support each other to a higher level of motivation and morals (Marquis and Huston, 2010).

In transformational leadership consists of four characteristics of leadership behavior such as (Avolio, et al., 1991): (i) ideal influence, leader who builds subordinate confidence in the overall mission and convinces his followers that by having good potential for all parties will get profit; (ii) inspirational motivation, motivation rooted in the personal charisma of the leader. In this case the leader acts by motivating and providing inspiration in the form of public participation to achieve common goals; (iii) intellectual stimulation, leader who stimulates intellectually his followers to think about problems in a new and unique way using reasoning and evidence rather than unsupported opinions to solve the problem; and (iv) individual attention, transformational leaders must be able to diagnose and evaluate the needs of each follower, such as treating them as whole individuals and appreciating their caring attitude towards the organization.

Job Satisfaction

Every person who works expects to get satisfaction from his place of work, job dissatisfaction arises when one's expectations are not met. Job satisfaction will affect productivity that is highly expected by the company. Job satisfaction is a positive emotional state which is the result of evaluating a person work experience (Mathis and Jackson, 2006). Job satisfaction in the world of nursing is a performance in the form of speed, ease and comfort in how nurses provide treatment services, especially nursing at a relatively fast healing time, ease in meeting patient needs and comfort provided by paying attention to cleanliness, friendliness, and completeness hospital equipment (Nursalam, 2013). While Wibowo (2014) said that job satisfaction is a dependent variable for two reasons, namely having a relationship with performance factors and value preferences held by many researchers of organizational behavior.

There are five dimensions of job satisfaction measured by the Job Descriptive Index (JDI), namely (Smith, et al., 2001 in Luthans, 2006): (i) the work itself, is the main source of job satisfaction. There are some of the most important elements of job satisfaction which conclude that interesting and challenging work, as well as gaining career development are important for every employee; (ii) salary, known clearly but things that are difficult to understand are current employee salaries and future employee salaries, both of which can affect employee job satisfaction; (iii) promotion opportunities, seem to have an impact on job satisfaction, this is because promotion takes several different forms and has the diversity that accompanies compensation; (iv) superiors, the relationship between superiors and employees explains the extent to which employees feel that their superiors can help them in achieving good and optimal results; and (v) coworkers, work groups have an impact on job satisfaction, good working group can make work fun, on the contrary if the conditions of an employee cannot work together or are individual, then this factor is the impact of job satisfaction.

Performance

Performance can be seen as a process or work result. Performance is what employees do or don't do (Mathis and Jackson, 2006). Performance in an organization can be said to increase if it meets indicators such as quality of work, timeliness, initiative, and good skills and communication (Sedarmayanti, 2009). Leadership and leadership style in the organization play a role in influence employee performance. How leaders establish relationships with workers; how leaders reward high-achieving workers; how leaders develop and empower their workers; affect human resources who become subordinates (Wibowo, 2014).

Sedarmayanti (2009) states that performance includes several aspects, namely: (i) the quality of work is the result of work obtained, the suitability of the work with the goals of the organization, and the benefits of the work; (ii) speed or accuracy is the arrangement of the activity plan or work plan, the accuracy of the work plan with the results of the work and the timeliness of completing the task; (iii) initiative is the giving of ideas or ideas in organization and actions taken to resolve the problems faced; (iv) ability is the ability possessed, the skills possessed and the ability to utilize resources or potential; and (v) communication is the internal communication of the organization, external communication of the organization and relations and cooperation in carrying out the task.

Hypothesis Development

Transformational leadership requires individuals who are satisfied with their work. The role of leader in the company is expected to create a feeling of belonging for employees, leaders who have character, will be able to influence the work climate in the company (Shendy, 2015). This shows that the ability of transformational leaders is very important in increasing job satisfaction in each company (Riaz and Haider, 2010). The results of research conducted by Widodo (2014) say that good job satisfaction is strongly influenced by leadership. Employees need leadership that can lead employees to face real conditions and bring employees from different situations and conditions to improve job satisfaction and performance. From the description above the authors propose the hypothesis: H₁: A good transformational leadership style of the head nurse will increase the job satisfaction of the nurse.

Employees will work well and their performance will increase if the leader has a transformational leadership style. Conversely, if the leader cannot influence and direct employees to achieve company goals, the employee's performance in the company will decrease (Hakam and Ruhana, 2015). This shows that transformational leadership has a stronger influence on company performance (Ozer and Tinaztepe, 2014). The results of the research conducted by Zefeiti (2017) say that the dimensions of transformational leadership are positively related to employee performance. Good leadership style will fulfill job satisfaction, with increased job satisfaction which has an impact on improving employee performance in the company. From the description above the authors propose the hypothesis: H₂: Good transformational leadership style of the head nurse will improve the performance of the implementing nurse.

Employees with high job satisfaction will feel happy and happy in doing their work and not try to evaluate alternative work. Conversely, employees who feel dissatisfied in their work tend to have thoughts of not being serious and evaluating alternative work, and are eager to get out of the current work location because they hope to find a more satisfying job (Suwandi and Indriartoro, 1999). According to Hasibuan (2014) job satisfaction is the key to driving morale, discipline, and achievement on employee performance in supporting the realization of company goals. To achieve these goals, the company leader must be able to motivate employees by creating job satisfaction that can affect employee performance (Risqi, et al., 2015). The employee will feel satisfied with the work that has been or is being carried out, if what he does is considered to have fulfilled his expectations or in accordance with the purpose of his work. Employees who get high job satisfaction are expected to have high performance (Robbins, 2006). From the description above the authors propose the hypothesis: H₃: High job satisfaction will improve the performance of the implementing nurse.

From the description above, the research model can be described as follows:

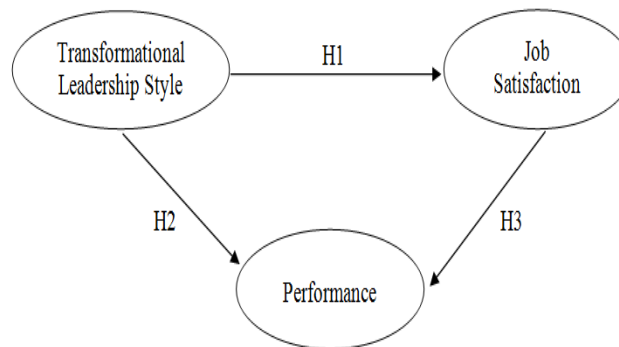


Figure 1
Research Model

III. Research Method

This research was carried out on nurse or male nurse with status as employees or permanent employees of inpatient at Mitra Keluarga Kelapa Gading Hospital in North Jakarta, Indonesia. Research aspects are transformational leadership style, job satisfaction and performance. This research was conducted in August 2017 with a survey method. This research is a descriptive analysis, with a causality model to analyze the relationships between variables. Data collection was carried out by distributing questionnaires to nurse or male nurse with status as employees or permanent employees of inpatient at Mitra Keluarga Kelapa Gading Hospital in North Jakarta, Indonesia. Data analysis method in this study uses Structural Equation Model (SEM). The sampling process is carried out using the entire population and the number is eligible for the SEM method, which Hair, et al. (2008) said that must have a sample number of five times the number of questions analyzed. In this research questionnaire there are 28 statements, thus the minimum number of samples needed is 140 respondents. Data that has been collected is then measured by Likert scale, on a scale of one to five. The analysis results are then explained and the final stage is concluded and given advice.

Measurement

In this study, exogenous variables namely transformational leadership style and endogenous variables are performance. But job satisfaction acts as a variable that influences exogenous and endogenous variables. The measurement of transformational leadership style variables proposed by Bass (1993); Avolio (1991) in Sedarmayanti (2009) consisting of four indicators, variable job satisfaction using dimensions according to Smith, et al. (2001) in Luthans (2006) which consists of five indicators, and the performance variable uses dimensions according to Sedarmayanti (2009) which consists of five indicators. Then the measurement indicator is displayed in the form of a questionnaire, then tested for validity and reliability.

This study uses Confirmatory Factor Analysis by validity testing to assess Kaiser-Meyer-Olkin Measure of Sampling (KMO) and sampling adequacy size (MSA). In this study, the value obtained must be greater than 0.5 which means that factor analysis is appropriate or appropriate for use, and can be further processed (Malhotra, 2004). The transformational leadership style scale consists of 8 statements and all are valid (MSA > 0.5), the job satisfaction scale consists of 10 statements and all are valid, and the performance scale consists of 10 statements and all are valid. Reliability test Cronbach Alpha value is greater or equal to 0.7 which means reliable (Hair, et al., 2008). So that it can be said that indicators of transformational leadership style, job satisfaction and performance can be said as data collection tools in research.

IV. Result Analysis and Discussion

Result Analysis

In this study, can be seen in Figure 2 H₁ test results with transformational leadership style that affects job satisfaction is 7.77. This shows that the data supports the proposed hypothesis. H₂ test results with transformational leadership style that affect performance is 5.06. This shows that the data supports the proposed hypothesis, while the H₃ test results with job satisfaction that affect performance is 4.21. This shows that the data supports the proposed hypothesis. Job satisfaction and high performance of nurses, influenced by the

transformational leadership style of a good nurse head, so as to provide quality nursing care for patients inpatient room at a hospital in North Jakarta, Indonesia.

From the description above, can be described the results of testing the hypothesis as follows:

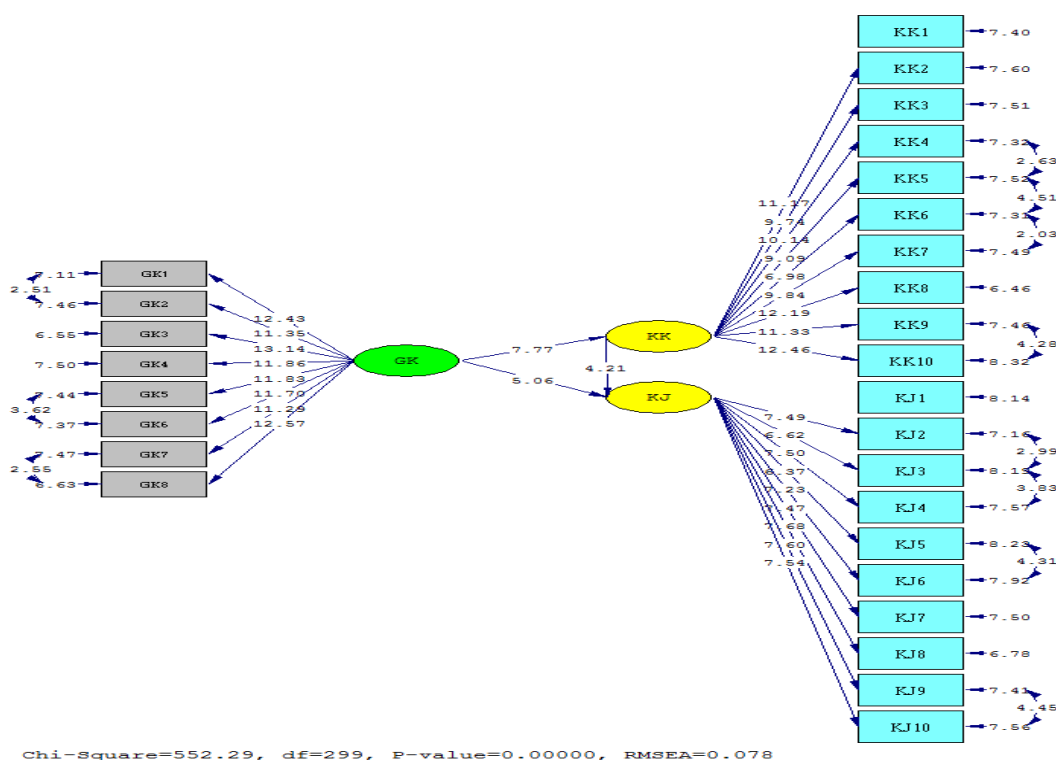


Figure 2 Path Diagram T-Value

Based on Figure 2 above which is the result of testing the hypothesis in this study, as follows:

Tabel 1 Test The Research Model Hypothesis

Hypothesis	Hypothesis Statement	Value of T-Value	Information
H ₁	A good head nurse transformational leadership style would increase job satisfaction of the nurse inpatient room	7,77	Data supports the hypothesis
H ₂	A good head nurse transformational leadership style would increase performance of the nurse inpatient room	5,06	Data supports the hypothesis
H ₃	High job satisfaction would increase performance of the nurse inpatient room	4,21	Data supports the hypothesis

Source: Test results on tools of data analysis

V. Discussion

Research conducted by Emmanuel & Hassan (2015) shows that successful organizations usually have satisfied employees while poor job satisfaction can lead to organizational failure. This is inseparable from the role of leaders in improving employee job satisfaction.

The results of testing hypothesis 1, found that the results of the analysis support hypothesis 1, that is the good transformational leadership style of the head nurse increases the job satisfaction of nurses of inpatient . The results of this study reinforce previous research conducted by Mujkic, et al. (2014) argue that leadership style has an important role in influences staff job satisfaction. Usually transformational leaders have a tendency to give confidence and inspire their workers to be more independent and responsible (Long, et al., 2014) so as to increase the sense of satisfaction in work. This hypothesis supports the research of Naeem and Khanzada (2018) saying that transformational leadership is very helpful to develop job satisfaction among employees, which results in the success of the project. This means that the positive influence of transformational leadership on the success of the project will be stronger if the organization also helps in increasing job satisfaction among their employees. Job satisfaction will occur if the project leader succeeds in applying the concept of transformational leadership.

The results of testing hypothesis 2, found that the results of the analysis supported hypothesis 2, namely the transformational leadership style of the nurse's head improved the performance of the nurses in the inpatient ward. The results of this study are in line with previous research conducted by Yammarino, et al. (1993) stated that transformational leadership has a stronger influence than transactional leadership on employee performance. In addition, Bass and Ronald (2006) say that transformational leadership focuses on developing independent employees, stimulating them to think and act innovatively in solving problems and achieving organizational goals, and stimulating optimism and enthusiasm for their work. So that all the potential and skills of employees can be explored, the employee's performance will be much better. This hypothesis supports the research of Ogbonna and Harris (2000) which shows that a leader who applies transformational leadership style can improve employee performance.

The results of testing hypothesis 3, found that the results of the analysis that supports hypothesis 3, namely high job satisfaction improves the performance of nurses in the inpatient ward. The results of this study reinforce previous research conducted by Angeles, et al. (2015) states that high satisfaction causes an increase in effectiveness and performance in doing work or service. Job satisfaction felt by employees encourages employees to do their work well and produce better job performance (Markiz, et al., 2017). This shows that good job satisfaction can support employee performance (Yang, et al., 2012). Supporting this argument, Fisher (2003) suggests that employees with lower job satisfaction will have lower performance, because dissatisfied employees have lower enthusiasm to do their work and as a result they do not make all their efforts and hard work. Furthermore, employees with lower job satisfaction will handle the tasks and responsibilities given with less enthusiasm and sharpness (Judge, et al., 2001). This hypothesis also supports the research of Inuwa (2016) stating that an increase in the level of job satisfaction is believed to cause a higher increase in performance. This shows higher job satisfaction drastically improves performance in achieving targeted goals and targets.

VI. Managerial Implications

This study discusses the factors that influence job satisfaction and performance of nurse inpatient room at a hospital in North Jakarta, Indonesia specifically in the transformational leadership style of the head nurse. Managerial implications that can be suggested are the head nurse must attend education and training on transformational leadership to deal with changes that occur of inpatient. Then in applying the head nurse, giving an ideal work influence by the way the head nurse gives recognition from the work of the nurse executor, for example an increase in career level. The head nurse must provide motivation to the nursing for achieve the goals of the hospital such as supporting each other by not assuming the work is inferior to other jobs, building a sense of love for his work, and maintaining discipline in work. The head nurse is able to provide intellectual stimulation for decision making in solving problems. The head nurse can also pay attention to the individual by increasing the performance of his staff by monitoring and monitoring the provision of nursing care in order to create excellent service.

Managerial implications need to be done for improve the performance of the nurse executor are through supervision activities conducted by the head nurse regarding nursing care to patients who are run correctly by nurses. Supervision and direction is important to be carried out by means of effective communication so that nurses can be motivated to show high performance.

Managerial implications that are also very important to do at a hospital in North Jakarta, Indonesia is to develop a professional career level program, a salary increase period (salary) and a clear KPI program (Key Performance Indicators) for each task and responsibility charged to nurses at home sick so that nurses are more motivated to develop and it is expected that nurses will make themselves aware of opportunities, constraints, and all the consequences associated with their work. As well as increasing cohesiveness and belonging among colleagues, such as holding activities outside the hospital. For example employee gathering activities or holiday activities outside the hospital environment, management can also carry out activities in the form of competitions or employee competitions conducted during certain periods. Activities carried out to establish good relations between work teams can be done in the form of sharing sessions. With this plan, it is expected that the head of nurses and management hospital in North Jakarta, Indonesia can make changes, so as to increase job satisfaction and performance of the implementing nurses so that they can provide quality health services and provide satisfaction to patients and families of inpatients.

VII. Conclusion

The results that can be concluded from this study are: (i) transformational leadership style increase job satisfaction. The transformational leadership style of good head nurse can increase the nurses job satisfaction (the first hypothesis is supported); (ii) transformational leadership style improves performance. The transformational leadership style of a good head nurse can improve the performance of the nurses (the second hypothesis is supported), and; (iii) job satisfaction improves performance. High job satisfaction can improve the

performance of implemented nurses (the third hypothesis is supported). Thus, it can be concluded that job satisfaction influences transformational leadership style towards performance.

VIII. Limitations of Research and Recommendations

Limitation of Research

Limitations of this study can be considered for future research. This study uses a questionnaire as a measuring tool that aims to save time and energy. However, the questionnaire has limitations, such as (i) the inconsistency of the respondents answer in answering the questionnaire (questionnaire) and working conditions that make respondents not comfortable enough when answering a list of questions (questionnaires) submitted to them; (ii) this research was carried out only in the hospital industry by taking the object of research of nurses or executing brothers who were status as employees or permanent employees of inpatient in hospitals; and (iii) this study only discusses the influences of transformational leadership styles on job satisfaction and performance.

Recommendations for Future Research

The scope of this research was still very limited because it only examines the transformational leadership style of the head nurse influences job satisfaction and the performance of the implemented nurses. Therefore it is expected: (i) further research can add other variables to the development of research and on the measurement method the researcher can used four-point Likert scale, so that respondents choose answers according to their specific desires and the results of data processing are more specific; (ii) further research can used this research to optimize the next research object; (iii) further research can used this research as a comparison in subsequent studies; and (iv) further research can take research data on objects of wider research.

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