

The Influence Of Transformational Leadership Style And Job Satisfaction Towards Organizational Performance Moderated By Years Of Service (Case Study At Public Hospital In Indonesia)

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Abstract: Organizational performance is the value achieved by each organization depending on how the organization is managed by its leaders. Aligned with this, the study aims to determine the factors that affect the performance of the organization. Leadership becomes one of the benchmarks in improving performance, good leadership will improve the direction of the running of the organization where job satisfaction of employees is also influenced by the leadership performed. Years of service is also an important variable in organizational performance where many studies suggest that years of service has an influence on organizational performance. But not so with the Nabire hospital which at this time there is a decrease in the quality of organizational performance and the high level of employee turnover. This is certainly unadvised for the continuity of the hospital where the core resources that act as the pillar of the service actually has problems in management, leadership style as described in the previous section where there is influence between leadership style on job satisfaction and organizational performance becomes important to be studied. The problems that found in RSU Nabire is the high level of turn over and decreased performance although it has been done improvement to be a basis for doing this research. This study examines the respondents in one of the Regional Public Hospital in Indonesia and involves as many as 120 respondents using cellular methods for hypotheses one and two and multiple regression for the third hypothesis. This study examines three frameworks of thought that is the influence of transformational leadership on organizational performance moderated by the years of service and the influence of job satisfaction on organizational performance moderated by the years of service and the third influence of transformational leadership on job satisfaction. The results of this study indicate that transformational leadership and job satisfaction have an influence on organizational performance but the years of service is not found to be a moderation variable. As for the research model ketifa also there are findings that transformational leadership has no effect on job satisfaction at Regional Public Hospital in Indonesia.

Keywords - Transformational Leadership, Job Satisfaction, Years of Service, Organizational Performance.

Date of Submission: 06-02-2018

Date of acceptance: 19-02-2018

I. Introduction

Along with the development that occurred in human life, this development has also created a lot of growth in all aspects of both industry and non-industry and in line with it is also more the creation of organizations in society. Performance is not only an assessment of the individual but also of the group and the assessment of the group is generalized in its judgment but has a wide range. Organizational performance is also the goal of any industry, good organizational performance will create a good view of the company especially in the service industry. The growth of hospitals in Indonesia increasingly rapidly in various regions because the hospital is a public facility that becomes a must for every region even to the smallest area. With the number of hospitals established, the competition between hospitals is getting tighter. To win the existing competition, every hospital is required to improve the quality of health services that can be achieved in achieving good performance and this performance must be achieved together because the achievement of hospital performance not only from individual performance but overall organizational performance. In addition, Wu and Chen (2016) stated that employee demographic background will affect organizational performance in his research on employee demographics. Bakotic and Batic (2016) stated that job satisfaction has a positive effect on the organization's performance in a company with a period of research in the current year and in the previous year. Athanasios and Belias (2014) also say that transformational leadership positively affects job satisfaction. But not so with the Nabire hospital which at this time there is a decrease in the quality of organizational performance and the high level of employee turnover. This is certainly not good for the continuity of the hospital where the core of resources as a pillar in the ministry actually has problems in management, leadership style as described in the previous section where there is influence between leadership style on job satisfaction and organizational performance becomes important to be studied. The problems that occur at this time in RSU Nabire is the high level of turn over and decreased performance although it has been done improvement to be a basis for doing this research.

II. Literature Review

Transformational Leadership

Bass (1985) mentioned transformational leaders alter the personal values of followers to support the organization's vision and goals by fostering an environment where relationships between leaders and followers can be formed by building a climate of trust in which vision can be achieved. Furthermore, Bass (1985) defined transformational leadership as a leader and performance beyond expectations. Transformational leadership is specifically related to the idea of improvement. Bass (1985) asserts that transformational leadership will be seen if a leader has the ability to: (a) stimulate the spirit of colleagues and followers to see their work from new perspectives; (b) lower vision and mission to the team and its organization; (c) develop colleagues and followers at a higher level of ability and potential; (d) motivate colleagues and followers to look at their own interests, so as to be beneficial to the interests of the organization.

Job Satisfaction

Kreitner and Kinicki (2004) defined job satisfaction as an effectiveness or emotional response to various aspects of work. Davis and Newstrom (1985) described job satisfaction as a set of employee feelings about whether or not their work is fun. According to Robbins (2006), job satisfaction is a general attitude towards a person's job that shows the difference between the number of awards earned by the worker and the amount they believe they should receive. Job satisfaction is an affective or emotional response to various aspects or aspects of a person's job so job satisfaction is not a single concept. One can be relatively satisfied with one aspect of the job and dissatisfied with one or more other aspects. Job satisfaction is a positive attitude of the workforce to its work, which arises based on an assessment of the work situation. Luthans (2006) defined that job satisfaction is an emotional, emotional or reactionary, cognitive, affective, and evaluative state or reaction that employees perceive to their work to reflect a person's feelings toward his work, viewed from the employee's positive attitude toward jobs and everything faced in the workplace is the employee's perception of how well their work delivers what is considered important, resulting in a person's work assessment or work experience.

Years of Service

Before discussing about the years of service then first will be discussed about demography. Demographics are consumer characteristics consisting of age, gender, marital status, education level, and income level where age and sex are factors that are naturally given and the other three factors are the circumstances that are determined by the consumer itself. The demographic characteristics of a person will directly affect behavior. This process is a fundamental process in life and has an influence on individual way of life and different levels of education across regions or countries also affect the needs and desires of each region (Proctor, 1996) and education can also be considered as substitution in measuring income (Seuthuraman and Cole, 1999); (iii) income, is something that results from an activity or work performed by an individual in the form of money earned on a specified period and is used for the life of the individual himself and his family and others who are also the maximum value that can be used for one's consumption in period of time; (iv) gender is the way marketers differentiate products by gender and it is appropriate to make sex as sub-cultures because sex provides different behaviors (Schifman and Kanuk, 2009).

Organizational Performance

The concept of performance can be defined as a result of achievement or degree of accomplishment (Rue and Byars, 1980). This means that, the performance of an organization can be seen from the extent to which the organization can achieve goals based on predetermined goals. Performance is a picture of the achievement of the implementation of an activity, program and policy in realizing the goals, goals, mission, and vision of the organization (Bastian, 2006). Information about organizational performance is needed to evaluate whether the work process is done in line with the goals set previously. Performance indicators are used as an indicator of the implementation of the established strategy. Such performance indicators may take the form of key organizational success factors and key performance indicators. The use of performance indicators is very important to know whether an activity or program has been done efficiently and effectively. Indicators for each organizational unit vary depending on the type of service produced. Nursalam (2014) defined performance indicators used by hospitals in the implementation of service performance are as follows: (1) bed occupancy rate (BOR), bed occupancy rate is the percentage of bed usage in a certain time unit. This indicator provides an overview of the low level of hospital bed utilization. The national standard of service quality indicators for BOR is between 75 -80%; (2) length of stay (LOS), length of stay is the average length of stay of a patient. This indicator provides an overview of efficiency levels and illustrates the quality of service. National standard of service quality indicators for LOS between 1-6 days; (3) turnover interval (TOI), turn over interval is the average of days in which the unoccupied bed has been filled to the next filled charge. This indicator provides an overview of the efficiency level of bed usage. Ideally empty beds are not occupied in the range of 1-3 days; (4)

bed turn over (BTO), bed turn over is the frequency of bed usage in one period or how many times the bed is used in a certain time unit. Ideally within a year, an average bed is used 40-50 times; (5) net death rate (NDR), net death rate is death rate 48 hours after treatment for every 1000 patients out. This indicator provides an illustration of the quality of service in the Hospital. The national standard of service quality indicators for NDR is <2.5%; (6) gross death rate (GDR), gross death rate is the common mortality rate for every 1000 outbreak patients. The national standard of service quality indicators for GDR is <3%.

III. Hypotheses Development

Transformational Leadership Relationships and Organizational Performance moderated by Years of Service

Orabi (2016) mentioned that transformational leadership is a strong factor in influencing organizational performance and any improvement of transformational leadership style hence the higher performance of organization. Transformational leadership also has a direct influence on organizational performance (Sonni, 2015). The relationship between transformational leadership and organizational performance is an important factor in effective organizational development (Hurduzeu, 2015). Wu and Chen (2016) stated that employee demographic background will affect performance. Employee demographics have a significant impact on performance, although they are often ignored (Sances, Vines, Guillen, and Apellaniz, 2016) and in the research period will be a major variable of demographics studied and a moderating variable between transformational leadership and organizational performance and differentiated into 1 -5 years and 6 -10 years of service. Based on the results of the above research, the authors propose a hypothesis:

H1a: Transformational leadership has a positive influence on the level of organizational performance.

H1b: Especially for groups of employees with low transformational leadership perceptions, groups of employees with a years of service over five years have a higher level of organizational performance than employee groups with under five years of service.

H1c: Especially for groups of employees under five years of service, high-performance transformational leadership employees have a higher level of organizational performance than those with low transformational leadership perceptions.

Relationship of Job Satisfaction and Organizational Performance moderated by Years of Service

Bakotic (2016) stated that job satisfaction has a positive effect on the organization's performance in a company with a period of research in the current year and in the previous year. Job satisfaction is the main factor in the formation of organizational performance (Kuzey, 2012). A huge investment when employees work with dedication caused by job satisfaction that will improve overall organizational performance (Naseem, Sheikh, and Malik, 2012). In accordance with the hypothesis H1 where the years of service becomes the background of how a worker will have an effect on organizational performance (Frink, Robinson, and Reithel, 2003). In this second hypothesis the difference in years of service as a moderating variable and differentiated to 1-5 years and over 5 years of service. Based on the results of the above research, the authors propose a hypothesis:

H2a : Employee job satisfaction has a positive influence on the level of organizational performance.

H2b: Especially for group of employees with low job satisfaction, group of employees with years of service over five years has a higher level of organizational performance than group of employees with service period under five years.

H2c: Especially for groups of employees under five years of service, employee groups with high levels of job satisfaction have higher organizational performance levels than those with low job satisfaction.

Relationship of Transformational Leadership and Job Satisfaction

Transformational leadership by Northouse, Agus, and Muhith (2013) was defined as where people engage with others, creating mutually motivational relationships, by generating strong emotions, leaders transforming followers into teachers or mentors who are always trying to empower and exalt followers. Bass (1995) transformational leadership indicator that is: (a) charisma (charisma), is the process of leaders influence subordinates by generating strong emotions, charisma or the ideal influence associated with subordinate reaction to the leader; (b) intellectual stimulation, means introducing a clever, careful, rational and careful way to solve problems so that members can think about problems in new ways and produce creative solutions; (c) inspiration, an inspirational leader is a leader who acts by motivating and inspiring subordinates which means being able to communicate the high expectations of his subordinates, using symbols to focus on hard work, expressing goals in a simple way; (4) individual attention, individual attention is the way in which leaders gain power by acting as mentors. Give individual attention and personal support to his subordinates.

Research conducted on nurses at health centers shows a negative influence between transformational leadership and job satisfaction (Wong and Gareta, 2007). Emery and Barker (2007) stated that transformational

leadership has a positive and significant effect on job satisfaction. Athanasios and Belias (2014) also say that transformational leadership positively affects job satisfaction. This means that if the leader of the company is able to generate the enthusiasm of employees then the job satisfaction of employees in carrying out their work the better. Based on the results of the above research, the authors propose a hypothesis:

H3: Transformational leadership has a positive influence on job satisfaction.

Based on the above hypothesis then described the hypothesis in the conceptual framework as follows:

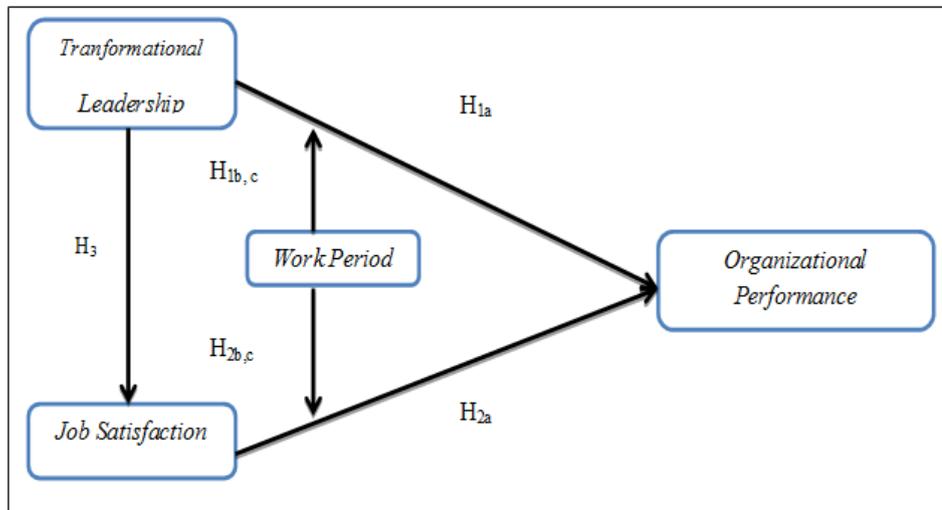


Figure 1.1 Conceptual Framework

IV. Research Method

Population and Sampling Techniques

The population in the study is a region that wants to be meticulously by researchers. According to Sugiyono (2011), population is a generalization region consisting of objects or subjects that have certain qualities and characteristics set by the researcher to be studied and then drawn kesimpulanya. The above opinion becomes one of the reference for the author to determine the population. The population to be used as research is the employee or health worker in Nabire Papua Hospital 450 people. The sample is part of the number and characteristics possessed by the population (Sugiyono, 2011). As for the sample in this study are employees (non nurses) at the General Hospital Kab. Nabire-Papua. In this research, the research method used is nonhierarchical method or cell average method using between subjects 2x2. A sample size problem can be put forward by a theorem about a single or univariant variable, the central limit theorem, saying that the average statistic has a normal distribution for near-infinite sample sizes. In practice, however, the central limit theorem has been applied to a sample size of at least 30. Even stated for sample sizes greater than 20, normal distribution can be used to approximate binominal distributions (Agung, 2006). This study used four cells, so it was obtained $4 \times 30 = 120$ respondents as sample. In the measurement method this research uses measurement through Likert method. According to Azwar (2012), Likert scale is used to measure attitudes, opinions, and perceptions of a person or group of people about social phenomena. Especially for the third hypothesis using simple regression as an analytical tool. Simple linear regression analysis is a linear relationship between one independent variable (X) with the dependent variable (Y). This analysis is to know the direction of the relationship between independent variables with dependent variable whether positive or negative and to predict the value of dependent variable if the value of independent variable has increase or decrease. In analyzing the data of this study, then in the first stage of the researcher conducted a questionnaire test, namely test of validity and reliability. To see the effect of transformational leadership on job satisfaction and used linear regression model is as align with Sugiyono (2000).

Measurement

In this study, there are three independent variables (exogenous), namely transformational leadership, job satisfaction, years of service, and one dependent variable (endogen) that is organizational performance. We measured transformational leadership variables using indicators from Bass (1985) with indicators of 17 indicators. For the variable of job satisfaction we measure the variable by using indicator from Smith, Kendall, and Hullin in Luthans (1995) 24 indicators and organizational performance from Rue and Ryars (1981) in Keban (1995) 6 indicators. Furthermore, from the dimensions of the measurements shown in the form of questionnaires, we tested the validity and reliability test.

Test validity using Confirmatory Factor Analysis by looking at Kaiser-Meyer-Olkin Measure of Sampling (KMO) and Measures of Sampling Adequacy (MSA). In this test the value achieved must be greater than 0.5 which means that the analysis of appropriate or appropriate factors, and the research can continue. The scale of all variables yields a valid value. Test reliability value Alpha Cronbach greater than > 0.6 which means reliable, which means indicators of all variables can be trusted as a means of data collection in research. The next step, our data though by using SEM analysis method (Structural Equation Modeling). SEM is able to explain complex association of variables as well as the direct or indirect effects of one or several variables on other variables (Hair, Black, & Babin, 2013). In this research there are some indicators obtained by two component matrix when done data processing so that not inserted into operational that is for transformational leadership consist of 17 indicator there are 2 indicator of invalid TL 11 and TL 14 then for job satisfaction consist of 24 indicator also exist 2 invalid indicators are WS 2 and WS 17 while for organizational performance variable all valid indicator. For the classical assumption test on simple regression testing methods, all variables meet the classical assumption test standards and can be used in this study.

V. Result And Discussion

This research focused on the influence of transformational leadership and job satisfaction on organizational performance that is moderated by the years of service and the influence of transformational leadership on job satisfaction. In table 1, the results of this test indicate that the variables to be studied have an influence in determining the level of organizational performance. Test the hypothesis using F-test statistics on the line, transformational leadership and organizational performance where $F_0 = 88.384$ (Sig. 0.000), with the free degree of 1/116. This indicates a rejection of H_0 , so it can be concluded that the data support the proposed hypothesis. This suggests that organizational performance is influenced by the application of good transformational leadership of leaders. The better the transformational leadership applied, the higher the organization's performance in RSUD Nabire-Papua.

Table1. Tests of Between-Subjects Effects

Dependent Variable: OP

Source	df	F	Sig.
Corrected Model	3	30,118	,000
Intercept	1	11652,564	,000
TP	1	1,304	,256
TLMEDIAN	1	88,384	,000
TP * TLMEDIAN	1	1,319	,253
Error	116		
Total	120		
Corrected Total	119		

Source: Data analysis

For table 2, test results for the second hypothesis indicate that the variables to be studied have an influence in determining the level of organizational performance. Test the hypothesis by using F-test statistics on the line, job satisfaction and organizational performance where $F_0 = 66.652$ (Sig. 0.000), with the free degree of 1/116. This indicates a rejection of H_0 , so it can be concluded that the data support the proposed hypothesis. This shows that the performance of the organization is influenced by job satisfaction owned by employees. The higher the level of job satisfaction owned by employees, the higher the organization's performance in Nabire-Papua District Hospital.

Table 2. Tests of Between-Subjects Effects

Dependent Variable: OP

Source	df	F	Sig.
Corrected Model	3	22,575	,000
Intercept	1	10465,900	,000
TP	1	,860	,356

WSMEDIAN	1	65,562	,000
TP * WSMEDIAN	1	1,508	,222
Error	116		
Total	120		
Corrected Total	119		

Source: Data analysis

Table 3. Parameter Estimates

Dependent Variable: OP

Parameter	β	B	t	Sig.
Intercept	β_0	3,989	48,167	,000
[TP=1,00]	β_1	-,181	-1,532	,128
[TLMEDIAN=1,00]	β_2	,653	5,847	,000
[TP=1,00] * [TLMEDIAN=1,00]	β_3	,182	1,149	,253

Source: Data analysis

Table 3 shows hypothesis testing 1a and 1b which show with β coefficient, statistical hypothesis procedure tested through General Linier Model (GLM) Univariate (Agung, 2006). The test was conducted to observe the difference in the average deviation of organizational performance deviation (Y) formed by high transformational leadership perception (TL = 1), and low transformational leadership perception (TL = 2) in the employee group with years of service above 5 year (TP = 1) and group of employees under 5 years of service (TP = 2) after taking into account the influence of transformational leadership perceptions (X) on the same organizational performance (Y) in all cells. The results of this table do not support hypothesis 1b specifically for groups of employees with low transformational leadership perceptions, groups of employees with a working period over 5 years have a higher level of organizational performance than the group of employees with a working period under 5 years with a sig value. 0.128 (> 0.05). However, the data support hypothesis 1c which is specific for groups of employees with under 5 years of service, a group of employees with high transformational leadership perceptions have higher organizational performance levels than those with low transformational leadership perceptions. with sig value. 0,000 (<0.05). The results also show that tenure does not become a moderating variable between transformational leadership relationships and organizational performance.

Table 4 shows hypothesis testing 2b and 2c which shows with β coefficient. Tests conducted to see the difference in the average gap deviation of organizational performance (Y) formed by job satisfaction (WS) high (WS = 1), and low job satisfaction (WS = 2) both in the group of employees with working period over 5 years TP = 1) and group of employees with years of service under 5 years (TP = 2) after taking into account the influence of job satisfaction perceptions (X) on the same organizational performance (Y) in all cells. The results of this table do not support hypothesis 2b that is specific to group of employees with low job satisfaction, group of employees with years of service above 5 years have level of organizational performance is bigger than group of employees with years of service under 5 years with value of sig. 0.149 (> 0.05). But supporting hypothesis 2c is specific for group of employees with years of service under 5 years, group of employees with high level of job satisfaction have higher level of organizational performance than group with low job satisfaction level. with sig value. 0,000 (<0.05) where the results indicate below the working period is not a moderating variable between the relationship of job satisfaction and organizational performance.

Table 4. Parameter Estimates

Dependent Variable: OP

Parameter	β	B	t	Sig.
Intercept	β_0	4,032	45,938	,000
[TP=1,00]	β_1	-,180	-1,453	,149

[WSMEDIAN=1,00]	β_2	,575	4,857	,000
[TP=1,00] * [WSMEDIAN=1,00]	β_3	,206	1,228	,222

Source: Data analysis

Table 5. Intercept Parameter β_i Design A*(AB) Transformal Leadership

	TL=1	TL=2	Deviation	Hipotesis
TP=1	$\beta_0 - \beta_1 + \beta_2 + \beta_3$	$\beta_0 - \beta_1$	$\beta_2 + \beta_3$	
TP=2	$\beta_0 + \beta_2$	β_0	β_2	H_{1a}
Deviation	$\beta_1 + \beta_3$	β_1	β_3	
Hipotesis		H_{1c}		

Table 6. Intercept Parameter β_i Desain A(AB) Job Satisfaction

	WS=1	WS=2	Deviation	Hipotesis
TP=1	$\beta_0 - \beta_1 + \beta_2 + \beta_3$	$\beta_0 - \beta_1$	$\beta_2 + \beta_3$	
TP=2	$\beta_0 + \beta_2$	β_0	β_2	H_{2a}
Deviation	$\beta_1 + \beta_3$	β_1	β_3	
Hipotesis		H_{2c}		

Table 7. Hypothesis Statement Analysis Result

Hypothesis	Hypothesis Statement	Sig. Value	Remark
H _{1a}	Transformational leadership has a positive influence on the level of organizational performance.	0,000	The data support the hypothesis
H _{1b}	Particular groups of employees with low transformational leadership perceptions, groups of employees with a years of service over 5 years have a higher level of organizational performance than the group of employees with years of service under 5 years.	0,128	The data does not support the hypothesis
H _{1c}	Particular for groups of employees under 5 years of service, high-performance transformational leadership employees have a higher level of organizational performance than those with low transformational leadership perceptions.	0,000	The data support the hypothesis
H _{2a}	Employee satisfaction has a positive influence on the level of organizational performance.	0,000	The data support the hypothesis
H _{2b}	Particular for group of employees with low job satisfaction, group of employees with years of service above 5 years have level of organizational performance is bigger than group of employees with years of service under 5 years.	0,149	The data does not support the hypothesis
H _{2c}	Particular for group of employees with years of service under 5 years, group of employees with high level of job satisfaction have higher level of organizational performance than group with low job satisfaction level.	0,000	The data support the hypothesis
H ₃	Transformational leadership has a positive influence on job satisfaction.	0,761	The data does not support the hypothesis

Source: Data analysis

For the third hypothesis using a simple regression method obtained the test results below:

Table 8. Hypothesis Analysis Result (T, F, and Sig Analysis)

Hypothesis Statement	Beta	t Statistic	F Statistic	P-value (sig)	Conclusion
Transformational leadership has a positive influence on job satisfaction.	0,28	3,05	0,93	0,761	No Influence

Source: Data analysis

The table above shows the correlation between the influence of transformational leadership on job satisfaction 0.28, and the value of t service quality is 3.05 greater than t table 1.96 and p-value (sig) 0.761 bigger when compared with α 0.05 so that H₀ accepted and H_a rejected, meaning there is no influence of transformational leadership on job satisfaction. The resulting influence is positively 0.28, meaning that the

application of transformational leadership has no effect on job satisfaction. The conclusion of the results obtained rejects the proposed hypothesis. The coefficient of the model in the linear regression equation does not have the effect of transformational leadership on job satisfaction.

VI. Discussion

Test results on hypothesis 1a, found that the analysis results support H1a hypothesis that transformational leadership has a positive influence on the level of organizational performance with sig value. 0,000 (<0.05). The results of this study further strengthen Orabi's previous research (2016) states that transformational leadership is a strong factor in influencing organizational performance and any improvement of the transformational leadership style hence the higher the performance of the organization. Transformational leadership also has a direct influence on organizational performance (Sonni, 2015). The relationship between transformational leadership and organizational performance is an important factor in effective organizational development (Hurduzeu, 2015). Based on the results of this study it can be said that leadership has an influence on the level of organizational performance so that leadership style is something that is important to be reviewed placement and implementation so that the style set in accordance with the conditions of the organization and will have a positive effect on organizational performance. The results of this study indicate that for non nurse employees at RSUD Nabire, transformational leadership applied very positive influence on organizational performance and the leaders have applied a good leadership style in RSUD Nabire.

The result of test on hypothesis 1b, found that the result of analysis does not support H1b hypothesis that is special for group of employees with low transformational leadership perception, group of employees with years of service over 5 years have level of organizational performance is bigger than group of employees with years of service under 5 years with value sig. 0.128 (> 0.05). The results of this study are not in accordance with Wu and Chen (2016) states that employee demographic background will affect performance. Employee demographics have a significant effect on performance even though they are often ignored (Sances, Vinces, Guillen, and Apellaniz, 2016). The results of this study indicate that the length of time a person does not affect the level of organizational performance generated. In hospitals Nabire, employees with low transformational leadership perceptions on employees with working period over 5 years do not have a higher level of organizational performance than employees with working period under 5 years so that the results do not support the results of previous studies which states that the working period affect the level of performance organization. The results of the test on hypothesis 1c, found that the analysis results support H1c hypothesis that is specific for group of employees with years of service under 5 years, group of employees with perception of high transformational leadership have level of organizational performance is higher than group with low transformational leadership perception. with sig value. 0,000 (<0.05). The results of this study further reinforce previous research Wu and Chen (2016) states that employee demographic background will affect performance. Employee demographics have a significant effect on performance even though they are often ignored (Sances, Vinces, Guillen, and Apellaniz, 2016). The results of this study indicate that the employment has an influence on the level of performance generated and in this study employees who have a working period under 5 years with high transformational leadership perception has a higher level of organizational performance than the perception of low transformational leadership and this also shows that transformational leadership has an influence on organizational performance.

The result of test on hypothesis 2a, found that the result of analysis support H2a hypothesis that job satisfaction have positive influence to organizational performance level with sig value. 0,000 (<0.05). The results of this research is in line with Bakotic and Batic (2016) stated that job satisfaction has a positive effect on the organization's performance in a company with a period of research in the current year and in the previous year. Job satisfaction is the main factor in the formation of organizational performance (Kuzey, 2012). A huge investment when employees work with dedication caused by job satisfaction that will improve overall organizational performance (Naseem, Sheikh, and Malik, 2012). Based on the results of this study it can be concluded that the policy of human resource management established by RSUD Nabire is right so that job satisfaction of employees at RSUD Nabire have high influence of organizational performance. Employees with high levels of job satisfaction are assets for hospitals to develop strategies. Employees also feel the respect and appropriate treatment of RSUD Nabire so that employees have a high level of job satisfaction.

The result of testing on hypothesis 2b, it was found that the result of analysis did not support H2b hypothesis that is specific for group of employees with low job satisfaction, group of employees with years of service over 5 years have level of organizational performance is bigger than group of employees with years of service under 5 years with value of sig . 0.149 (> 0.05). The results of this study are not in accordance with Wu and Chen (2016) states that employee demographic background will affect performance. Employee demographics have a significant effect on performance even though they are often ignored (Sances, Vinces, Guillen, and Apellaniz, 2016). The results of this study indicate that the length of time a person does not affect

the level of organizational performance generated. In RSUD Nabire, employees with low job satisfaction on employees with working period over 5 years do not have a higher level of organizational performance than employees with working period under 5 years so that the results do not support the results of previous research which states that the working period affect the level of organizational performance.

The results of the test on hypothesis 2c, found that the analysis results support H2c hypothesis that is specific for the group of employees with working period under 5 years, group of employees with high job satisfaction level has a higher level of organizational performance than the group with low job satisfaction level. with sig value. 0,000 (<0.05). The results of this study further reinforce previous research Wu and Chen (2016) states that employee demographic background will affect performance. Employee demographics have a significant effect on performance even though they are often ignored (Sances, Vines, Guillen, and Apellaniz, 2016). Permanasari (2001) stated that job performance differences that will affect the performance of the organization have differences based on age factor, education level, and years of service. The working period, the absenteeism rate and the rotation of work assignments jointly or partially have an impact on the work performance of Cilacap Class III Navigation District office officials who will directly affect the performance of the organization (Dewi and Mutiarasari, 2007). The results of this study indicate that the employment has an influence on the level of performance generated and in this study employees who have working period under 5 years with high job satisfaction has a higher level of organizational performance compared with low job satisfaction and this also indicates that job satisfaction has an influence on organizational performance.

Based on the results of testing the third hypothesis that examines the influence of transformational leadership on job satisfaction obtained results there is no influence of transformational leadership on job satisfaction. The results of this study are not in accordance with previous studies of research conducted on nurses in health care centers showed a negative influence between transformational leadership and job satisfaction (Wong and Gareta, 2007). The results of this study are in line with Hanasya et al. (2012) which states that transformational leadership has no effect on job satisfaction directly because it is found under employees not to find the transformational leadership traits in their leaders because there is no direct communication with leaders who have an overcrowded schedule outside of the office and this becomes a barrier to communication between leaders and subordinates. Ramos (2014) also stated the same thing that transformational leadership has no effect on job satisfaction because transformational leadership is rarely practiced in Bank Batangas and found that the compensation and job security factor has the greatest influence. Another study of Omar and Hussin (2013) also has similar research results that transformational leadership has no effect on job satisfaction, the findings suggest that an organization needs to have a proper transformational type leader to provide effective teamwork to improve job satisfaction among employees or followers and to realize the mission and goals of the organization. The results of this study indicate that the application of transformational does not affect the job satisfaction but has a direct influence on organizational performance and it also shows that the improvement of transformational leadership implementation does not affect the improvement of job satisfaction of non-nurse employees at RSUD Nabire. This occurs because job satisfaction is influenced by other factors not tested in this study and it also shows the high level of saturation experienced by employees where it is found that employees with working period over 5 years no longer have a critical attitude in creating the expected performance so that employees are increasingly immersing themselves into saturation and doing work only on the basis of work done and no more innovative ideas arise and they are also left behind compared to employees under 5 years of age who still have high spirits in the job. This should be addressed so that there is no imbalance between these two classifications of employees because of the inequality that occurs will make the work culture uncomfortable and will arise seniority and juniority that will make the environment is not conducive affect the social relationships between employees where it is known the relationship between employees is very important to well established to facilitate work processes and improve performance.

Managerial Implications

Leadership is indispensable in any organization, no organization can do well without the expert interference of its leaders. Leadership will make an organization progress or end up unsatisfactory. Skilled leaders will treat members within their organization according to the characteristics of the members so that leadership implementation will help improve the performance of the organization directly. Performance is the goal of every thing, whether individual or organization. Performance is a goal and end result achieved every organization and invidu collectively where the performance of the organization is the integration of the performance of its members.

In this study discussed about the influence of transformational leadership and job satisfaction on organizational performance moderated by period of work. The results of this study indicate that both transformational leadership and job satisfaction have an influence on organizational performance, but the working period does not serve as a variable that moderates the relationship between transformational leadership

and job satisfaction on organizational performance. In other words, the performance of RSUD Nabire is influenced by the application of transformational leadership and job satisfaction of non nursing employees. Nabire hospitals also need to improve the implementation of transformational leadership and job satisfaction of non-nurse employees to improve the performance of RSUD Nabire.

The implication that can be given in this research is to see the influence of transformational leadership on organizational performance so the implication that can be done is by increasing the application of transformational leadership in hospital operational system. Leaders can apply higher trust systems to employees. Giving trust will provide a sense of worth to the employees so that it will do the whole job earnestly because the employees are aware that the trust given by the leaders should be kept as well as possible in order to create a strong relationship between the leader and the subordinate. Giving trust can begin with no exaggeration in supervising the activities of work but oriented to the process and results generated because of supervision will produce saturation that will lead to conflict. Leaders should also demonstrate an attitude that can serve as a role model for subordinates in order to foster a proud attitude from employees towards their leaders. Pride will arise when having a qualified leader and maintaining an attitude towards employees, well-behaved leaders will always be role models for every employee. Leaders must have a good and fair attitude towards employees. Leaders must also praise each achievement where the employee who gets the praise will feel that their achievements are important for the Nabire District Hospital. In addition to leaders, co-workers are also other factors that support a comfortable working atmosphere, co-workers will be a source of information and critics and suggestions for other employees so that Nabire Hospital should apply information disclosure among employees so that employees can communicate well and solve problems- problems with the best possible that will have a positive effect on organizational performance.

In addition to the internal side, organizational performance is also measured from the external side of the relationship with customers and in this study the relationship between RSUD Nabire with patients where in this case employees involved in the process of creating a good relationship with patients in the form of contact with patients either before or after the period patient care and this will make employees feel under RSUD foster good relationship with consumers not only in the patient need Nabire Hospital services but the relationship is maintained when the patient does not require services then RSUD Nabire also do excellent service in serving patients and continue to improve the excellent service.

VII. Conclusion

The conclusion of this study is that transformational leadership influences organizational performance, the application of good transformational leadership improves organizational performance where Nabire Hospital leaders apply the transformational leadership well so that the resulting organizational performance depends on how well the leadership is applied. The second conclusion is found that especially for groups of employees with low transformational leadership perceptions, groups of employees with years of service over 5 years do not have a higher level of organizational performance than the group of employees with working period under 5 years so that the working period is not a moderating variable in the relationship between transformational leadership with organizational performance and employees with a working period over 5 years turned out not to have better organizational performance than employees.

A third conclusion found that especially for groups of employees with a working period of under 5 years, a group of employees with high transformational leadership perceptions had a higher level of organizational performance than those with low transformational leadership perceptions and this case also supported that employment did not moderate the relationship between transformational leadership with organizational performance The fourth conclusion is found that job satisfaction affects organizational performance. This shows that job satisfaction owned by employees will affect the level of organizational performance where the higher the employee job satisfaction will be higher also the level of organizational performance and the fifth conclusion that is specific for the group of employees with working period under 5 years, group of employees with the level of satisfaction high employment has a higher level of organizational performance than the group with low level of job satisfaction and from the results of this study again can be concluded the longer the employment time of a person is not guaranteed to have a better level of organizational performance and return to work no longer have an effect on organizational performance.

Limitations

Limitations in this study may be taken into consideration for further research. This study uses questionnaires as a measuring tool for the purpose of saving time and energy. However, questionnaires have limitations such as bias in filling in questions. There is a possibility that the respondents did not answer the questionnaire in real or just fill out the questionnaire answers based on the expected ideal conditions and not the actual conditions that are happening. This may cause the measurements used do not represent the variables significantly. In addition, the limited number of samples and variables that affect transformational leadership

and job satisfaction on organizational performance in moderation by the period of work and the number of analysis causes researchers can not dig deeper on other factors that affect the performance of the organization.

Suggestions

This study is still very limited because it only examines the influence of transformational leadership and job satisfaction on organizational performance in moderation by the years of service. So for the development of research, it is advisable future research can add other variables that affect the performance of the organization eg variable organizational culture, organizational climate, and others. Further research is also expected to be conducted on research objects in other service companies such as private hospitals, private laboratories, and others in order to obtain more objective and representative results with a wider range.

A conclusion section must be included and should indicate clearly the advantages, limitations, and possible applications of the paper. Although a conclusion may review the main points of the paper, do not replicate the abstract as the conclusion. A conclusion might elaborate on the importance of the work or suggest applications and extentions.

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Dr. Yulita Pekey "The Influence Of Transformational Leadership Style And Job Satisfaction Towards Organizational Performance Moderated By Years Of Service ." *IOSR Journal of Business and Management (IOSR-JBM) Volume. 20. Issue 2 (2018): PP 50-60.*