

Effect of Transformational Leadership, Organizational Climate, and Organizational Justice on Nurse Performance Through Job Satisfaction at Type B Hospital in Makassar City.

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Abstract

The research objectives are: (1) To examine and partially analyze the effect of transformative leadership, organizational climate, and organizational justice on job satisfaction at Type B Hospital in Makassar City. (2) To partially examine and analyze the effect of transformative leadership, organizational climate, organizational justice, and jobsatisfaction on the performance of nurses at Type B Hospital in Makassar City. (3) To partially examine and analyze the effect of transformative leadership, organizational climate, and organizational justice on nurse performance through job satisfaction at TypeB Hospital in Makassar City. The research location is at the Faisal Islamic Hospital Makassar, Ibnu Sina Hospital, and Stella Maris Hospital in Makassar City. The populationis 580 nurses and the sample is 237 nurses. The data collection method uses a questionnaire and the sample collection method uses purposive sampling. The analysis method uses SEM (Structural Equation Models). The results of the study prove that: (1) Transformative leadership, organizational climate, and organizational justice partially have a positive and significant effect on job satisfaction. (2) Transformative leadership, organizational justice, and job satisfaction partially have a positive and significant effect on nurse performance. (3) Organizational climate has a positive and insignificant effect on nurse performance. (4) Partial job satisfaction can mediate positively and significantly between transformative leadership and organizational justice on nurse performance. (5) Job satisfaction can mediate positively and not significantly between organizationaljustice and nurse performance.

Keywords: *Transformative Leadership, Organizational Climate, Organizational Justice, Job Satisfaction, Nurse Performance.*

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I. Preliminary

The dynamics that occur in the service sector can be seen from the development of various service industries such as banking, insurance, aviation, telecommunications, retail, tourism, and professional service companies such as accounting firms, consultants, and lawyers. In addition, this can also be seen in the rise of non-profit organizations, such as NGOs, government agencies, hospitals, and universities, which are now increasingly aware of the need for increased customer orientation (Imbalo, 2002). One of the non-profit organizations that are the object of research is a hospital. The hospital is one of the healthcare industries whose development in Indonesia is very rapid. High private sector entry, changes in disease patterns, medical tourism, and demographic variations are among the factors influencing hospital development (Faizal et al., 2011). Hospitals are health facilities that play an important role in efforts to provide health services to those who need them, such as patients, communities, community organizations, health care professionals, health services, and local governments (Imbalo, 2002). Decree of the Minister of Health of the Republic of Indonesia No. 340/MENKES/PER/III/2010 states that a hospital is an institution of health services that provide comprehensive individual health services that provide inpatient, outpatient and emergency services. Nursing services are part of the form of health services. Nursing as a profession and nurses as professionals are responsible for providing nursing services following the competence and authority that are owned independently or in collaboration with other health members (Depkes RI, 2006). The nursing profession is an integral part of the healthcare system and is the main key to the success of health services (Herawati, 2015). The following shows the number of nurses at Faisal Makassar Islamic Hospital, Ibnu Sina Hospital, and Stella Maris Hospital from 2018 to 2021.

Table 1 Number of Nurses in 2019-2021

No	Hospital Name	Year		
		2019	2020	2021
1.	Islam Faisal Makasar	210	230	150
2.	Ibn Sina	229	220	210
3.	Stella Maris	258	267	220
Amount		697	717	580

Source: Related Hospital Report Excerpt (2021)

Table 1 shows that in 2021 the number of nurses has decreased by 137 nurses or 19.1% compared to 2020. This shows that the performance of nurses is low, so many nurses are dismissed or moving (exit) to other hospitals. this can be seen in Table 3. Nurse performance is the application of skills or learning that has been received while completing a nursing education program to provide services and be responsible for improving health, preventing disease and serving patients (Ginting, 2019). Nurse performance appraisal is very important for hospitals. Nurse performance appraisal is a process in which the achievement of individual or group performance is measured and evaluated and compared to predetermined standards (Robbins and Judge, 2017). Through this process, companies can see what the quality of their nurses is. However, good Human Resources (HR) in a hospital will be seen from the way they work and the achievements produced (Sakinah, 2017). Several previous studies have proven that nurse performance is influenced by several factors, such as job satisfaction (DJ. AA, 2020; Mubly & Dwinanda, 2020; Rosyidawati, 2021), transformational leadership (Murtiningsih, 2019; Ackhriansyah, 2020), organizational justice (Slamet, 2020), Hamonangan (2019), Irsan (2020), and organizational justice (Taime, 2020, Jufrizen, 2021). The survey results from the researchers showed that several nurses left (exited) from the impact of job dissatisfaction. Several previous studies have proven that nurse job dissatisfaction and ultimately affect performance are influenced by transformative leadership styles (Hamonagen, 2019; Slamet, 2020), organizational justice (Rinawati, 2020; Ni Ketut, 2020) and organizational justice (Taime, 2020; Jufrizen, 2021). Expectancy disconfirmation theory (Tjiptono and Gregorius, 2016) explains that post- purchase satisfaction/dissatisfaction is determined by nurses' evaluation of differences between initial expectations and perceptions of transformative leadership, organizational climate, and organizational justice. When nurses decide to work at the hospital, they have expectations related to transformative leadership, organizational climate, and organizational justice in the hospital. When transformative leadership, organizational climate, and organizational justice meet or exceed expectations, nurses will feel satisfied and contribute to their performance.

Job satisfaction is a happy emotional state or positive emotion that comes from evaluating the work or work experience of a nurse (Robbins & Judge, 2014). Whereas Hasibuan (2016) explains job satisfaction (the job is a positive feeling about a nurse's job which is the result of an evaluation of its characteristics. Nurses who are satisfied with their work will motivate to improve their performance. Satisfaction with the work itself, satisfaction with payment, satisfaction with promotions, satisfaction with supervision, and satisfaction with colleagues which are indicators of job satisfaction have an important contribution to nurse performance. (Robbins & Judge, 2014). Furthermore, in an organization where the majority of nurses get job satisfaction, it is also possible that a small number of them feel dissatisfied. So there are also several previous researchers proving that it turns out that job satisfaction does not make a significant contribution to performance, such as findings from Ackhriansyah (2020) proving that job satisfaction has a positive and insignificant effect on performance. The survey results of the researchers found that the level of job satisfaction of nurses was still relatively low. This is because it turns out that the compensation received by nurses is not directly proportional to their workload. Meanwhile, career development opportunities for nurses are still open but constrained in terms of financing and hospitals are still very limited in accommodating this. In the end, it was also found that there is still a high nurse turnover rate in hospitals, which indicates job dissatisfaction among nurses. Table 2 shows the form of job dissatisfaction of the 237 nurses who were sampled at Faisal Makassar Islamic Hospital, Ibnu Sina Hospital, and Stella Maris Hospital.

Table 2 Indicators of Job Dissatisfaction in 2021

No	Job Dissatisfaction Indicator	Hospital Name			Number(Nurse)
		Islam Faisal Makasar	Ibn Sina	Stella Maris	
1	The job itself	20%	22%	15%	111
2	Payment	30%	25%	10%	154
3	Promotion	10%	15%	5%	71
4	Supervision	22%	20%	20%	146
5	Work colleague	14%	13%	10%	88

Source: Related Hospital Report Excerpt (2021)

Table 2 shows the form of nurse dissatisfaction that reduces performance. The impact of nurse dissatisfaction can be shown in the form of different responses from each other in constructive/destructive and active/passive dimensions (Robbins, 2015). Table 3 shows nurses' job dissatisfaction at Faisal Makassar Islamic Hospital, Ibnu Sina Hospital, and Stella Maris Hospital.

Table 3 Forms of Responses to Dissatisfaction in 2021

No	Office	Hospital Name			Number of people)
		Islam Faisal Makasar	Ibn Sina	Stella Maris	
1	Exit	80	10	47	137
2	Voice	12	14	21	47
3	Loyalty	8	11	9	28
4	Neglect	4	6	3	13

Source: Related Hospital Report Excerpt (2021)

Table 3 shows the nurse's response to job dissatisfaction dominated by Exit shown by leaving the hospital in the form of resignation. This will affect the performance of the hospital in providing services to stakeholders. The impact of dissatisfaction affects the availability of the number of nurses. Research from Andrias (2017) shows nurses who are satisfied, performance will be 3.468 times better than dissatisfied nurses. The results of this study support the findings of DJ. AA (2020), Mubly & Dwinanda (2020), and Rosyidawati (2021) prove job satisfaction has a positive and significant effect on performance. Nurses expect various changes for the better in a hospital. Although these changes can cause various threats that are felt by nurses (Kaswan, 2016). Therefore, leaders always have a transformative leadership style. Leaders who carry out a transformation are leaders who can adopt behaviours that lead to quality relationships and inspire nurses to put aside their interests for the good of the organization (Robbins & Judge, 2014). Transformative leadership provides direction related to how nurses can achieve organizational goals by providing rewards. This can be achieved if good quality relationships are established, making it easier for leaders to carry out a transformation. Leader-follower exchange theory (Organ, 1998) cited in Kaswan (2016) explains that leaders adopt different behaviours from their subordinates and that specific patterns of behaviour of leaders develop over time and depend, in large part, on the quality of the relationship between leaders and subordinates. Nurse behaviour towards the organization has an important role in the success of an organization. Good treatment of nurses will be able to create a feeling of volunteering in nurses to be able to sacrifice for the organization. In addition, through positive special treatment, it will be able to increase the contribution of nurses to the organization where nurses work. Nurses feel satisfied and improve their performance if hospital leaders have influence idealization, inspirational motivation, individual consideration, and intellectual stimulation (Robbins & Judge, 2014). Observations from researchers found in three hospitals that out of 237 nurses who were used as respondents, 60% of nurses were dissatisfied with the idealization of influence, 40% of nurses were dissatisfied with inspirational motivation, 62% of nurses were dissatisfied with individual considerations, and 55% of nurses who lacked satisfied with intellectual stimulation. This has an impact on nurse satisfaction and performance. Furthermore, the survey results also found that the leader still lacks appreciation of the meaning of a nurse's work. The lack of meaning in nurses' work causes no effective communication between leaders and nurses. The impact is when an error occurs in work, the leader does not provide solutions or coaching early. The results of research from Hamonagen (2019), and Slamet (2020) prove that transformative leadership has a positive and significant effect on nurse satisfaction. However, the findings from Setyo (2019) prove that transformative leadership has a positive and insignificant effect on nurse satisfaction. Furthermore, the research results from Murtiningsih (2019), and Ackhriansyah (2020) prove that proving transformative

leadership has a positive and significant effect on nurse performance. However, the findings from Slamet (2019) prove that transformative leadership has a positive and insignificant effect on nurse performance. Expectation theory (Victor Vroom, 1964 in Fandy and Gregory, 2016) explains expectations related to a hope or belief that is expected to come true in the future following the desire to achieve it must be done with real action. Nurses expect the organization to have a conducive climate so that they can improve their performance. Nurses feel satisfied and perform better when the organisation has a good climate. Organizational climate is a shared perception held by members of the organization about the organization and its environment, such as an understanding of written rules, habits in doing work and bureaucracy in carrying out their duties and responsibilities (Robbins & Judge (2015).

The organizational climate makes the perceptions that nurses have about the organization related to work practices, applicable procedures, work routines, rewards and behaviours that are expected to be rewarded and supported in certain backgrounds (Bowen & Ostroff, 2004). A good organizational climate will have structure, standards, responsibilities, rewards, support, and commitment (Stringer, 2002). The results of observations from researchers found that in three hospitals it turned out that 40% of nurses were satisfied with the structure, 25% of nurses were satisfied with standards, 41% of nurses were satisfied with responsibility, 18% of nurses were satisfied with awards, 22% of nurses were satisfied with the support, and 32% of nurses are satisfied with the hospital's commitment. This shows that the organizational climate of the hospital is not yet conducive so it affects job satisfaction and nurse performance. The survey results also found that the organizational structure of the hospital did not provide a large space for nurses for independent leadership, they were still affiliated under the auspices of the medical and nursing directors so that the representation of nurses at the structural level was only at the middle manager level, not at the top management level. Meanwhile, appreciation for work achievements is still dominated by certain professions. In the end, if there are legal problems as a result of the work of nurses at the hospital, the problem that is most often resolved is the organizational sector, in this case, the PPNI. Hospitals sometimes only surrender completely to professional organizations. The results of research from Rinawati (2020), and Ni Ketut (2020) prove organizational climate has a positive and significant effect on job satisfaction. However, Slamet's (2020) findings prove organizational climate has a positive and insignificant effect on job satisfaction. Furthermore, the results of research from Slamet (2020), Hamonangan (2019), and Irsan (2020) prove organizational climate has a positive and significant effect on nurse performance.

Organizational justice is one of the factors that influence job satisfaction and nurse performance. Organizational justice is related to the perceptions of all nurses towards work practices, applicable procedures, work routines, rewards and behaviours that are expected to be rewarded and supported in certain backgrounds. Nurses feel satisfied and improve their performance when the organization has distributive justice, procedural justice and interactional justice. The results of the researchers' observations showed that of the 237 nurses who were used as respondents, 62% of the nurses were dissatisfied with distributive justice, 56% with procedural justice, and 51% with interactional justice. This has an impact on nurse satisfaction and performance. Research from Rinawati (2020), and Ni Ketut (2020) proves that organizational justice has a positive and significant effect on job satisfaction. However, Slamet's (2020) findings prove that organizational justice has a positive and insignificant effect on job satisfaction. Furthermore, the results of research from Slamet (2020), Hamonangan (2019), and Irsan (2020) prove that organizational justice has a positive and significant effect on nurse performance. Furthermore, the results of research from Taime (2020) and Jufrizen (2021), prove that organizational justice has a positive and significant effect on nurse performance. However, the findings from SSulaifi (2020) findings prove that organizational justice has a positive and insignificant effect on performance. Organizations that can provide a sense of justice make a significant contribution to job satisfaction and performance. Organizational justice relates to nurses' perceptions of the extent to which they are treated fairly in the workplace. Nurses feel satisfied and improve their performance when they get distributive justice, procedural justice, informational justice, and interpersonal justice (Robbins & Judge, 2014; Lambert & Hogan, 2009).

Value theory (Kaswan, 2016) explains that satisfaction occurs at the level where the work results are received by a nurse as expected. The more nurses receive the results, the more satisfied they will be. The less they receive results, the less satisfied they will be. By emphasizing values, this theory suggests that job satisfaction can be obtained from many factors. Therefore, an effective way to satisfy nurses is to provide organizational justice. The survey results from researchers found that in four hospitals it turned out that 60% of nurses were satisfied with distributive justice, 45% of nurses were satisfied with procedural justice, 51% of nurses were satisfied with informational justice, and 33% of nurses were satisfied with procedural justice. This shows that the organization has not optimally provided justice so it affects job satisfaction and nurse performance. The survey results also found that the distribution of services was unequal between the nursing profession and doctors even though the duties and responsibilities were the same in providing

services to patients, where the workload as a profession was in the hospital environment for 24 hours. Not directly proportional to income. And sometimes other professional work is more mandated for nurses to do but their service are aburnedned.

Research results from Rato (2020) prove that organizational justice has a positive and significant effect on job satisfaction. However, the findings from Sulaifi (2020) Sulaifi (2020) finding has a positive and insignificant effect on performance. Furthermore, the results of research from Jufrizen (2021), prove that organizational justice has a positive and significant effect on nurse performance. However, the findings from Sulaifi (2020) prove tha Sulaifi (2020) find inpositiveive and insignificant effects on performance. The problems faced by Faisal Makassar Islamic Hospital, Ibnu Sina Hospital, and Stella Maris Hospital based on the background that has been stated are related to the performance of nurses who have not been optimal. This is related to the discovery of several problem phenomena from the results of a survey of researchers, namely: the development of the number of nurses during 2019 - 2021 has decreased. This is because several nurses leave. After all, they feel dissatisfied with transformative leadership, organizational climate, and organizational justice. Based on the phenomenon of the problem and the existence of a research gap, the researcher is interested in reviewing it so that the results of research that can contribute to the development of science are presented by taking the title: "The Influence of Transformational Leadership, Organizational Climate, and Organizational Justice on Nurse Performance Through Job Satisfaction in Type Hospitals B in Makassar City".

II. RESEARCH METHOD

Research Approach

The research approach used is a quantitative method. The quantitative method is a traditional method of scientific research that systematically examines the parts and phenomena and their relationships. The purpose of quantitative research is to develop and use mathematical models, theories and hypotheses related to natural phenomena. Research with a quantitative approach is defined as research based on the philosophy of positivism, used to examine certain populations or samples, data collection using research instruments, and data analysis is quantitative or statistical to test established hypotheses. This research is associative, namely, a research method carried out to find relationships between one variable and another, as well as testing and using the truth of a problem or knowledge (Sugiyono, 2016: 17). This study uses independent variables (transformative leadership, organizational climate, organizational justice), intervening variables (nurse satisfaction), dependent variable (nurse loyalty). The quantitative descriptive research method is research that uses numbers starting from data collection, interpretation of data and displays the results. The approach in this research is a quantitative descriptive approach by using a questionnaire or questionnaire inprocessing the data which then the data will be described (Sugiyono, 2016: 39).

Types and Data Sources

The type of data used in this research is quantitative data. Quantitative data, namely data in the form of numbers such as responses or responses of respondents about social objects as outlined in the Likert measurement scale. The source of data used in this research is primary data. Primary data is data that is processed and collected directly by researchers for analysis in solving problems such as responses or responses of respondents as outlined in the questionnaire (Sugiyono, 2016: 44).

Method of collecting data

The data collection method used in this study is as follows according to Sugiyono (2016:46):

- a) Questionnaire/questionnaire, which is a collection technique and by asking several questions in writing that are given to respondents to obtain data related to research problems that must be answered in writing.
- b) Observation, namely an attempt to make systematic observations and recording of research objects which in this case involves the availability of initial data needed by all research variables.
- c) Documentation is a technique used to obtain some data through the recording of several written documents as outlined in journals, articles, theses and dissertations.

Population and Sample

1. Population

The population is a generalized area consisting of objects or subjects that have certain qualities and characteristics determined by researchers to be studied and then conclusions drawn (Sugiyono, 2016:90). The population in this study in 2021 is 580 nurses (150 nurses at Faisal Makassar Islamic Hospital, 210 nurses at Ibnu Sina Hospital, and 220 nurses at Stella Maris Hospital).

2. Sample

The sample is part of the number and characteristics possessed by the population. If the population is large, and it is impossible for the researcher to study everything in the population, for example, due to limited funds,

manpower and time, the researcher can use samples taken from that population.

III. RESEARCH RESULTS AND DISCUSSION

Based on the empirical model proposed in this study, it is possible to test the hypothesis by testing the path coefficients in the structural equation model. The direct effect can be seen in the following table:

Table 18 Hypothesis Testing

	Variable			Direct	Indirect	Total	P-Value	Is
Hip	Intervening	Intervining	depend on					
1	Transformative Leadership (X1)	-	Job satisfaction (Y)	0,240	-	0,240	0,018	(+) Significant
2	OrganizationalClimate (X2)	-	Job satisfaction (Y)	0,561	-	0,561	0,000	(+) Significant
3	OrganizationalJustice (X3)	-	Job satisfaction(Y)	0,181	-	0,181	0,049	(+) Significant
4	Transformative Leadership(X1)	-	Performance Nurse (FROM)	0,179	-	0,179	0,045	(+) Significant
5	OrganizationalClimate (X2)	-	PerformanceNurse (FROM)	0,005	-	0,005	0,961	(+) Not Significant
6	OrganizationalJustice (X3)	-	PerformanceNurse (FROM)	0,162	-	0,162	0,033	(+) Significant
7	Job satisfaction (Y)	-	PerformanceNurse (FROM)	0,572	-	0,572	0,000	(+) Significant
8	Transformative Leadership(X1)	Job satisfaction(Y)	Performance Nurse (FROM)	0,240	0,137	0,377	0,037	(+) Significant
9	OrganizationalClimate (X2)	Job satisfaction (Y)	PerformanceNurse (FROM)	0,561	0,321	0,882	0,000	(+) Significant
10	OrganizationalJustice (X3)	Job satisfaction (Y)	PerformanceNurse (FROM)	0,181	0,104	0,285	0,063	(+) Not Significant

Source: Processed data (2022) (Appendix: 3)

1. The Influence of Transformative Leadership on Job Satisfaction
 Transformative leadership has a positive and significant effect on job satisfaction ($P = 0.005 \leq 0.018$ and loading factor = 0.240). So the statement from the first hypothesis is accepted. Transformative leadership provides positive benefits on job satisfaction. This means that the more effective the transformative leadership, the higher the nurse's job satisfaction.

2. The Effect of Organizational Climate on Job Satisfaction
 Organizational climate has a positive and significant effect on job satisfaction ($P = 0.000 \leq 0.05$ and loading factor = 0.561). So that the statement from the second hypothesis can be accepted and the organizational climate provides benefits to job satisfaction. This means that the better the organizational climate, the nurses will be more satisfied at work.

3. More The Effect of Organizational Justice on Job Satisfaction
 Organizational justice has a positive and significant effect on job satisfaction ($P = 0.181 \leq 0.05$ and loading factor = 0.049). So that the statement from the third hypothesis can be accepted and organizational commitment provides benefits to job satisfaction. This means that the better the organizational justice, the nurses will be more satisfied at work.

4. The more Influence of Transformative Leadership on Nurse Performance. Transformative leadership

has a positive and significant effect on nurse performance ($P = 0.045 > 0.05$ and loading factor = 0.179). So the statement from the fourth hypothesis is accepted. Transformative leadership provides positive benefits to nurse performance. This means that the more effective the transformative leadership, the nurse's performance will increase.

5. The Effect of Organizational Climate on Nurse Performance

Organizational climate has a positive and insignificant effect on nurse performance ($P = 0.961 \leq 0.05$ and loading factor = 0.005). So the statement from the fifth hypothesis is unacceptable and the organizational climate does not provide positive benefits to nurse performance.

6. The Effect of Organizational Justice on Nurse Performance

Organizational justice has a positive and significant effect on nurse performance ($P = 0.033 \leq 0.05$ and loading factor = 0.162). So that the statement from the sixth hypothesis can be accepted and organizational justice provides benefits to nurse performance. This means that the better the organizational justice, the nurse's performance will increase.

7. The Effect of Job Satisfaction on Nurse Performance

Job satisfaction has a positive and significant effect on nurse performance ($P = 0.000 \leq 0.05$ and loading factor = 0.572). So that the statement from the seventh hypothesis can be accepted and job satisfaction provides benefits to nurse performance. This means that the higher the job satisfaction, the nurse's performance is increasing.

8. The Influence of Transformative Leadership on Nurse Performance Through Job Satisfaction

Job satisfaction can mediate positively and significantly between transformative leadership on nurse performance ($P = 0.037 \geq 0.05$ and loading factor = 0.137). So that the statements from the eighth hypothesis can be accepted and job satisfaction provides benefits in mediating the effect of transformative leadership on nurse performance.

9. The Effect of Organizational Climate on Nurse Performance Through Job Satisfaction Job satisfaction can mediate positively and significantly between organizational climate on nurse performance ($P = 0.000 > 0.05$ and loading factor = 0.321). So that the statement from the ninth hypothesis can be accepted and job satisfaction provides benefits in mediating the effect of organizational climate on nurse performance.

10. The Effect of Organizational Justice on Nurse Performance Through Job Satisfaction Job satisfaction can mediate positively and not significantly between organizational justice on nurse performance ($P = 0.063 \geq 0.05$ and loading factor = 0.104). So that the statement from the tenth hypothesis is unacceptable and job satisfaction does not provide benefits in mediating the effect of organizational justice on nurse performance.

IV. Discussion

1. The Influence of Transformative Leadership on Job Satisfaction

Transformative leadership has a positive and significant effect on job satisfaction. This means that the more effective the transformative leadership, the more positive benefits it will have on nurse job satisfaction. The level of nurse job satisfaction will increase if the leader can implement a transformative leadership style effectively. Transformative leadership indicators consisting of: idealization of influence, inspirational motivation, individual consideration, and intellectual stimulation turned out to provide significant benefits for nurse job satisfaction. These results support the findings from Hamonagen (2019), Slamet (2020) which prove that transformational leadership has a positive and significant effect on nurse satisfaction. However, the findings from Setyo (2019) prove that transformative leadership has a positive and insignificant effect on nurse satisfaction. The leader-follower exchange theory (Organ, 1998) cited in Kaswan (2018) explains that leaders adopt different behaviors from their subordinates and behavioural patterns of behavior of leaders develop over time and tend, to a large extent, on the quality of the relationship between leaders and subordinates. Leaders who seek transformation always pay attention to the quality of relationships so as to create good nurse behaviour and feel satisfied at work. Behaviour towards job satisfaction has a behavioural role in the success of a leadership transformation. Good treatment of nurses will be able to create a feeling of volunteering in nurses to be able to sacrifice for the organization. In addition, through positive special treatment it will be able to increase nurse job satisfaction in the organization, so that the effectiveness of transformation works well.

Leaders who carry out a transformation are leaders who are able to adopt behaviors that lead to good relationships and inspire nurses to put aside their personal interests for the good of organization. Motivational leadership provides direction related to how nurses can achieve organizational goals by providing rewards. This can be achieved if good quality relationships are established, making it easier for leaders to carry out a transformation. Nurses feel satisfied with their work due to the transformation process when leaders have idealization of influence, inspirational motivation, individual consideration, intellectual stimulation.

Furthermore, intellectual stimulation and recognition can increase satisfaction with promotions. Satisfaction with

promotion is related to the opportunity for nurses to be promoted, so it is something that can give satisfaction to nurses. This opportunity is a form of reward that is different from other rewards. In the end, intellectual stimulation increases satisfaction with colleagues and satisfaction with supervision. Satisfaction with coworkers is related to the extent to which coworkers are friendly, competent and mutually supportive. While satisfaction with supervision is closely related to the supervisory leadership style.

2. The Effect of Organizational Climate on Job Satisfaction

Organizational climate has a positive and significant effect on job satisfaction. This means that the better the organizational climate, the more positive benefits it will have on nurse job satisfaction. The level of nurse job satisfaction increases when a good organizational climate is created. Organizational climate indicators consisting of: structure, standards, responsibility, appreciation, support, and commitment actually provide significant benefits to nurse job satisfaction. These results support the findings from Rinawati (2020), Ni Ketut (2020) which prove organizational climate positive and significant effect on job satisfaction. However, the findings from Slamet (2020) prove organizational climate negative effect on job satisfaction. Expectation theory (Victor Vroom, 1964 in Fandy and Gregory, 2016) explains expectations related to a hope or belief that is expected to come true in the future in accordance with the desire to achieve it must be done with real action that the organization has a conducive climate, so they can improve their performance. Organizational climate is related to the perceptions of all nurses towards work practices, procedures that apply, work routines, rewards and behaviors that are expected to be rewarded and supported in a certain background. Nurses are behaviourised when the organization has structure, standards, responsibilities, rewards, support, and commitment (Stringer, 2002).

The organizational structure reflects the feeling of being in a good organization and has clear roles and responsibilities for members of the organization, and includes the position of employees in a well-organized company. The structure is the views of its members on the rules, procedures and policies applied in the organization which are the limits given by superiors or the organization to members of the organization. The structure is said to be high, which is reflected in the job description which is well defined and clear. The low structure is reflected in the unclear roles and responsibilities of employees and decision making that is not in accordance with the employee's position in the company so decision-making is confused about their duties and whom the authority to make decisions. Furthermore, organizational structure can increase satisfaction on promotion. Satisfaction with promotion is related to the opportunity for nurses to be promoted, so it is something that can give satisfaction to nurses. This opportunity is a form of reward that is different from other rewards. In the end the organizational structure can increase satisfaction with colleagues and satisfaction with supervision. Satisfaction with coworkers is related to the extent to which coworkers are friendly, competent and mutually supportive. While satisfaction with supervision is closely related to the supervisory leadership style. Furthermore, commitment can also increase satisfaction with promotions. Satisfaction with promotion is related to the opportunity for nurses to be promoted, so it is something that can give satisfaction to nurses. This opportunity is a form of reward that is different from other rewards. In the end, commitment can also increase satisfaction with colleagues and satisfaction with supervision. Satisfaction with coworkers is related to the extent to which coworkers are friendly, competent and mutually supportive. While satisfaction with supervision is closely related to the supervisory leadership style.

3. The Effect of Organizational Justice on Job Satisfaction

Organizational justice has a positive and significant effect on job satisfaction. This means that the better the organizational justice, the more positive benefits it will have on nurse job satisfaction. The level of nurse job satisfaction increases when good organizational justice is created. Organizational justice indicators consisting of distributive justice, procedural justice, and informational justice provide significant benefits to nurse job satisfaction. These results support the findings of Octavianus (2019), Rato (2020) proving organizational justice has a positive and significant effect on job satisfaction. However, findings from Sulaifi (2020) prove that organizational justice has a positive and insignificant effect on job satisfaction. Expectancy theory (Kaswan, 2016) explains that satisfaction occurs at the level where the work results are received by a nurse as expected. The more nurses receive the results, the more satisfied they will be. The less they receive results, the less satisfied they will be. By emphasizing values, this theory suggests that job satisfaction can be obtained from many factors. Therefore, an effective way to satisfy nurses is to provide organizational justice.

Organizations that have good distributive justice will increase satisfaction with the work itself and satisfaction with payment. Satisfaction with the work itself is related to the work performed by a nurse which can result in job satisfaction, internal motivation, high work performance, low absenteeism and low labor turnover. Satisfaction with payment is a multi-dimensional thing. This means that nurse satisfaction lies not only in the amount of salary/wages alone, but more than that satisfaction with payments is formed from satisfaction with administration and payroll policies, satisfaction with the various types of benefits available,

satisfaction with salary/wages levels and satisfaction with increases. salary/wages. Furthermore, interactional justice will also increase satisfaction with promotions, satisfaction with supervision, and satisfaction with co-workers. Satisfaction with promotion is related to the opportunity for nurses to be promoted, so it is something that can give satisfaction to nurses. This opportunity is a form of reward that is different from other rewards. Promotion can be done based on seniority of the nurse or based on performance. Furthermore, satisfaction with co-workers is related to the extent to which co-workers are friendly, competent and mutually supportive. While satisfaction in supervision is one thing that is quite important as a source of job satisfaction. Satisfaction with supervision is closely related to the supervisory leadership style.

4. The Influence of Transformative Leadership on Nurse Performance Transformative leadership has a positive and significant effect on nurse performance. This means that the more effective the transformative leadership, the more positive benefits it will have on nurse performance. Nurse performance increases when the leader implements a transformative leadership style effectively. Transformative leadership indicators consisting of: idealization of influence, inspirational motivation, individual consideration, and intellectual stimulation turned out to provide significant benefits for nurse job satisfaction. These results support the findings from Hamonagen (2019), Slamet (2020) which prove that transformative leadership has a positive and significant effect on nurse satisfaction. However, the findings from Setyo (2019) prove that transformative leadership has a positive and insignificant effect on nurse satisfaction. The leader-follower exchange theory (Organ, 1998) cited in Kaswan (2018) explains that leaders adopt different behaviors from their subordinates and that the behavior of leaders develops over time. A large extent, on the quality of the relationship between leaders and subordinates. Leaders who seek transformation always pay attention to the quality of relationships so as to create good nurse behavior, so they feel satisfied at work. Nurse behavior towards job satisfaction has an important role in the success of a leadership transformation. Good treatment of nurses will be able to create a feeling of volunteering in nurses to be able to sacrifice for the organization. In addition, through positive special treatment it will be able to increase nurse satisfaction in the organization, so that the effectiveness of transformation works well. Leaders who carry out a transformation are leaders who are able to adopt behaviors that lead to quality relationships and inspire subordinates to put aside their personal interests for the good of the organization. Transformative leadership provides direction related to how nurses can achieve organizational goals by providing rewards. This can be achieved if good quality relationships are established, making it easier for leaders to carry out a transformation. Nurses feel satisfied with their work due to the transformation process when leaders have idealization of influence, inspirational motivation, individual consideration, intellectual stimulation. Inspirational motivation possessed by leaders agrees to make employees improve their work discipline and integrity. Discipline is related to obedience (compliance) to regulations (orders and so on). Meanwhile, integrity is related to a concept related to behavior, values, methods, means, principles, and integration of various results. Nurses who have integrity means having an honest and strong personality. Inspirational motivation increases the quality of work of nurses. Cooperation is related to the willingness to cooperate with other people or fellow members of the organization. While the quality of work is related to work achievement based on conformity requirements and is determined. In the end, creativity is related to the originality of the ideas raised and actions to solve the problems that arise.

Individual considerations owned by leaders are able to make employees improve their discipline and integrity. Discipline is related to obedience (compliance) to regulations (orders and so on). Meanwhile, integrity is related to a concept related to behavior, values, methods, means, principles, expectations, and integration of various results. Nurses who have integrity means having an honest and strong personality.

Intellectual stimulation of leaders' personalities also helps improve their work discipline and integrity. Discipline is related to obedience (compliance) to regulations (orders and so on). Meanwhile, integrity is related to a concept related to behavior, values, methods, means, principles, and integration of various results. Nurses who have integrity means having an honest and strong personality. Intellectual stimulation also increases cooperation, quality of work, and creativity from nurses. Cooperation is related to the willingness to cooperate with other people or fellow members of the organization. While the quality of work is related to work achievement based on conformity requirements and is determined. In the end, creativity is related to the originality of the ideas raised and actions to solve the problems that arise.

5. The Effect of Organizational Climate on Nurse Performance

Organizational climate has a positive and not significant effect on nurse performance. This means that the organizational climate does not provide positive benefits to nurse performance. Organizational climate indicators consisting of: structure, standards, responsibility, appreciation, support, and commitment did not have an effect on nurse performance. The results of this study do not support the findings from Slamet (2020),

Hamonangan (2019), Irsan (2020) which prove organizational climate positively has a positive and significant effect on nurse performance. Expectation theory (Victor Vroom, 1964 in Fandy and Gregory, 2016) explains expectations related to a hope or belief that is expected to come true in the future in accordance with the desire to achieve something. Nurses expect the organization to have a conducive climate, and performance. Organizational climate is related to the perceptions of all nurses towards work practices, procedures that apply, work routines, rewards and behaviors that are expected to be rewarded supported in a certain way. Nurses will improve their performance if the organization has structure, standards, responsibilities, rewards, support, and commitment.

Responsibility is an employee's perception of work demands and opportunities for advancement which encourages higher achievement with greater responsibility and independence of members of the organization in completing work or making decisions independently and does not require supervision from other members of the organization. The amount of responsibility entrusted to members of the organization arises because of the availability of work challenges, work demands, and the feeling of enjoying the achievements of the work. Responsibility is high when employees are given the authority to do their jobs and solve problems in their own way. Commitment reflects the pride of members of the organization and the degree of loyalty or commitment to achieving organizational goals. Work loyalty is related to determination and improvement of employee performance. Employees who feel proud as members of work groups within the organization have commitment and loyalty to their organization, while commitment will be low if employees feel apathetic towards the organization and the goals of the organization because of a lack of commitment and loyalty to their organization. Commitment also includes the understanding of members of the organization regarding the goals to be achieved by the company.

6. The Effect of Organizational Justice on Nurse Performance

Organizational justice has a positive and significant effect on nurse performance. This means that organizational justice provides positive benefits to nurse performance. Organizational justice indicators consisting of distributive justice, procedural justice, and interactional justice influence the performance of nurses. The results of this study support the findings of Taime (2020) and Jufrizen (2021) which prove organizational justice has a positive and significant effect on nurse performance. However, Sulaifi (2020) findings prove that organizational justice has a positive and significant effect on performance. Value theory (Kaswan, 2016) explains that satisfaction occurs at the level where the work results are received by a nurse as expected, thereby motivating nurses to improve their performance. The more nurses receive results, then they will be more motivated to improve their performance. Therefore, to improve nurse performance is to provide organizational justice. Organizational justice relates to nurses' perceptions of the extent to which they are treated fairly in the workplace. Nurses will improve their performance when they get distributive justice, procedural justice, and interactional justice. Distributive justice is the nurse's perception of fairness and fairness in the amount or allocation of rewards she gets when compared to what the nurse has issued or compared to other nurses. Distributive justice in a heavy workload will increase nurse discipline and nurse integrity. Discipline is related to obedience (compliance) to regulations (orders and so on). Meanwhile, integrity is related to a concept related to behavior, values, methods, means, principles, expectations, and integration of various results. Nurses who have integrity means having an honest and strong personality. Further, personalities that always have distributive justice but are not in accordance with the workload will reduce cooperation, quality of work, and creativity. Cooperation is related to the willingness of nurses to work together with other people or fellow members of the organization. While the quality of work is related to work achievement based on conformity requirements and is determined. In the end, Creativity is related to the originality of the ideas raised and the actions of nurses to solve problems that arise.

Procedural justice is the nurse's perception of the fairness and appropriateness of the procedures used to allocate the distribution of rewards and decisions that nurses get. Procedural justice that is in accordance with will reduce nurse discipline and nurse integrity. Discipline is related to obedience (compliance) with regulations (orders and so on). Meanwhile, integrity is related to a concept related to behavior, values, methods, means, behaviours, expectations, and integration of various results. Nurses who have integrity means having an honest and strong personality. Furthermore, an organization that always has procedural justice in accordance with the workload will increase cooperation, quality of work, and creativity. Cooperation is related to the willingness of nurses to work together with other people or fellow members of the organization. While the quality of work is related to work achievement based on conformity requirements and is determined. In the end, Creativity is related to the originality of the ideas raised and the actions of nurses to solve problems that arise. Interactional justice is the value of justice felt by nurses because of the process of interaction with other parties in the organization, team leaders and co-workers. In interactional justice by nurses' expectations expect that interactions occur in the educational setting, and the hospital should also take into account the workload.

However, if this condition is achieved, it will increase nurse discipline and nurse integrity. Discipline is related to obedience (compliance) to regulations (orders and so on). Meanwhile, integrity is related to a concept related to behavior, values, methods, means, principles, behaviours, and integration of various results. Nurses who have integrity means having a behaviours personality. Furthermore, organizations that apersonalitiesinteractional justice but in accordance with the workload will reduce cooperation, quality of work, and creativity. Cooperation is related to the willingness of nurses to work together with other people or fellow members of the organization. While the quality of work is related to work achievement based on conformity requirements and is determined. In the end, Creativity is related to the originality of the ideas raised and the actions of nurses to solve problems that arise.

7. The Effect of Job Satisfaction on Nurse Performance

Job satisfaction has a positive and significant effect on nurse performance. This means that job satisfaction provides positive benefits to nurse performance. Indicators of jobsatisfaction, payment satisfaction, promotion satisfaction, supervision satisfaction, and co-worker satisfaction have an influence on nurse performance. The influence support the findings of DJ. AA (2020), Mubly & Dwinanda (2020), Rosyidawati (2021) proves that job satisfaction has a and positive and significant effect on performance. However, the findings from Akhriansyah (2020) prove that jobs Akhriansyah (2020) findings significant effect on performance. Expectancy disconfirmation theory Akhriansyah'snd Gregorius, 2016) explains that post-purchase satisfaction/dissatisfaction is determined by the nurse's evaluation of the difference between initial expectations and perceptions of actual service performance after service usage. When nurses decide to consume, they have expectations about how theperformance of the product functions. If the performance of the product functions as expected, then the product does not give a sense of satisfaction, and the product does not disappoint nurses (simple confirmation). Furthermore, the performance of the product functions worse than expected, so the nurse will feel disappointed and the nurse will feel dissatisfied (negative disconfirmation). Product performance will function properly if it can provide better than expected. If this happens then the nurses will feel satisfied and motivated to improve their performance. Nurses will feelsatisfied and improve their performance when they are satisfied with the job, pay, promotions, supervision, and colleagues.

Satisfaction with promotions is the second highest indicator according to respondents' perceptions. Satisfaction with promotion is related to the opportunity for nurses to be promoted, so it is something that can give satisfaction to nurses. Thisopportunity is a form of reward that is different from other rewards. Promotion can be done based on the seniority of the nurse or based on performance. Furthermore, satisfaction with co-workers is the third highest indicator according to respondents' perceptions. Satisfaction with coworkers is related to the extent to which coworkers are friendly, competent and mutually supportive. Nurses who are satisfied withpromotions will increase nurse discipline and nurse integrity. Discipline is related to obedience (compliance) to regulations (orders and so on). Meanwhile, integrity is related to a concept related to behaviour, values, methods, means, principles, expectations, and integration of various results. Nurses who have integrity means having an honest and strong personalities. Furthermore, nurses who are satisfied with promotions will increase cooperation, quality of work, and creativity. Cooperation is related to the willingness of nurses to work together with other people or fellow members of the organization. While the quality of work is related to work achievement based on conformity requirements and is determined. In the end, Creativity is related to the originality of the ideas raised and the actions of nurses to solve problems that arise

8. The Influence of Transformative Leadership on Nurse Performance Through Job Satisfaction

Job satisfaction can mediate positively and significantly between transformative leadership on nurse performance. This means that job satisfaction provides positive benefits in mediating the relationship between transformative leadership and nurse performance. Indicators of job satisfaction, payment satisfaction, promotion satisfaction, supervision satisfaction, and co-worker satisfaction can mediate between transformative leadership and nurse performance. The results of this study support the findings of Ackhriansyah Ahmad Gani (2020) which proves that job satisfaction can mediate positively and significantly between transformative leadership and nurse performance. Expectancy disconfirmation theory (Tjiptono andGregorius, 2016) explains that post-purchase satisfaction/dissatisfaction is determined by the nurse's evaluation of the difference between initial expectations and perceptions of actual service performance after service usage. When nurses decide to consume, they have expectations about how the performance of the productfunctions. If the performance of the product functions as expected, then the product does not give a sense of satisfaction, and the product does not disappoint nurses (simple confirmation). Satisfied nurses will support the transformation process effectively, thereby affecting their performance.

Furthermore, the performance of the product functions worse than expected, so the nurse will feel disappointed and the nurse will feel dissatisfied (negative disconfirmation). Product performance will function properly if it can provide betterthan expected. If this happens then the nurses will feel satisfied and motivated to

improve their performance. Nurses will feel satisfied and improve their performance when they are satisfied with the job, pay, promotions, supervision, and colleagues. Satisfied nurses can increase the idealization of influence, inspirational motivation, individual consideration, and intellectual stimulation possessed by a leader, thereby affecting discipline, integrity, teamwork, quality of work, and creativity.

9. The Effect of Organizational Climate on Nurse Performance Through Job Satisfaction

can mediate positively and significantly between organizational climate on nurse performance. This means that job satisfaction provides positive benefits in mediating the relationship between organizational climate and nurse performance. Indicators of job satisfaction, payment satisfaction, promotion satisfaction, supervision satisfaction, and coworker satisfaction can mediate between organizational climate and nurse performance. Expectancy disconfirmation theory (Tjiptono and Gregorius, 2016) explains that post-purchase satisfaction/dissatisfaction is determined by the nurse's evaluation of the difference between initial expectations and perceptions of actual service performance after service usage. When nurses decide to consume, they have expectations about how the performance of the product functions. If the performance of the product functions as expected, then the product does not give a sense of satisfaction, and the product does not disappoint nurses (simple confirmation). Nurses are satisfied to create a conducive organizational climate, thereby influencing their performance.

Furthermore, the performance of the product functions worse than expected, so the nurse will feel disappointed and the nurse will feel dissatisfied (negative disconfirmation). Product performance will function properly if it can provide better than expected. If this happens then the nurses will feel satisfied and motivated to improve their performance. Nurses will feel satisfied and improve their performance when they are satisfied with the job, pay, promotions, supervision, and colleagues. Satisfied nurses can increase the idealization of influence, inspirational motivation, individual consideration, and intellectual stimulation possessed by a leader, thereby affecting discipline, integrity, teamwork, quality of work, and creativity.

10. The Effect of Organizational Justice on Nurse Performance Through Job Satisfaction Cannot mediate positively and significantly between organizational justice and nurse performance. This means that job satisfaction does not provide positive benefits in mediating the relationship between organizational justice and nurse performance. Indicators of job satisfaction, payment satisfaction, promotion satisfaction, supervision satisfaction, and coworker satisfaction can mediate between organizational justice and nurse performance. The results of this study do not support the findings of Jufrizen, J., & Kandhita, ES (2021), which proves that organizational justice can mediate the relationship between organizational justice and performance. Expectancy disconfirmation theory (Tjiptono and Gregorius, 2016) explains that post-purchase satisfaction/dissatisfaction is determined by the nurse's evaluation of the difference between initial expectations and perceptions of actual service performance after service usage. When nurses decide to work, they have expectations about how their performance can be rewarded. If their performance is valued as expected, then they are satisfied. Nurses who are satisfied can facilitate the organization to determine fairly related to distributive, procedural, and interactional to affect their performance. The results of this study also found that the compensation received by nurses was not directly proportional to the workload, so nurses felt dissatisfied and unable to mediate between organizational justice and performance. (ii) Opportunities for career development remain open but are constrained in terms of financing and hospitals are still very limited in accommodating this.

Research Findings and Limitations

1. Research Findings

a. Organizational climate has a positive and not significant effect on nurse performance. The organizational climate did not provide positive benefits to nurse performance. structure, standards, responsibility, appreciation, support, and commitment did not provide benefits to nurse performance. The results of the study found that: (i) the organizational structure did not provide a large space for nurses for independent leadership, they were still incorporated under the auspices of the medical and nursing directors so that the representation of nurses at the structural level was only at the middle manager level, not at the top management level. (ii) The appreciation for the achievements of nurses' work is still dominated by certain professions so the work climate in the organization is not conducive. (iii) It turns out that the responsibility for the problems from his work in the hospital is that the most frequent problem solving is the organizational sector, in this case, PPNI. Hospitals sometimes only surrender completely to professional organizations

b. Job satisfaction can mediate positively and not significantly between organizational justice on nurse performance. This means that satisfaction with the work itself, satisfaction with payment, satisfaction with promotions, satisfaction with supervision, and satisfaction with co-workers did not provide benefits in

mediating organizational justice and nurse performance. The results of this study also found that: (i) the compensation received by nurses was not directly proportional to the workload, so nurses felt dissatisfied and unable to mediate between organizational justice and performance. (ii) Opportunities for career development remain open but are constrained in terms of financing and hospitals are still very limited in accommodating this.

2. Research Limitations

Some of the limitations encountered in the implementation of this research are:

1. This research was conducted at several hospitals in Makassar City using nurses as the unit of analysis, this provides a limitation in generalizing the findings of this study.
2. There is a tendency for bias in the measurement of each question answered to be subjective.
3. The need for further research studies to analyze changes in the relationship between the variables studied in this study.

V. CONCLUSIONS AND RECOMMENDATIONS

Conclusion

Based on the research results, it can be concluded as follows:

1. Transformative leadership has a positive and significant effect on job satisfaction. This means that the more effective the transformative leadership, the higher the nurse's job satisfaction.
2. Organizational climate has a positive and significant effect on job satisfaction. This means that the better the organizational climate, the more nurses will be satisfied at work.
3. Organizational justice has a positive and significant effect on job satisfaction. This means that the better the organizational justice, the more nurses will be satisfied at work.
4. Transformative leadership has a positive and significant effect on nurse performance. This means that the more effective the transformative leadership, the nurse's performance will increase.
5. Organizational climate has a positive and not significant effect on nurse performance. This means that the organizational climate does not provide positive benefits to nurse performance.
6. Organizational justice has a positive and significant effect on nurse performance. This means that the better the organizational justice, the higher the nurse's performance.
7. Job satisfaction has a positive and significant effect on nurse performance. This means that the higher the job satisfaction, the nurse's performance is increasing.
8. Job satisfaction can mediate positively and significantly between transformative leadership on nurse performance. This means that job satisfaction provides benefits in mediating the effect of transformative leadership on nurse performance.
9. Job satisfaction can mediate positively and significantly between organizational climate on nurse performance. This means that job satisfaction provides benefits in mediating the effect of organizational climate on nurse performance.
10. Job satisfaction can mediate positively and not significantly between organizational justice on nurse performance. This means that job satisfaction does not provide benefits in mediating the effect of organizational justice on nurse performance.

Suggestions

The suggestions that can be put forward by researchers are as follows:

1. Hospitals need to increase their considerations. Individual consideration is a behaviour that always listens with great care and gives special attention, support, encouragement, and effort to the needs of the achievements and growth of nurses.
2. Hospitals need to review the performance standards that have been set. Standards related to measuring feelings of pressure felt by nurses to improve performance, as well as the degree of doing a good job.
3. The hospital needs to review the procedural fairness that has been established. Procedural justice is the nurse's perception of the fairness and appropriateness of the procedures used to allocate the distribution of rewards and decisions that nurses get.
4. Hospitals need to strive for better nurse satisfaction with their work. Satisfaction with the work itself is related to the work done by a nurse which can result in internal motivation, high work performance, low absenteeism and low turnover rates.
5. Hospitals need to further improve the work quality of nurses so that nurse performance gets better. The quality of work is related to the achievement of work based on the conditions of conformity and has been determined by the hospital.

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