



Transformational Leadership Style and Job Satisfaction on Nurse Performance

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Abstract

This study aims to determine and analyze the effect of transformational leadership style and job satisfaction on the performance of nurses at Lasinrang General Hospital, Pinrang Regency. This study involved 197 nurses at Lasinrang General Hospital, Pinrang Regency. The number of samples used in this study was 132 respondents obtained from calculations using the Slovin formula. The data in this study used primary data collected by distributing questionnaires to all respondents. The data analysis method uses multiple linear regression analysis using the SPSS program. The results showed that the leadership style variable had a positive and significant effect on the performance of nurses at Lasinrang General Hospital, Pinrang Regency. The job satisfaction variable has no significant impact on the performance of nurses at Lasinrang General Hospital, Pinrang Regency, and Transformational Leadership Style has a dominant influence on the performance of nurses at Lasinrang General Hospital Pinrang Regency.



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Introduction

The era of globalization in the business world is marked by intense competition in all fields, including hospital health services (Karmawan, 2018). This is a challenge for implementing the development of the Indonesian nation. Organizations face the challenge of improving the quality of human resources so that they have special skills and can compete with the business world. Human resources are vital assets of an organization because their role in strategy implementation is vital as the subject of implementing organizational strategy. These human resources are people in the organization who are directly related to their work in the organization (Supomo & Nurhayati, 2018).

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Having qualified and professional human resources is an organization's hope that organizations with these will be able to achieve optimal performance as desired by the organization, both by individual employees and groups (Teamwork) in the organization so that goals can be achieved and realized (Hasibuan, 1999; Safitri, 2019).

Leadership is one of the issues in management that is still quite interesting to discuss. The mass media, both electronic and print, often present opinions and talks about leadership. The very strategic and vital role of leadership in achieving an organization's vision, mission, and goals is one of the motives that encourage people always to investigate the ins and outs associated with leadership. The first factor identified as influencing performance is leadership (Marjaya & Pasaribu, 2019). Leaders with leadership styles determine the organization's long and short-term strategy. Leadership is the direct and indirect direction for employees to do work (Munirah, 2012; Mohamed et al., 2018). The relationship between employee performance and leadership style affects achieving organizational goals. Regarding the leadership style in the organization, each leader in each organization has a leadership style that is different from one another, both in the public and private sectors. The form of leadership style applied in an organization may affect employee performance. With the existence of a leadership style that is by the situation and conditions of the organization, employees will be more enthusiastic in carrying out their duties and obligations and have the hope of meeting their needs (Ramsi, 2015).

Transformational leadership style is a leadership style that is not only limited to working relationships but is more directed at providing motivation, attention to individual needs, and others that lead to respect for employees as human beings who have human rights (Andi, 2018). . The transformational leadership style applied by the leader accompanied by the employee's achievement motivation can affect employee job satisfaction (Cholil, 2010; Arthawan & Mujiati, 2017). Transformational leadership greatly increases employee satisfaction (Udayana & Riana, 2015). Given that Lasinrang General Hospital, Pinrang Regency, which is engaged in health services, requires nurses who work professionally in providing services to patients who must be supported by a leader who can pay attention to the problems faced by the nurses so that there are no complaints from patients. whose impact is quite significant on the reputation of the Lasinrang General Hospital, Pinrang Regency. So, there is an impression that this transformational leadership style can foster a high sense of togetherness.

A transformational leadership style is needed in the hospital work environment, especially for nurses (Ningsih et al., 2020). In this case, the researchers focused on the Lasinrang General Hospital, Pinrang district. Lasinrang General Hospital is a health service built in the early 1960s on Jalan Lasinrang no. 26 Pinrang. Changes in the status of class C based on the Decree of the Minister of Health of the Republic of Indonesia Number: 543/Menkes/SK/VI/1996 in line with the increasing demand for health services while facilities and infrastructure were no longer possible to be developed, so on August 1, 1996, construction began at a new location by laying stones. first by the Regent of Pinrang HA Firdaus Amirullah. Lasinrang Pinrang General Hospital initially occupied a land area of ± 3 ha and is located on Jalan Macan no. 22 in Macorawalie Village, Watang Sawitto District; the construction of the hospital was carried out in stages. The hospital is overgrowing thanks to the support of the Regional Government, namely the Regent of Pinrang, in this case, Mr. H. Andi Aslam

Patonangi, SH, M. Si, who has excellent attention to improving health services at Lasinrang General Hospital. Lasinrang General Hospital has many nurses and different levels of education. The number of nurses at Lasinrang General Hospital is 197, consisting of 11 five dental, ten surgical, and 171 other nurses. Based on the number of nurses in Lasinrang General Hospital, Pinrang Regency, the performance data obtained during 2014 was 64.8%, where the ability of nurses to provide maximum health services to patients.

A hospital is a place for providing health services and an organization with an open system and constantly interacting with its environment to achieve a dynamic balance. It has the primary function of serving people who need health services. Hospital services are a form of service provided to patients by a multidisciplinary team, including the nursing team. The nursing team is a frontline team member who continuously deals with patient problems for 24 hours. The nursing service team provides services to patients by nursing science and established standards. This is intended to ensure that the nursing services are always safe and meet patients' needs and expectations. The performance of health care providers, especially implementing nurses, can be influenced by the abilities of a leader (Harahap, 2016; Singh, 2020).

In addition to leadership, job satisfaction also needs to be considered to improve nurses' performance. Job satisfaction is individual. Everyone has a different level of satisfaction according to the value system that applies to him. The higher the assessment of the activity felt by the individual's wishes, the higher the satisfaction with the activity. Thus, satisfaction is an evaluation that describes a person's feelings of being happy or unhappy, satisfied or dissatisfied at work (Sagala, 2013; Gani, 2020). This is in line with research conducted by (Argensia & Salim, 2014), who conducted research at the Customs and Excise Service Supervision and Excise Office Type Madya Pabean B Medan, were in this study, the results showed that job satisfaction had a positive and significant effect on employee performance.

The phenomenon that occurs at the Lasinrang General Hospital, Pinrang Regency, is that there are too many delegation tasks or delegation of authority carried out by nurses so that the workload of nurses increases which have an impact on decreasing the performance of these nurses. This causes the patient to complain because the patient feels that the action is not immediately given or ignored by the nurse. As in the case at the Lasinrang General Hospital, where a baby aged two months ten days died in his mother's lap due to complicated administrative arrangements, he did not receive immediate treatment. In terms of leadership, the lack of managerial skills, especially planning and rewards given by the leader, makes nurses feel unnoticed and work only as a routine (Gani, 2020).

Based on the phenomenon reported by TRIBUN TIMUR online, which reported the emergence of the chaotic threat of a strike for specialist doctors at the Lasinrang General Hospital, the regent of Pinrang conducted an audit of the hospital management. This protest from specialist doctors arose because of the decrease in medical fees received even though, according to him, the patient was increasing; the result had an impact on a less than optimal service system where patients were not served due to the strike action of specialist doctors who deliberately went on strike because they wanted to question their rights because the management of the house the sick person reduces the amount of the medical service fee unilaterally and without any prior notification or coordination. This incident shows the problems that arise regarding nurses' performance, which indicates that the role of

leaders as human resource managers is vital. Suppose these performance problems are not appropriately handled. In that case, the organization will slowly experience a significant decline and be detrimental to the organization itself, both in the short and long term. Therefore, to improve the performance of these nurses, the researchers are interested in testing and analyzing the effect of transformational leadership style and job satisfaction on the performance of nurses at Lasinrang General Hospital, Pinrang Regency.

Theoretical Framework and Hypotheses

Entering the 21st century, also known as the era of globalization, is an era without boundaries, which is reflected by the existence of freedom in business, opinion, and competition; there are practically no boundaries between one country and another. Every organization, both business and government organizations, wants their human resources to contribute as much as possible to the organization. However, it is often found that the ability of human resources has not been able to meet the expectations of managers and leaders (Wibowo & Saputra, 2017). A company's productivity will increase if the existing human resources are people who have been planned and adapted to the needs of the company. HR management is a system consisting of many independent (interrelated) activities. This activity does not take place according to isolation, which is clear that each activity affects other human resources (Bratton et al., 2021; Rivai, 2013).

Leadership plays a vital role in organizational management. Humans need leadership because of certain limitations in humans. This is where the need to lead and be led comes from. Leadership is defined in terms of individual characteristics, habits, ways of influencing others, interactions, position in the organization, and perceptions of legitimate influence. Leadership is a process of influencing a group of people so that they want to work seriously to achieve the group's goals (Moeheriono, 2012; Jufrizen, 2018). Then (Moeheriono, 2012; Sugiono & Pratista, 2019) suggested that leadership is a pattern of relationships between individuals who use authority and influence groups of people to work together to achieve goals, whereas (Pfiffner, 1959; Nurhanan et al., 2021) defines leadership as the ability to coordinate and motivate people and groups to achieve the desired goals.

Leadership style is essential to achieve and improve one's leadership success in an organization. Leadership style is a pattern of approach or method chosen in directing and influencing others. According to (Purnomo & Cholil, 2010; Andi, 2018), leadership style is a way for leaders to influence their subordinates. So, the leadership style is similar to the selection and use of the correct elements in order to achieve and improve organizational performance. Leadership style is a leader's way of influencing other people or his subordinates in such a way that the person wants to do the leadership's will to achieve organizational goals even though personally it may not be liked (Julianingtyas, 2012; Siagian & Khair, 2018). A good leadership style is a style that can maximize productivity, job satisfaction, and growth and easily adapts to all situations that develop and are around us.

According to (Putra & Indrawati, 2015), transformational leadership is a leadership style that transforms information directly to employees, improving performance and motivation to achieve the organization's vision and mission. Transformational leadership is based on the principle of subordinate

development. Transformational leaders evaluate the ability and potential of each subordinate to the possibility of expanding the responsibilities and authority of subordinates in the future. The transformational leadership style also effectively facilitates employees' learning needs and develops their potential as optimally as possible. They share authority by empowering employees based on trust by considering their abilities and desires, guiding, and developing employee creativity, and effectively assisting them in solving strategic problems (Putra & Indrawati, 2015).

The role of the transformational leadership style is considered the most suitable of the many existing leadership styles. Transformational leadership applies the concept where the ability of a leader to influence his subordinates so that they will believe, imitate, and respect him because as a factor that directs the organization and provides examples of behavior for employees, leadership roles will determine the progress and setbacks of the organization (Muhammad et al. al., 2014; Putra & Indrawati, 2015). The essence of the transformational leadership style is sharing of power. In this concept, a transformational leader involves subordinates to make changes, often called a form of empowerment. Through transformational leadership, there is a positive bond between superiors and subordinates.

Everyone who works expects to get satisfaction from his place of work. Job satisfaction will affect productivity which is highly expected by the leadership. For that, a leader must understand what must be done to create employee job satisfaction. Job satisfaction is an individual thing. Everyone has a different level of satisfaction according to the value system that applies to him. The higher the assessment of the activity felt by the individual's wishes, the higher the satisfaction with the activity. In other words, satisfaction is an evaluation that describes a person's feelings of being happy or unhappy, satisfied or dissatisfied at work (Ella, 2013; Arthawan & Mujiati, 2017). Job satisfaction is a general attitude towards a person's job, which shows the difference between the number of awards workers receive and the amount they believe they should receive (Robbins & Judge, 2013).

Every employee in the organization is required to make a positive contribution through good performance, considering that organizational performance depends on the performance of its employees. Performance improvement for individuals and groups becomes the center of attention to improve organizational performance. Etymologically, performance comes from the word performance. As stated by Mangkunegara, (2005) that the term performance comes from the word job performance or actual performance (work achievement or actual achievement achieved by a person), namely the quality and quantity of work achieved by an employee in carrying out his duties by the responsibilities given to him. Robbins, (2013) said that performance as a function, the interaction between ability (A) motivation or motivation (M) and opportunity (O), namely $\text{performance} = f(A \times M \times O)$, meaning that performance is a function of abilities, motivations, and opportunities.

Performance is a condition that must be known and transformed by certain parties to determine the level of achievement of an organization's results and determine the level of achievement of an organization's results associated with the vision and mission carried out by an organization and to know the positive and negative impacts of the operational policies that have been previously determined. Performance is used to periodically assess operational and employee effectiveness based on their primary duties and functions based on predetermined standards. The performance of both individuals and organizations can be used to control the organization's success (Munirah, 2012;

Siagian & Khair, 2018). Sedarmayanti, (2009) states that performance is the result of work obtained by workers, a management process, or an organization, where the results of the work can be demonstrated in real terms both in terms of quality and quantity.

Employees need a leader because a leader is someone who will move and direct the organization in achieving goals. A company leader must be able to influence and motivate employees, which will impact improving performance. In this case, the transformational leadership style is needed by a leader who pays attention to the problems faced by his employees and the development needs of each employee by encouraging them. The role of transformational leadership is considered the most suitable of the many existing leadership styles. Transformational leadership applies the concept where the ability of a leader to influence his subordinates so that they will trust, imitate, and respect him because as a factor that directs the organization and provides examples of behavior for employees, leadership roles will determine the progress and setbacks of the organization (Wahjosumidjo, 2013; Andi, 2018).

Of course, the various individual goals in carrying out a job are based on various reasons and interests. However, what is certain is that everyone works to live a good life. Therefore, in the world of work, the most competent in improving an employee's performance is the leader because good leadership skills will create high morale and passion (Sono, 2020). A leader who can understand his subordinates psychologically when he can shows good performance, the leader gives praise or appreciation because the human character, in general, tends to expect praise and flattery when he succeeds in doing something useful because the value of praise, flattery, and appreciation for employees is their right to be appreciated and respected which will affect improving the quality of performance even though the level of a job is relatively low.

- H1:** Transformational leadership style has a positive effect on the performance of nurses at Lasinrang General Hospital, Pinrang Regency
- H2:** Job satisfaction has a positive effect on the performance of nurses at Lasinrang General Hospital, Pinrang Regency.

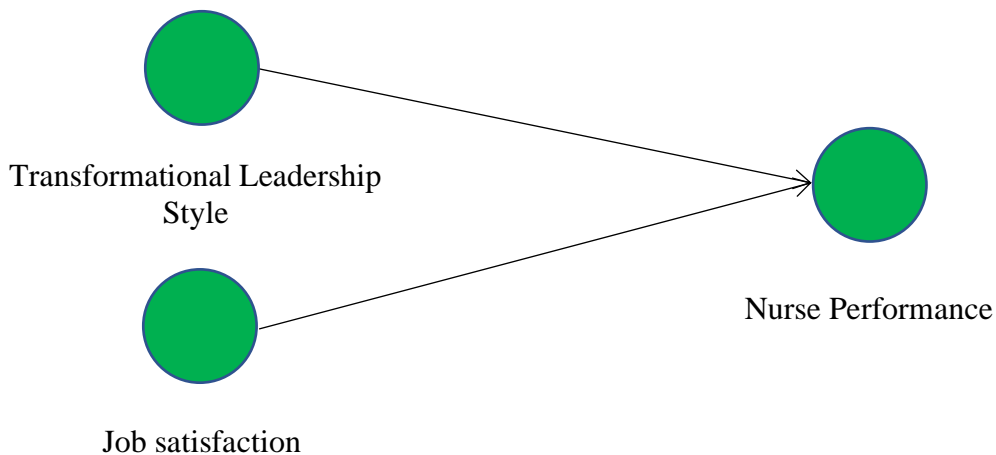


Figure 1. Research Model

Research Method

The approach used in this research is quantitative. This study involved 197 nurses at Lasinrang General Hospital, Pinrang Regency. The number of samples used in this study was 132 respondents obtained from calculations using the Slovin formula. The data in this study uses primary data collected by distributing questionnaires to all respondents filled with several statements with five answer options that will be given a weighted score such as answers (Strongly Agree = 5, Agree = 4, Moderately Agree = 3, Disagree = 2, Strongly Disagree=1). The data that has been collected will be analyzed through four stages of testing. The first stage is to do a descriptive analysis. The second stage is to test the quality of the data, which consists of (a validity test and a reliability test). The third stage is the classical assumption test (normality test, multicollinearity test, heteroscedasticity test). The fourth stage is to test all the hypotheses proposed in this study which will be proven through a partial test and a coefficient of determination test.

Table 1. Variable Operationalization

Variable	Code	Indicator	Reference
Transformational Leadership Style (X1)	X1.1	Able to set an example	(Andi, 2018; Ningsih et al., 2020)
	X1.2	Motivating	
	X1.3	Solve the problem properly	
	X1.4	Provide facilities and infrastructure	
Job satisfaction (X2)	X2.1	Work Challenges	(Arthawan & Mujiati, 2017; Aruan & Fakhri, 2016)
	X2.2	Appropriate salary	
	X2.3	Supportive coworkers	
	X2.4	Promotion	
Nurse Performance (Y)	Y1.1	Honesty	(Harahap, 2016; Ningsih et al., 2020)
	Y1.2	Expertise in the field of work	
	Y1.3	Responsibility	
	Y1.4	The boss believes that the subordinates are able to complete the job well	

Data Analysis and Discussion

Data Analysis

The first step is to test the quality of the data in the form of validity and reliability tests. The instrument is said to be good if the research instrument meets the main requirements, namely valid and reliability. The instrument's decision criteria are valid if they have a Pearson Product Moment correlation coefficient (r) > 0.1438 with of 0.05. The results of the validity test can be seen in table 2.

Table 2. Validity and Reliability Test Results

Variable	Question Items	Pearson Correlation (r-count)	r-table	Cronbach's Alpha	Info
Transformational Leadership Style (X1)	X1.1	0.825	0.1438	0.783	Valid dan reliable
	X1.2	0.737	0.1438		Valid dan reliable
	X1.3	0.732	0.1438		Valid dan reliable

	X1.4	0.801	0.1438		Valid dan reliable
Job satisfaction (X2)	X2.1	0.574	0.1438	0.619	Valid dan reliable
	X2.2	0.469	0.1438		Valid dan reliable
	X2.3	0.440	0.1438		Valid dan reliable
	X2.4	0.514	0.1438		Valid dan reliable
Nurse Performance (Y)	Y1.1	0.910	0.1438	0.757	Valid dan reliable
	Y1.2	0.872	0.1438		Valid dan reliable
	Y1.3	0.785	0.1438		Valid dan reliable
	Y1.4	0.461	0.1438		Valid dan reliable

Based on the validity test results in table 2, the calculated r-value of the twelve statement items is between 0.461 to 0.845, where the calculated r-value > table r value. Thus, it can be stated that all statement items on the questionnaire are valid or able to reveal something that the questionnaire will measure. While the reliability test results show that the instrument has a high level of reliability, this is evidenced by the value of Cronbach's alpha > 0.60. This means that each item statement of the variables used in this study is reliable.

The second stage is to perform a normality test to determine whether a regression model between the dependent variable and the independent variable has a normal distribution. Based on the test results, the average probability plot graph in Figure 2 shows the distribution of points along the diagonal line, which means that the regression model used in this study has met the assumption of normality from the data so that the results will be good or by the classical assumptions of regression.

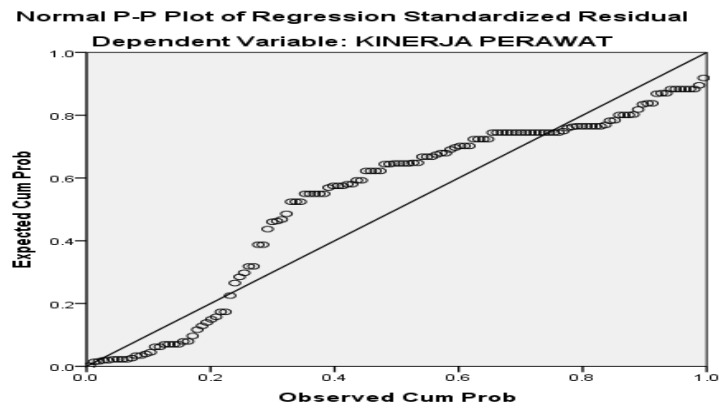


Figure 2. Normality Test Results

The multicollinearity test was conducted to see a close correlation between the independent variables used in the regression. A good regression is a regression that does not have multicollinearity so that no disturbance is expected to occur. Multicollinearity test can be done using the SPSS program. The existence of multicollinearity of a regression can be seen through the value of VIF (Variance Inflation Factors) or its tolerance value. The existence of multicollinearity can be known if the VIF value is > 10 or vice versa by looking at the tolerance value < 0.1. The results of the multicollinearity test on the regression used in this study can be seen in table 3.

Table 3. Multicollinearity Test Results

Variable	Collinearity Statistics		VIF Standard
	Tolerance	VIF	
Transformational Leadership Style	0.777	1.271	10
Job satisfaction	0.777	1.271	10

Based on the data in table 3, it can be explained that all variables have a VIF value < 10 and a tolerance value > 0.1 . This shows that the existence of multicollinearity in the equations carried out is not proven. In other words, there is no multicollinearity in the equations carried out or the relationship between the independent variables, in this case, Transformational Leadership Style and Job Satisfaction of 10; it can be concluded that there is no multicollinearity problem in the regression model.

The fourth stage is testing the hypothesis proposed in this study will be carried out using the t-test. This t-test is used to prove the significant effect between the independent variables (Transformational Leadership Style and Job Satisfaction) partially on the dependent variable (Nurse Performance); if the t-count value is more significant than the t-table, it indicates the acceptance of the proposed hypothesis.

Table 4. Partial Testing Results (t-test)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	13.522	2.190		6.174	.000
	Transformational Leadership Style	.385	.128	.289	3.017	.003
	Job satisfaction	-.120	.126	-.091	-.953	.342

Based on table 4, which is a partial test (t-test), it can be explained that from the processed data, the value of t count (3.017) $>$ t table (1.666) and has a significant value of $0.003 < 0.05$, it can be concluded that the style Transformational Leadership has a significant positive effect on Nurse Performance, so the first hypothesis in this study is accepted. At the same time, the results of the processed data on the Job Satisfaction variable obtained t-count (-0.953) $<$ t-table (1.666), and has a significant ($0.342 > 0.05$), it can be concluded that Job Satisfaction is not significant and has no effect on Nurse Performance, so the second hypothesis in this study was rejected.

$$Y = 13.522 + 0.385X_1 - 0.120X_2$$

Based on the regression analysis results, it can be interpreted that the value of $b_1 = 0.385$, a positive sign that indicates that if the transformational leadership style increases by one unit, the transformational leadership style will increase the nurse's performance by 0.385. The value of $b_2 = -0.120$, a negative sign, indicates that if the job satisfaction of nurses is getting smaller, the performance of nurses shown is also getting smaller. Then to see the relationship between transformational leadership style and job satisfaction in nurse performance can be seen in table 5.

Table 5. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.260 ^a	.068	.053	1.876

From table 5 Model Summary, it can be said that the value of $r^2 = 0.068$ indicates that as much as 6.8% of the relationship between transformational leadership style and job satisfaction on nurse performance, while 93.2% is explained by other factors not explained in this study. The value of $t = 0.289$ indicates that the magnitude of the influence of leadership style on the performance of nurses at Lasinrang General Hospital, Pinrang Regency is 28.9%. The value of $t = -0.091$ indicates that the magnitude of job satisfaction's effect on nurses' performance at Lasinrang General Hospital, Pinrang Regency is -9.1%. Of the two existing variables, the transformational leadership style variable (X1) has a dominant influence in improving the performance of nurses at Lasinrang General Hospital, Pinrang Regency. This is obtained in the regression equation where the beta number or standardized coefficient of X1 is 0.289, which is greater than the X2 variable, which is -0.091.

Discussion

The results of testing the first hypothesis (H1) prove that the Transformational Leadership Style variable has a positive and significant effect on the Performance of Nurses at Lasinrang General Hospital, Pinrang Regency; it means that the transformational leadership style in directing, fostering participation, and supporting subordinates in work can improve the performance of more effective nurses. both in achieving the goal of providing nursing services, the transformational leadership style plays a vital role in providing direct instructions to employees in completing their tasks. Transformational Leadership Style is sharing of power. A transformational leader involves subordinates together to make changes or often called a form of empowerment. Through transformational leadership, there is a positive bond between superiors and subordinates. In the Transformational Leadership Style, there are 4 (four) elements that are interrelated with one another, namely setting an example for the people around them (Idealized Influence), leaders can increase employee motivation so that morale appears (Inspirational motivation), leaders encouraging their employees To solve problems in a new way (Intellectual stimulation), a leader provides facilities in the form of physical facilities and infrastructure to support the work of employees (Individual consideration). These four elements must be able to be owned and realized properly by a leader of the Lasinrang General Hospital, Pinrang Regency. The leadership style of a leader will significantly affect the effectiveness of a leader. Selecting the right and appropriate leadership style can direct the achievement of individual and organizational goals. With an inappropriate leadership style, organizational goals will be neglected, and employees can feel annoyed, restless, rebellious, and dissatisfied.

The right leadership style will make employees respect their work and be willing to contribute their best. Leaders must create conditions conducive to finding something new, not just problem-solving. Leaders must select and retain creative and independent employees and provide opportunities for them to innovate. In addition to a leader, it is necessary to conduct evaluations that measure every leadership ability at the level of the head of the room or coordinator in terms of carrying out technical tasks and delegation so that they can give assignments well, set an example, have creativity and maintain a more harmonious relationship with subordinates. This research is in line with research

conducted (Cahyono et al., 2014; Gani, 2020), which shows that Leadership Style has a dominant influence on employee performance.

The results of testing the second hypothesis (H2) prove that the job satisfaction variable has no significant effect on the performance of nurses at Lasinrang General Hospital, Pinrang Regency. This means that job satisfaction is a non-dominant factor affecting the performance of nurses at Lasinrang General Hospital, Pinrang Regency. Even though job satisfaction does not affect the performance of nurses at Lasinrang General Hospital, Pinrang Regency, the hospital management needs to pay attention to the job satisfaction of nurses. The activities carried out by nurses vary from direct nursing-related activities such as assessing new patients, measuring blood pressure, injecting, treating wounds, feeding and drinking patients, and so on. In addition, there are also non-nursing activities carried out by nurses, including taking patients for a consultation to other departments, taking consultation/collaboration results such as laboratories, x-ray results, cleaning medical equipment, and guiding students in practice. This nurse's workload can reduce nurse satisfaction which will affect nurse performance. High job satisfaction shows a positive attitude towards work; people with low job satisfaction show a negative attitude towards their work. Therefore, paying attention to nurse satisfaction is the responsibility of the leadership to create a conducive work atmosphere in providing excellent service to patients.

Based on the four indicators of job satisfaction, namely appropriate salary, work challenges, supportive co-workers, and promotions, it is found that supportive co-workers are indicators with high scores. Supportive coworkers are a source of job satisfaction for individual workers. Coworkers can provide support, advice or advice, and assistance to colleagues. Good coworkers make work more enjoyable. Coworkers who have a high level of closeness tend to cause workers to be more satisfied with being in groups because the satisfaction that arises is mainly due to less tension, less anxiety in the group, and because they are better able to adjust to work pressures. They can carry out work together besides the presence of co-workers who are compact and mutually supportive can create a good working relationship in terms of work that has an impact on the performance of nurses.

Meanwhile, job satisfaction indicators that have a low impact on job satisfaction are appropriate salary and promotion opportunities, meaning that promotion opportunities and satisfaction with income or other payments should be pursued proportionally, openly, and fairly, meaning that payments are based on their primary duties and functions as well as promotions for nurses. Who has a great dedication to the hospital because this usually has a substantial impact on increasing job satisfaction? A good promotion can affect job satisfaction where nurses feel they have the same opportunity in terms of occupying a new higher position or promotion to follow further studies. For nurses at Lasinrang General Hospital, Pinrang Regency, the career path that can be achieved in promotion opportunities is not so great that it affects the job satisfaction of nurses; this is based on the observations of researchers where the implementation of promotions at Lasinrang General Hospital, Pinrang Regency tends to be based on seniority, it can be seen from several nurses who held positions as head nurses or head of the room for a long time. A nurse who gets a promotion needs to be considered based on discipline, performance, achievement, years of service, and perseverance in work. However, here the researchers assess a tendency in the seniority system.

Appropriate salary is also a low indicator at Lasinrang General Hospital; this is due to a change

in the rules regarding the distribution of medical services that are not informed directly to hospital employees so that there is a chaotic threat of a strike for specialist doctors because of the decline in medical services received even though the number of patients is increasing. . This study is not in line with research conducted by (Argensia & Salim, 2014; Nabawi, 2019), which found that job satisfaction has a positive and significant effect on employee performance. Employees get job satisfaction obtained by leaders and organizations, so employee job satisfaction has a positive and significant influence on improving employee performance.

Conclusions

From the discussion that has been described, it can be concluded that the Leadership Style variable has a positive and significant effect on Nurse Performance at Lasinrang General Hospital, Pinrang Regency. The job satisfaction variable has no significant effect on the performance of nurses at Lasinrang General Hospital, Pinrang Regency. Moreover, the Transformational Leadership Style has a dominant influence on the performance of nurses at Lasinrang General Hospital, Pinrang Regency. As for some suggestions that researchers can give, namely, first, the hospital leadership must pay attention to the leadership style that is applied so that hospital services are better, superiors provide fairly broad information to nurses and discuss any new rules that apply in the hospital so that the information obtained is obtained more clearly. Second, for the management of Lasinrang General Hospital, Pinrang Regency to improve the effectiveness of their leadership style, especially in terms of paying special attention to nurses, finding the wishes of officers, providing promotion policies, appreciation for task success and opportunities for growth and self-development and organization and facilitating every nurse. Who have more capabilities in terms of education and training to increase their knowledge so that nurses at Lasinrang General Hospital, Pinrang Regency can provide excellent service to patients? Third, to further increase job satisfaction, leaders should further strengthen interpersonal relationships with nurses, provide promotions for nurses with good discipline and performance, and remuneration the workload of a nurse because minimal job satisfaction can affect hospital conditions in the long term. This is mainly related to trust, which will decrease in the face of various changes.

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