



Relationship Between Transformational Leadership Style and Job Satisfaction on Employee 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 Employees at Ibnu Sina Hospital Makassar. This study involved 197 Employees at Ibnu Sina Hospital Makassar. The number of samples used in this study was 132 respondents obtained from the calculations using the Slovin formula. This study used primary data collected by distributing questionnaires to all respondents. The data analysis method used is 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 Employees at Ibnu Sina Hospital Makassar. The job satisfaction variable has no significant effect on the performance of Employees at Ibnu Sina Hospital Makassar. Moreover, the Transformational Leadership Style has a dominant influence on the performance of Employees at Ibnu Sina Hospital Makassar.



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Introduction

The era of globalization in the business world is marked by the opening of intense competition in all fields, including health services (hospitals) (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 so that they can compete with the business world. Human resources are vital assets of an organization because their role in strategy implementation is significant, namely as the subject of implementing organizational strategy. These human resources are people in the organization who are directly related to their work (Supomo & Nurhayati, 2018). Having qualified and professional human resources is an organization's hope for organizations that have these will be able to

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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 essential role of leadership in achieving the vision, mission, and goals of an organization is one of the motives that encourage people to always investigate the ins and outs of leadership. Leadership is the first factor identified as influencing performance (Marjaya & Pasaribu, 2019). Leaders with their leadership style determine the organization's long-term and short-term strategy. Leadership is a 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 follows the organization's situation and conditions, employees will be more enthusiastic in carrying out their duties and obligations and hope to meet 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 is very influential in increasing employee satisfaction (Udayana & Riana, 2015). Given that Ibnu Sina Hospital Makassar, which is engaged in health services, requires Employees 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 Employees so that there are no complaints from patients. whose impact is quite significant on the reputation of the Ibnu Sina Hospital Makassar. 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 Employees (Ningsih et al., 2020).

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 and has the primary function of serving people who need health services. Hospital services are provided to patients by a multidisciplinary team, including the nursing team. The nursing team is a member of the frontline team that continuously deals with patient problems for 24 hours. The nursing service team provides services to patients following nursing science and established standards. This is intended so that the nursing services provided are always safe and can meet the needs and expectations of patients. The performance of health care providers, especially implementing Employees, can be influenced by the abilities of a leader (Harahap, 2016; Singh, 2020).

In addition to leadership, to improve the performance of Employees, job satisfaction also needs to be considered. Job satisfaction is individual. Everyone has a different level of satisfaction according to the value system that applies to him. The higher the activity's assessment felt following 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 Tipe Madya Pabean B Medan, wherein this study the results showed that job satisfaction had a positive and significant effect on employee performance.

The phenomenon that occurs at the Ibnu Sina Hospital Makassar is that there are too many delegation tasks or delegation of authority carried out by Employees, so the workload of Employees increases which has an impact on decreasing the performance of these Employees. This causes the patient to complain because the patient feels that the action is not immediately given or ignored by the Employee. As in the case at the Ibnu Sina Hospital Makassar, 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 Employees feel unnoticed and work only as a routine (Gani, 2020).

Theoretical Framework and Hypotheses

Entering the 21st century, also known as globalization, is an era without boundaries, which is reflected by the existence of freedom in business, freedom of opinion, and competition; there are practically no boundaries between one country and another. Every organization, both business organizations and government organizations want their human resources to be able 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). The productivity of a company will increase if the existing human resources in the company 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 crucial 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 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 (Moehariono, 2012; Jufrizen, 2018). Then (Moehariono, 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) define leadership as the ability to coordinate and motivate people and groups to achieve the desired goals.

Leadership style is a critical aspect 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 so 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 in 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 to expand 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 are sharing authority by empowering employees based on trust by considering their abilities and desires, guiding, and developing employee creativity, and assisting them in solving strategic problems effectively (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., 2014; Putra & Indrawati, 2015). The essence of the transformational leadership style is sharing of power. In this concept, a transformational leader involves subordinates making changes, which is often called 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. A leader needs to 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 activity's assessment felt following 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 in improving 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 following the responsibilities given to him. Robbins, (2013) said that performance is a function of 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 an organization's operational effectiveness and employees' 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 success of the organization (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 have the ability to influence and motivate employees, which will impact improving performance. In this case, the transformational leadership style is needed by a leader. The leader 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 also 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 different 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 the performance of an employee 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 show 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 worthwhile. After all, the value of praise, flattery and appreciation for employees is their right to be appreciated and respected, improving performance quality even though the job level is relatively low.

H1: Transformational leadership style has a positive effect on Employee performance.

H2: Job satisfaction has a positive effect on Employee performance.

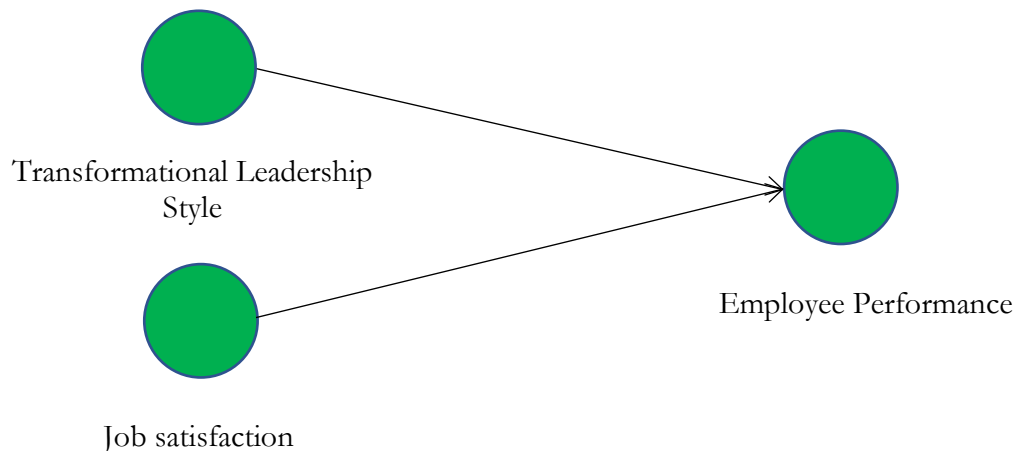


Figure 1. Research Model

Research Method

The approach used in this research is quantitative. This study involved 197 Employees at the Ibnu Sina Hospital Makassar. The number of samples used in this study was 132 respondents obtained from the 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 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 consisting of (normality, multicollinearity, 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	
Employee 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 can 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 (sahih) and reliable (reliable). 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	(r-calculated)	r-estimated	Cronbach's Alpha	Info
Transformational Leadership Style (X1)	X1.1	0.845	0.1438	0.783	Valid dan reliable
	X1.2	0.740	0.1438		Valid dan reliable
	X1.3	0.731	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
Employee 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 third 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 of the normal 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 following the classical assumptions of regression.

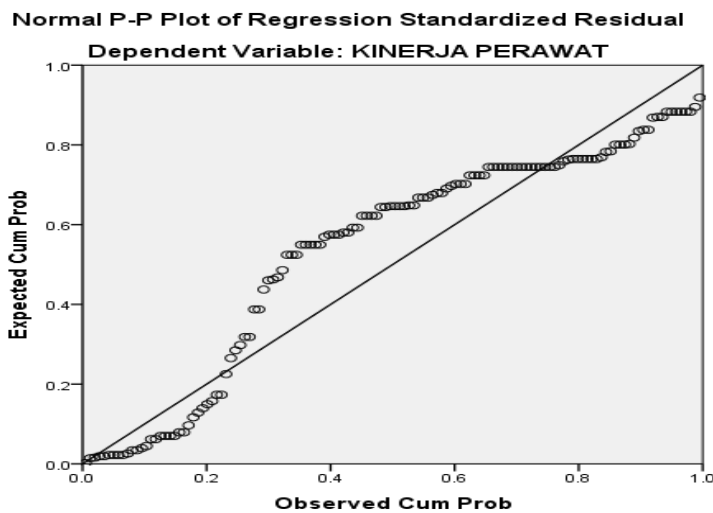


Figure 2. Normality Test Results

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 in it so that no disturbance is expected to occur in the regression. Multicollinearity test can be done using the SPSS program. The multicollinearity of a regression can be seen through the value of VIF (Variance Inflation Factors) or its tolerance value. 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	Decision
	Tolerance	VIF		
Transformational Leadership Style	0.787	1.270	10	There is no multicollinearity
Job satisfaction	0.787	1.270	10	There is no multicollinearity

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 partially prove the significant effect between the independent variables (Transformational Leadership Style and Job Satisfaction) on the dependent variable (Employee 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-calculated (3.017) $>$ t-estimated (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 Employee 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-calculated (-0.953) $<$ t-estimated (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 Employee Performance, so the second hypothesis in this study was rejected. Furthermore, it can also be seen that the results of the multiple linear regression equation from this research model are as follows:

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

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 Employee performance by 0.385. The value of $b_2 = -0.120$, a negative sign, indicates that if the job satisfaction of Employee is getting smaller, the performance

of Employee shown is also getting smaller. Then to see the relationship between transformational leadership style and job satisfaction in Employee 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 Employee performance. In comparison, 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 Employees at the Ibnu Sina Hospital Makassar is 28.9%. Moreover, the value of $t = -0.091$, indicating that the magnitude of the effect of job satisfaction on the performance of Employees at Ibnu Sina Hospital Makassar is -9.1%.

Based on this description, from the two existing variables, the transformational leadership style variable (X1) has a dominant influence in improving the performance of Employees at Ibnu Sina Hospital Makassar. This is obtained in the regression equation where the beta number or standardized coefficient of X1 is 0.289, more significant 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 Employee Performance at Ibnu Sina Hospital Makassar; it means that transformational leadership style in directing, fostering participation, and supporting subordinates in work can improve Employee performance better. In achieving the goal of providing nursing services, the transformational leadership style plays an essential role in providing direct instructions to employees in completing their tasks. Transformational Leadership Style is sharing of power. A transformational leader involves subordinates 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 Ibnu Sina Hospital Makassar. The leadership style will significantly affect the effectiveness of a leader. The selection of the right and appropriate leadership style can direct the achievement of individual goals and organizational goals. With an inappropriate leadership style, organizational goals will be neglected, and employees can feel annoyed, anxious, rebellious, and dissatisfied. The right leadership style will make employees respect their work and be willing to give their best contribution. 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 variable job satisfaction has no significant effect on the performance of Employees at Ibnu Sina Hospital Makassar. This means that job satisfaction is a non-dominant factor influencing the performance of Employees at Ibnu Sina Hospital Makassar. Even though job satisfaction does not affect the performance of Employees at the Ibnu Sina Hospital Makassar, the hospital management needs to pay attention to the job satisfaction of the Employees. The activities carried out by Employees vary from direct nursing-related activities such as assessing new patients, measuring blood pressure, injecting, treating wounds, feeding, and drinking patients, etc. In addition, there are also non-nursing activities carried out by Employees, 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 Employee's workload can reduce Employee satisfaction which will affect Employee performance. High job satisfaction shows a positive attitude towards work, and people who have low job satisfaction show a negative attitude towards their work. Therefore, paying attention to Employee 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. The satisfaction that arises is mainly due to less tension, less anxiety in the group, and a better ability to adjust to working pressures. They can carry out work together besides the presence of compact and mutually supportive co-workers can create a good working relationship in terms of work that impacts Employees' performance.

Appropriate salary and promotion opportunities should be pursued proportionally, openly, and somewhat, meaning that payments are based on their primary duties and functions and promotions for Employees who have the outstanding dedication to the hospital. This usually has a substantial impact on increasing job satisfaction. A good promotion can affect job satisfaction where Employees feel they have the same opportunity to occupy a new higher position or promotion to follow further studies. For Employees at the Ibnu Sina Hospital Makassar, the career path that can be achieved in promotion opportunities is not so great that it affects the job satisfaction of Employees; this is based on the observations of researchers where the implementation of promotions at Ibnu Sina Hospital Makassar tends to be based on seniority, it can be seen from several a Employee who has held the position of the head Employee or head of the room for a long time. A Employee who gets a promotion needs to be considered based on discipline, performance, achievement, years of service, and perseverance in work. However, the researchers assess there is a tendency in the seniority system.

Appropriate salary is also a low indicator at the Ibnu Sina Hospital Makassar; 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 increases. This study is not in line with

research conducted by (Argensia & Salim, 2014; Nabawi, 2019), which found that job satisfaction positively affects 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 described, it can be concluded that the Leadership Style variable has a positive and significant effect on Employee Performance at Ibnu Sina Hospital Makassar. The job Satisfaction variable has no significant effect on Employee Performance at Ibnu Sina Hospital Makassar. Moreover, the Transformational Leadership Style has a dominant influence on Employee Performance at Ibnu Sina Hospital Makassar. 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 Employees and discuss any new rules that apply in the hospital so that the information obtained is obtained more clearly. Second, for the management of the Ibnu Sina Hospital Makassar to increase the effectiveness of their leadership style, especially in terms of paying particular attention to Employees, finding the wishes of officers, providing promotion policies, appreciation for task success, and opportunities for personal and organizational growth and development as well as facilitating every Employee who has more capabilities in terms of education and training to increase their knowledge so that Employees at the Ibnu Sina Hospital Makassar can provide excellent service to patients. Third, to further increase job satisfaction, leaders should further strengthen interpersonal relationships with Employees, provide promotions for Employees who have good discipline and performance, and remuneration following a Employee's workload 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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