

**The Influence of Transformational Leadership Style and Job Satisfaction to
Organizational Performance moderated by Work Period.
(Case Study at Hospital in Indonesia)**

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Organizational performance is a value achieved by every organization, its value depending on how the organization managed by its supervised. In line with the main topic, this study aims to determine factors that affect the organization performance. Leadership becomes a benchmark for improving performance; good leadership will help the organization direction and affect employee job satisfaction. Employee working period or tenure is an important variable in organizational performance, where many studies suggest that tenure has an influence on organizational performance. Conversely, in Nabire hospital which at this time there is a decline in the organizational performance quality and high employee turnover levels. It is not good to consider the hospital image, where resources as a core in services. Based on previous research, leadership style on job satisfaction and organizational performance become important to analyze. Problems that occur at this time in RSU Nabire specifically high levels of turnover and performance degradation, these problems became the basis for this research. This study examines the respondents in Regional General Hospital in Indonesia and involved as many as 120 respondents using the cell mean method to test hypotheses one and two and multiple regression for the third hypothesis. This study examines three frameworks; the influence of transformational leadership on organizational performance moderated with tenure, the influence of job satisfaction on organizational performance moderated with tenure and third, the influence of transformational leadership on job satisfaction. The results of this study indicate that transformational leadership and job satisfaction have an influence on organizational performance, but the working period is not found to be a moderation variable. For the third research model, there are findings that transformational leadership has no effect on job satisfaction at the Regional General Hospital in Indonesia.

Keywords: Transformational leadership, Job satisfaction, Work Period, Organizational performance.

Introduction

Along with the development that occurs in human life, this development has also created many growths in all aspects, both in industrial and non-industrial. Along with that, organizations growing in society. Performance is not just an assessment of the individual but also against groups. Organizational performance development is the industry goal; good organizational performance will create a good the company image. Hospital growth in Indonesia is growing rapidly in various regions because the hospital is a public facility that becomes necessary for every area even to the smallest area. With many established hospitals, then the competition between hospitals is getting tighter.

To win the existing competition, then every hospital is required to improve the health services quality, by achieving the best performance all organized. Wu & Chen (2016) state that employee demographic background will affect organizational performance. Bakotic & Batic (2016) said job satisfaction has a positive effect on the organization's performance on a company with a period of research in the current year and in the previous year. Athanasios & Belias (2014) said that transformational leadership has a positive effect on job satisfaction.

Conversely, not so with Nabire hospital, which at this time there is a decline in the organizational performance quality and high employee turnover levels. Problems that occur at this time in RSU Nabire specifically high levels of turnover and performance degradation, these problems became the basis for this research. This study examines the respondents in Regional General Hospital in Indonesia.

LITERATURE STUDY

Transformational leadership

Bass & Riggio (2006) say transformational leaders change the organization personal member's values to support the organization's vision and goals by encouraging an environment where relationships between leaders and followers can be formed by building a trusting climate with the result that vision can be achieved. Operationally, Bass & Riggio (2006) interpret transformational leadership as a leader and performance that exceeds expectations. Transformational leadership specifically related to the improvement idea. Bass & Avolio (2004) state transformational leadership would appear, if a leader had the ability to stimulate the colleagues and organization member's spirit, to see their work from some new perspective, build a vision and mission to the team and its organization, develop colleagues and organization member to higher ability and potential level, motivate colleagues and organization member to look at their interests, so that it can be beneficial for the organization interests.

Job satisfaction

Kreitner & Kinicki (2004) job satisfaction is an effectiveness or an emotional response to various aspects of the job. Davis & Newstrom (2002) describe job satisfaction is a set of employee feelings about their work. According to Robbins (2006), job satisfaction is a general attitude towards a person's job that shows the difference between the numbers of awards received by the worker and the amount they believe they should receive. Job satisfaction is not a single concept; it is an effective or emotional response to various aspects. The worker can be relatively satisfied with one job aspect and dissatisfied with one or more other aspects. Job satisfaction is a positive attitude of the workforce to its work, which arises based on an assessment of the work situation.

Luthans (2006) suggests that job satisfaction is an emotional, cognitive, effective, and evaluative state of looking at their work. This reflects a person's feelings towards his work, which is viewed from the positive attitude of employees to the job and everything faced in the work environment. Good employee perceptions are important, resulting in a person's work assessment or work experience.

Working Period

Before discussing working hours first will be discussed about demography. Demographics are forms consisting of sex, marital status, education level, and income level. The demographic characteristics of a person will directly affect behavior. Sutisna & Pawitra (2001); Kotler and Armstrong (2011) describe the population or demographic characteristics are the sciences of the human population with dimensions including age, sex, income, occupation, education level, density, location, race, livelihood, and other statistical measures.

Income is the result in the form of money from the activities or work performed by individuals, based on a certain period and is used for the life of the individual himself and his family and others who are also the maximum value that can be used for one's consumption within a certain period of time. Sex is the way marketers differentiate

products by gender and it is appropriate to make the sex as a sub-culture because sex provides different behaviors (Schiffman & Kanuk, 2009).

Organizational Performance

The concept of performance can be defined as a degree of accomplishment (Rue & Byars, 2005). This means the organization performance can be seen from the extent to which the organization can achieve goals based on predetermined goals. Performance is a picture of the implementation achievement of an activity, program, and policy in realizing organizational goals, goals, mission, and vision (Bastian, 2006). Information about organizational performance is needed to evaluate whether the work process is done in line with the goals set previously.

Performance indicators are used as an implementation indicator of the established strategy. Performance indicators can take the form of key organizational success factors and key performance indicators. The use of performance indicators is very important to know whether an activity has been done efficiently and effectively. Indicators for each organizational unit vary, depending on the type of service generated. Nursalam (2014) states the performance indicators used by hospitals are as follows: (1) *bed occupancy rate (BOR)*, is the bed percentage usage in a given time unit.

This indicator provides an overview of the fluctuations in hospital bed utilization rates. The national standard of service quality indicators for BOR is between 75 -80%; (2) *length of stay (LOS)*, is the average length of care of a patient. This indicator provides an overview of efficiency levels and illustrates the quality of service. National standard of service quality indicators for LOS between 1-6 days; (3) *turnover interval (TOI)*, is the average day on which the unoccupied bed has been filled to the next filled charge. This indicator provides an overview of the efficiency level of bed usage.

Ideally empty beds are not filled in the range of 1-3 days; (4) *bed turn over (BTO)* is the frequency of use of the bed at a period or how many times the bed is used in a unit of time. Ideally, within a year, an average bed is used 40-50 times; (5) *net death rate (NDR)*, is the death rate 48 hours after treatment for every 1000 patients out. This indicator provides an illustration of the quality of service in the Hospital. The national standard of service quality indicator for NDR is <2.5%; (6) gross death rate (GDR), the gross death rate is the common mortality rate for every 1000 outbreak patients. The national standard of service quality indicators for GDR is <3%.

HYPOTHESES DEVELOPMENT

Relationships Transformational Leadership and Organizational Performance moderated by Work Period

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

- H_{1a}: Transformational leadership has a positive influence on the organizational level performance.
- H_{1b}: Especially for employees groups with the working period under 5 years, a group of employees with high transformational leadership perceptions has a higher level of organizational performance than those with low transformational leadership perceptions.
- H_{1c}: Especially for employees groups with low transformational leadership perceptions, employees groups with working period over 5 years have a higher organizational performance level than the employee's group with the working period of 5 years.

The relationship between Job Satisfaction and Organizational Performance moderated by The Work Period

Bakotic (2016) said job satisfaction has a positive effect on organizational performance. Job satisfaction is a major factor in the formation of organizational performance (Kuzey, 2012). It is a great investment when employees work with dedication caused by their job satisfaction, to improve the overall performance of the organization (Naseem, Sheikh, & Malik, 2012). In accordance with the H1 hypothesis, the working period background will have an effect on organizational performance (Frink, Robinson, & Reithel, 2003). In the second hypothesis, the difference in working period as a moderating variable, and differentiated to 1-5 years and over 5 years. Based on the results of previous research, the authors propose hypothesis:

- H_{2a}: Employee job satisfaction has a positive influence on the organizational performance level.
- H_{2b}: Especially for employees group with work period under 5 years, an employee group with a high job satisfaction level have a higher organizational performance level than the group with low job satisfaction level.
- H_{2c}: Especially for employees group with low job satisfaction, an employee group with work period over 5 years have a bigger organizational performance level than an employee group with the working period of 5 years.

The relationship between Transformational Leadership and Job Satisfaction.

The transformational leadership according to Northouse, Agus, and Muhith (2013) is where people engage with others, creating mutually motivational relationships, by generating strong emotions, leaders transforming followers into mentors who are always trying to empower and exalt other followers. Bass (1995) state transformational leadership indicator are: charisma is the process of leaders influence subordinates by generating strong emotions, charisma or the ideal influence associated with subordinate reaction to the leader;

Intellectual stimulation means introducing a clever, careful, rational and careful way to solve problems so that members can think about problems in new ways and produce creative solutions. Inspiration, an inspirational leader is a leader who acts by motivating and inspiring subordinates which means being able to communicate the high expectations of his subordinates, using symbols to focus on hard work, expressing goals in a simple way; Individual attention, individual attention is the way in which leaders gain power by acting as mentors. Give individual attention and personal support to his subordinates.

Research conducted on nurses in health care centers shows a negative influence, between transformational leadership and job satisfaction (Wong & Gareta, 2007). Emery & Barker (2007) stated that transformational leadership has a positive and significant impact on job satisfaction. Athanasios & Belias (2014) also say that transformational

leadership positively affects job satisfaction. In conclusion, if the leader of the company is able to generate the enthusiasm of employees then the job satisfaction of employees will be better. Based on the results of the above research, the authors propose a hypothesis:

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

Based on the hypothesis proposed, formerly the hypothesis in the conceptual framework as follows:

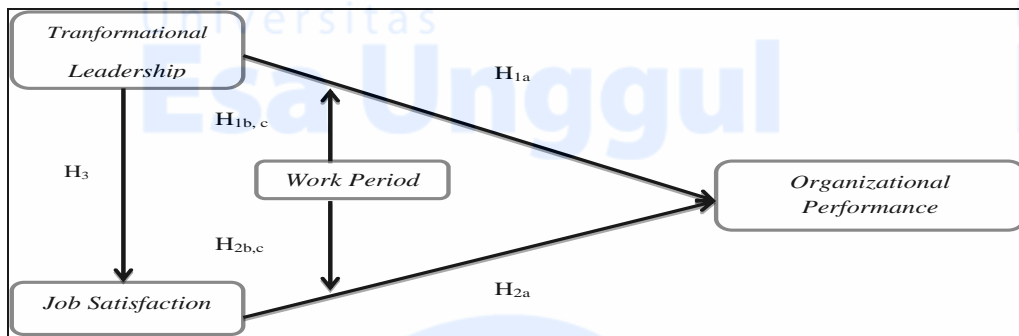


Image 1.1
The Conceptual Framework

RESEARCH METHODS

Population and Sampling Techniques

According Sugiyono (2011) population is a generalization region consisting of objects or subjects that have certain qualities and characteristics set by the researcher to be studied. The population used as research is health workers in Nabire Papua Hospital as many as 450. According to Sugiyono (2011), the sample is part of the number and characteristics possessed by the population, and the samples in this study are employees (non-nurses) at the General Hospital Kab. Nabire Papua. In this research, the research method used is a non-hierarchical method of cell mean method using between-subjects 2x2. This study used four cells, so it was obtained 4 x 30 = 120 respondents as a sample. In the measurement method, this research uses measurement through Likert method.

According to Azwar (2012), the Likert scale is used to measure attitudes, opinions, and perceptions of a person or group of people about social phenomena. Specifically for the third hypothesis, using simple regression as an analytical method. Simple linear regression analysis is a linear relationship between one independent variable (X) with the dependent variable (Y). This analysis objective is to discover the relationship direction between independent variables and the dependent variable, whether positive or negative value and to predict the value of the dependent variable if the value of the independent variable has increased or decrease. In analyzing the data, at the first stage, the researcher conducted a questionnaire test with validity and reliability test.

Measurement

In our study, there are three independent variables (exogenous); transformational leadership, job satisfaction, working period, and organizational performance as the dependent variable (endogenous). The transformational leadership variable was measured using indicators from Bass (2006) with 17 indicators. For job satisfaction, variables measured using indicators from Smith, Kendall, & Hullin (1995) as many as 24 indicators. The organization performance is use indicators of Rue & Ryars (2006) with

four indicators. Dimensional measurements displayed in the questionnaires form and testing with validity and reliability test.

Test validity using Confirmatory Factor Analysis is by looking at the value of Kaiser-Meyer-Olkin Measure of Sampling (KMO) and Measures of Sampling Adequacy (MSA). In this test, the value reached must be greater than 0.5, which means the analysis of factors appropriate or appropriate, and research can continue. The scale of all variables yields a valid value. Test reliability value of Alpha Cronbach greater than > 0.6, which means that indicators of all variables can be trusted as a means of data collection in research.

In this test, the value achieved must be greater than 0.5, which means that the analysis of appropriate or appropriate factors and the research can continue. The scale of all variables yields a valid value. On Test reliability, Alpha Cronbach value greater than > 0.6, which means reliable in terms indicators of all variables can be trusted as a data means in collection research. The next stage, the research model is analyze using the cell average model. The mean cell function has a reciprocal relationship with the cellular mean table i.e. the table that presents the mean (average) of the dependent variable or the indicator of a particular problem because of a factor or multifactor. The average cell model has the advantage of easy manual analysis and has a standard form that is easy to apply to all fields of study. The simplest and most easily understood cellular model is the model in tabulation form, which called cellular table (Agung, 2006).

In this research, there are several indicators with two-component matrix when analyzing data processing consequently it is not set into operation, they are; transformational leadership consisting of 17 indicators there are 2 invalid indicators TL 11 and TL 14, job satisfaction consisting 24 indicators there are 2 invalid indicator that is WS 2 and WS 17. For the organization performance variable, all indicator stated valid. In a simple regression testing method, all variables meet the standard assumption test and can be used in furthermore analysis.

Results and Discussion

This study focus on the transformational leadership influence and job satisfaction on organizational performance that moderated by work period, and the transformational leadership influence on job satisfaction. In table 1, the test results indicate that the variables have an influence in determining the organizational performance level. The hypothesis test using the F-test statistics on transformational leadership and organizational performance, where $F_0 = 97.928$ (Sig. 0,000) with the free degree of 1/116. This indicates H_0 is rejected, therefore, it is concluded that the data support the proposed hypothesis. This suggests that organizational performance is influenced by the application of good transformational leadership. The better transformational leadership applied, the higher the organization's performance in the Nabire District Hospital.

Table 1. Tests of Between-Subjects Effects

Dependent Variable: OP			
Source	df	F	Sig.
Corrected Model	3	32.701	.000
Intercept	1	7374.685	.000
TP	1	.143	.706
TLMEDIAN	1	97.928	.000
TP * TLMEDIAN	1	.179	.673
Error	116		
Total	120		
Corrected Total	119		

Source: Test results on data analysis tool

For table 2, the results of the second hypothesis testing indicate that the variables have an influence in determining the level of organizational performance. Hypothesis test on job satisfaction and organizational performance using F-test statistic, where $F_0 =$

55.898 (Sig. 0,000) with degrees of freedom of 1/116. This indicates a rejection of H0, so it can be concluded that the data support the proposed hypothesis. This shows that the performance of the organization is influenced by job satisfaction owned by employees. The higher the level of job satisfaction owned by employees, the higher the organization's performance in RSUD Nabire.

Table 2. Tests of Between-Subjects Effects

Dependent Variable: OP			
Source	df	F	Sig.
Corrected Model	3	18.649	.000
Intercept	1	5991.738	.000
TP	1	.027	.870
WSMEDIAN	1	55.898	.000
TP * WSMEDIAN	1	.027	.870
Error	116		
Total	120		
Corrected Total	119		

Source: Test results on data analysis tool

Table three shows hypothesis testing 1a and 1b with β coefficients, statistical hypothesis procedure tested through General Linear Model (GLM) Univariate. Tests were conducted to see the difference in the average deviation at organizational performance deviation (Y), is formed by high transformational leadership perceptions (TL1), and low transformational leadership perceptions (TL = 2). Tests conducted on groups of employees with work period over 5 years (TP = 1), as well as groups of employees with the working period under 5 years (TP = 2). After taking into account the influence of transformational leadership perceptions (X) on the same organizational (Y) performance in all cells. The results of the analysis do not support the hypothesis H1b, which is specific for groups of employees with the working period under 5 years; employees group with high transformational leadership perceptions have higher organizational performance levels with sig value 0.593 (>0.05). However, analytical results support H1c hypothesis, especially for employees group with low transformational leadership perception. Employee group with work period above 5 years have higher organizational performance level than employee group with work period under 5 years, with sig value 0.000 (<0.05).

Table 3. Parameter Estimates

Dependent Variable: OP				
Parameter	β	B	t	Sig.
Intercept	β_0	3.889	36.677	.000
[TP=1,00]	β_1	-.081	-.536	.593
[TLMEDIAN=1,00]	β_2	.960	6.712	.000
[TP=1,00] * [TLMEDIAN=1,00]	β_3	.086	.423	.673

Source: Test results on data analysis tool

Table 4 shows testing hypotheses 2b and 2c with β coefficients. Tests conducted to see the difference in the average gap deviation of organizational performance (Y) formed by high job satisfaction (WS = 1), and low job satisfaction (WS = 2) both in the group of employees with working period over 5 years (TP = 1), as well as groups of employees with a working period under 5 years (TP = 2). The results of this table do not support H2b hypothesis, which is specific for a group of employees with work period under 5 years, a group of employees with high level of job satisfaction have a level of organizational performance is higher than the group with low job satisfaction level, with sig value. 0.825 (> 0.05). However, supporting the H2c hypothesis that is specific to the group of employees with low job satisfaction, a group of employees with working period over 5 years has a higher level of organizational performance than the group of employees with the working period under 5 years with the value of sig. 0,000 (< 0.05).

Dependent Variable: OP				
Parameter	β	B	t	Sig.
Intercept	β_0	3.963	33.494	.000
[TP=1,00]	β_1	-.037	-.221	.825
[WSMEDIAN=1,00]	β_2	.825	5.171	.000
[TP=1,00] * [WSMEDIAN=1,00]	β_3	.037	.164	.870

Source: Test results on data analysis tool

Table 5. Intercept Parameter β_i Design A (AB) Transformational leadership

	TL = 1	TL = 2	Difference	Hypothesis
TP = 1	$\beta_0 - \beta_1 + \beta_2 + \beta_3$	$\beta_0 - \beta_1$	$\beta_2 + \beta_3$	
TP = 2	$\beta_0 + \beta_2$	β_0	β_2	H_{1c}
Selishih	$\beta_1 + \beta_3$	β_1	β_3	
Hypothesis		H_{1b}		

Source: Test results on data analysis tool

Table 6. Intercept Parameter β_i Design A (AB) Job satisfaction

	WS = 1	WS = 2	Difference	Hypothesis
TP = 1	$\beta_0 - \beta_1 + \beta_2 + \beta_3$	$\beta_0 - \beta_1$	$\beta_2 + \beta_3$	
TP = 2	$\beta_0 + \beta_2$	β_0	β_2	H_{2c}
Selishih	$\beta_1 + \beta_3$	β_1	β_3	
Hypothesis		H_{2b}		

Source: Test results on data analysis tool

Table 7. Hypothesis Testing Research Model

Hypothesis	Hypothesis Statement	Sig. Value	Explanation
H _{1a}	Transformational leadership has a positive influence on the level of organizational performance.	0.000	Data support the hypothesis
H _{1b}	Specifically for employee group with under 5 years, high-performance transformational leadership employees have a higher organizational performance level than those with low transformational leadership perceptions.	0.593	Data do not support the hypothesis
H _{1c}	Specifically for employees groups with low transformational leadership perceptions and with a working period of 5 years, have a higher organizational performance level than the employee group with the working period under 5 years.	0.000	Data support the hypothesis
H _{2a}	Employee job satisfaction has a positive influence on the level organizational performance.	0.000	Data support the hypothesis
H _{2b}	Specifically for employee group with work period under 5 years and with high job satisfaction level have higher organizational performance level than the group with low job satisfaction level.	0.825	Data do not support the hypothesis
H _{2c}	Specifically for employees group with low job satisfaction, employees group with work period above 5 years have organizational performance level is bigger than employees group with work period under 5 years.	0.000	Data support the hypothesis
H ₃	Transformational leadership has a positive effect on job satisfaction.	0.761	Data do not support the hypothesis

Source: Test results on data analysis tool.

For the third hypothesis, the test results were obtained using a simple regression method. Below these results:

Table 8. Hypothesis Test Results (T-test, F, and Sig.)

Hypothesis Description	Beta	t Statistic	F Statistic	P-value (sig)	Conclusion
The transformational leadership influence on job satisfaction	0,28	3,05	0,93	0,761	No effect

Source: Test results on data analysis tool

The table above shows the correlation between the influence of transformational leadership on job satisfaction 0.28 and t value of service quality equal to 3,05, bigger than t table 1,96 and value p-value (sig) 0,761 bigger when compared with α 0,05, so Ho

accepted and H_a rejected. It means there is no effect of transformational leadership on job satisfaction. The resulting influence is positively 0.28, meaning that the transformational leadership application has no effect on job satisfaction. The results conclusion obtained the proposed hypothesis rejects. The model coefficient in the linear regression equation shows that no effect of transformational leadership on job satisfaction.

Discussion

Test results on hypothesis 1a found that the analysis results support H_{1a} hypothesis that transformational leadership has a positive influence on the level of organizational performance with sig value 0.000 (<0.05). The results of this study further strengthen Orabi's previous research (2016) states that transformational leadership is a strong factor in influencing organizational performance and any improvement of the transformational leadership style hence the higher the performance of the organization. Transformational leadership also has a direct influence on organizational performance (Sonni, 2015). The relationship between transformational leadership and organizational performance is an important factor in effective organizational development (Hurduzeu, 2015). Based on the results of this study it can be said that leadership has an influence on the level of organizational performance so that leadership style is something important to be reviewed placement and implementation so that the style set in accordance with the conditions of the organization and will have a positive effect on organizational performance. The results of this study indicate that for non-nurse employees at RSUD Nabire, transformational leadership applied very positive influence on organizational performance and the leaders have applied a good leadership style in RSUD Nabire.

The result of test on hypothesis 1b, found that the result of analysis does not support H_{1b} hypothesis that is special for group of employees with work period under 5 years, group of employees with high transformational leadership perception have level of organizational performance higher than group with perception of transformational leadership with sig value 0.593 (> 0.05). The results of this study do not match Lawler (2003) states that there is a positive relationship between job satisfaction with organizational performance. The study was also supported by Kristiana research (2009) which concluded that job satisfaction has a positive effect on organizational performance. When job satisfaction occurs, then the feeling is reflected in the attitude and positive behavior of employees to their work. The employee will carry out his work in earnest and everything faced or assigned to him will be done well. The results of this study indicate that the employee has an influence on the performance-generated level. In this study, employees who have a working period under 5 years with high transformational leadership perception has a higher level of organizational performance than the perception of low transformational leadership is not proven. It also shows that transformational leadership for employees under 5 years has no influence on organizational performance.

The test hypothesis 1c found that the results support H_{1c} . The hypothesis that is specific for the group of employees with the perception of low transformational leadership, group employees with working period over 5 years have a higher level of organizational performance than the group of employees with the working period under 5 years with the value of sig 0.000 (<0.05). The results of this study further reinforce previous research Wu and Chen (2016) states that employee demographic background will affect performance. Employee demographics have a significant effect on performance even though they are often ignored (Sances, Vinces, Guillen, and Apellaniz, 2016). The results of this study indicate that the length of one is working period affect the level of organizational performance generated. In hospitals Nabire,

employees with low transformational leadership perceptions on employees with working period over 5 years have a higher level of organizational performance than employees with the working period under 5 years so that the results support the results of previous research which states that the working period affects the level of organizational performance.

The result of testing on hypothesis 2a found that the result of analysis support H2a hypothesis that job satisfaction has positive influence on organizational performance level with sig value. 0.000 (<0.05). The results of this research are in line with Bakotic & Batic (2016) stated that job satisfaction has a positive effect on the organization's performance in a company with a period of research in the current year and in the previous year. Job satisfaction is the main factor in the formation of organizational performance (Kuzey, 2012). A huge investment when employees work with dedication caused by job satisfaction that will improve overall organizational performance (Naseem, Sheikh, & Malik, 2012). Based on the result of this research, it can be concluded that the policy of human resource management determined by RSUD Nabire is correct so that job satisfaction of employees at RSUD Nabire has the high influence of organizational performance. Employees with high levels of job satisfaction are assets for hospitals to develop strategies. Employees also feel the respect and appropriate treatment of RSUD Nabire so that employees have a high level of job satisfaction.

The results of the test on hypothesis 2b, found that the results of the analysis do not support the hypothesis H2b is specifically for groups of employees with the working period under 5 years, employee groups with high levels of job satisfaction have a higher level of organizational performance than the group with low job satisfaction. 0.825 (> 0.05). The results of this study are not in accordance with Wu & Chen (2016) states that employee demographic background will affect performance. Employee demographics have a significant effect on performance even though they are often ignored (Sances, Vinces, Guillen, & Apellaniz, 2016). The results of this study indicate that the length of time a person does not affect the level of organizational performance generated. In RSUD Nabire, employees with low job satisfaction on employees with working period over 5 years do not have a higher level of organizational performance than employees with the working period under 5 years so that the results do not support the results of previous research, which states that the working period, affect the level organizational performance.

The results of the test on hypothesis 2c, found that the analysis results support H2c hypothesis that is specific to the group of employees with low job satisfaction, group of employees with working period over 5 years have a higher level of organizational performance than the group of employees with working period under 5 years with a sig. 0,000 (<0.05). The results of this study further reinforce previous research Wu and Chen (2016) states that employee demographic background will affect performance. Employee demographics have a significant effect on performance even though they are often ignored (Sances, Vinces, Guillen, & Apellaniz, 2016). The results of this study indicate that the employee has an influence on the level of performance generated and in this study employee who have a working period under 5 years with high job satisfaction has a higher level of organizational performance compared with low job satisfaction and this also indicates that job satisfaction has an influence on organizational performance. Based on the results of testing the third hypothesis that examines the influence of transformational leadership on job satisfaction obtained results there is no influence of transformational leadership on job satisfaction.

The results of this study are not in accordance with previous studies of research conducted on nurses in health care centers showed a negative influence between transformational leadership and job satisfaction (Wong & Gareta, 2007). The results of this study are in line with Hanasya et al. (2012) which states that transformational leadership has no effect on job satisfaction directly. It is found under employees not

finding the transformational leadership traits in their leaders because there is no direct communication with a leader who has an overcrowded schedule outside the office and this becomes a barrier to communication between leaders and subordinates. Ramos (2014) also stated the same thing that transformational leadership has no effect on job satisfaction because transformational leadership is rarely practiced in Bank Batangas and found that the compensation and job security factor has the greatest influence. Another study of Omar & Hussin (2013) also has similar research results that transformational leadership has no effect on job satisfaction, the findings suggest that an organization needs to have a proper transformational type leader to provide effective teamwork to improve job satisfaction among employees or followers and to realize the mission and goals of the organization.

The results of this study indicate that the application of transformational does not affect the job satisfaction but has a direct influence on organizational performance and it also shows that the improvement of transformational leadership implementation does not affect the improvement of job satisfaction of non-nurse employees at RSUD Nabire. This occurs because job satisfaction is influenced by other factors not tested in this study and it shows the high level of saturation experienced by employees where it is found that employees with working period over 5 years no longer have a critical attitude in creating the expected performance. So that employees are increasingly immersing themselves into saturation and doing work only based on task, no more innovative ideas arise, and they are lagging behind employees who are under 5 years working period, who still have high spirits in the job. This should be addressed so that there is no imbalance between these two employee classifications. The inequality that occurs will make the work culture uncomfortable and will arise seniority and that will make the environment is not conducive and affect the social relationships between employees. The relationship between employees is very important to establish well to facilitate work processes and improve performance.

Managerial Implications

Leadership is indispensable in any organization; no organization can do well without the expert interference of its leaders. Leadership will make an organization progress or end up unsatisfactory. Skilled leaders will treat members of their organization according to the member's characteristics, with the intention of leadership implementation; it will help improve the organization performance directly. Performance development is the goal, either individual or organization. The result achieved together, the organization performance is the performance integration of its members. In this study discussed the transformational leadership and job satisfaction influence on organizational performance and moderated by work period. The study results indicate that both transformational leadership and job satisfaction have an effect on organizational performance, on the other hand, the working period does not found as a moderating variable between relationship transformational leadership and job satisfaction on organizational performance. In other words, the RSUD Nabire performance is influenced by the application of transformational leadership and job satisfaction from non-nurse employees.

Nabire hospitals also need to improve the implementation of transformational leadership and job satisfaction of non-nurse employees to improve the RSUD Nabire performance. The implication that can be given in this research is to see the influence of transformational leadership on organizational performance, by increasing the application of transformational leadership in hospital operational system. Leaders can apply higher trust systems to employees. Giving trust will provide a sense of worth to employees, so employees are aware that the trust given by leaders should be kept as well as possible, in order to create a strong relationship between the leader and the subordinate. Giving trust

can begin by not excessively in supervising the activities of work, but oriented to the process and results because excessive control will result in boredom and lead to conflict. Leaders must demonstrate an attitude that can serve as a role model for subordinates, in order to foster a proud attitude from employees towards their leaders. Pride arises, when having a qualified leader and maintaining an attitude towards employees, well-behaved leaders, will always be role models for every employee. Leaders must have a good and fair attitude towards employees.

Leaders must also praise each achievement where the employee who gets the praise will feel that their achievements are important for the Nabire District Hospital. In addition to leaders, co-workers are factors that support a comfortable working atmosphere; co-workers will be a source of information, critics, and suggestions for other employees. Nabire Hospital should apply information disclosure among employees so that employees can communicate well and solve problems- problems with the best possible that will have a positive effect on organizational performance. Organizational performance is also measured from the external side of the relationship with customers, in this study the relationship between RSUD Nabire with patients. Employees are involved in the creating process a good relationship with the patient, in the contact form with the patient, either before or after the patient's treatment. This will make the employees feel the RSUD foster good relationships with consumers, not only during the patient need Nabire Hospital services, but the relationship is maintained when the patient no longer needs service. RSUD Nabire must also always perform excellent service in serving patients.

Conclusion

The results can be concluded from this study that first is transformational leadership affect organizational performance, the application of good transformational leadership improve organizational performance. The leaders of RSUD Nabire conduct the implementation of transformational leadership well, so the resulting organizational performance depends on how well the leadership is applied. The second conclusion is found for employees groups with a working period of 5 years and with high transformational leadership perceptions, this group have higher organizational performance levels than a group with low transformational leadership perceptions not being a moderating variable, in the relationship between transformational leadership with organizational and employee performance, with a working period of fewer than 5 years, with a high transformational leadership perception did not have a better organizational performance than a low transformational leadership perception.

The third conclusion found specifically for groups of employees with low transformational leadership perceptions, groups of employees with a working period over 5 years have a higher level of organizational performance than the group of employees with the working period under 5 years. This study also increasingly supports that the working period moderates the relationship between transformational leadership and organizational performance. The fourth conclusion found that job satisfaction affects organizational performance. This shows that job satisfaction owned by employees will affect the level of organizational performance, where the higher employee job satisfaction will be the higher the level of organizational performance.

The fifth conclusion, the effect of job satisfaction on organizational performance moderated by the first term of employment is specific for a group of employees with service period under 5 years; groups of employees with high levels of job satisfaction have a higher level of organizational performance than those with low job satisfaction. Sixth conclusion, group of employees with low job satisfaction, a group of employees with work period above 5 years have a level of organizational performance is bigger than a group of employees with work period under 5 years. The results of this study can be

concluded, the longer the work of a person the more impact on improving the performance of the organization better. Work period variable is found to have an influence on organizational performance. Finally, there is no effect of transformational leadership on job satisfaction. This means that leadership has no direct effect on job satisfaction but is influenced by other factors not tested in this study.

Limitations of Research

Limitations in this study may be taken into consideration for further research. This study uses questionnaires as a measuring tool for saving time and energy. However, questionnaires have limitations such as bias in filling in questions. There is a possibility that the respondents did not answer the questionnaire in factual or just fill in the questionnaire answers, not the actual conditions that are happening. This may affect the measurements and do not represent the variables significantly. Third, the limited number of samples and variables cause's researchers cannot discover on other factors that could affect the organization performance.

Research Suggestion

This study has a limitation because it only examines the influence of transformational leadership and job satisfaction on organizational performance in moderation by the work period. Therefore, for the research development, it is suggested that future research can add other variables that influence organizational performance, for example, are organizational culture, organizational climate, and others. Further research is also expected to be conducted on wider research objects, specifically in service companies such as private hospitals, private laboratories in order to obtain more objective and representative results with broader coverage.

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