



Leadership Style of Head Nurses against Job Satisfaction and Organizational Commitment of Staff Nurses

Gaya Kepemimpinan Kepala Perawat terhadap Kepuasan Kerja dan Komitmen Organisasi Staf Perawat

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ABSTRACT

The leadership and motivation style is an essential factor in supporting the performance of nurses. The study was undertaken to determine the correlation between the leadership style to the job satisfaction, and organizational commitment among the head nurses and staff nurses from the government and private hospitals in Serang, Banten, Indonesia. The study used descriptive correlational design. The samples were limited, involving 289 respondents from dr. Drajat Prawiranegara Hospital, Serang (18 head nurses and 183 staff nurses) and Sari Asih Hospital, Serang (6 head nurses and 82 staff nurses). The study found a low positive relationship of the head nurses' transformational leadership style and transactional leadership style against the staff nurses' job satisfaction, r-coefficients of 0.370 and 0.485, respectively. Also, a moderate positive correlation was found on transformational leadership style and transactional leadership style of the head nurses against the organizational commitment of the staff nurses, r-coefficient of 0.606 and 0.609, respectively. It suggested that the staff nurses should be more responsive to the duty inseparable from the rights and obligations as an employee while the head nurse needs to pay attention to physical readiness, mental and psychological of subordinates.

ABSTRAK

Gaya kepemimpinan dan motivasi merupakan faktor penting dalam mendukung kinerja perawat. Penelitian ini dilakukan untuk mengetahui hubungan antara gaya kepemimpinan dengan kepuasan kerja, dan komitmen organisasi pada kepala perawat dan staf perawat rumah sakit pemerintah dan swasta di Serang, Banten, Indonesia. Penelitian ini menggunakan desain deskriptif-korelasional. Jumlah sampel terbatas yaitu 289 responden dari dr. RS Drajat Prawiranegara, Serang (18 perawat kepala dan 183 perawat staf) dan RS Sari Asih, Serang (6 perawat kepala dan 82 perawat staf). Studi ini menemukan hubungan positif yang rendah antara gaya kepemimpinan transformasional perawat kepala dan gaya kepemimpinan transaksional terhadap kepuasan kerja perawat staf, koefisien r masing-masing sebesar 0,370 dan 0,485. Korelasi positif sedang ditemukan pada gaya kepemimpinan transformasional dan gaya kepemimpinan transaksional perawat kepala terhadap komitmen organisasi perawat staf, koefisien r masing-masing 0,606 dan 0,609. Disarankan agar perawat pelaksana lebih tanggap terhadap tugas yang tidak terlepas dari hak dan kewajiban sebagai pegawai sedangkan kepala perawat perlu memperhatikan kesiapan fisik, mental dan psikologis bawahan.

INTRODUCTION

Almost all companies in existence, employees are an important asset that must be kept. Therefore, for the company, in particular health services which rely on the performance level of employees in the company, then the company is required to optimize the performance of employees.¹ One approach to improve these employees' performance can be made through the appropriate leadership style to the corporate culture and employee performance improvement.^{2,3} Many factors can affect a firm in improving employees' performance, among which style of leadership and motivation. The actor-factors that affect employee performance leadership styles used include leadership and employee motivation factors.⁴

Every leader has different behaviors in leading his followers; the behavior of leaders is called leadership style. A leader is someone with leadership authority directing subordinates to do much of the work to achieve goals.⁵ Leadership is an art that influences and mobilizes people to gain compliance, trust, respect, and cooperation liberally to complete the task.⁶

The leadership style of each leader in each division led closely to the performance of employees in the division lead. Appropriate leadership style to the company's work culture will indirectly support the improvement of these employees' performance. With the increasing performance of employees in the division they occupy, indirectly making the company increasingly developed into a well, employees' performance must be the most crucial part for the company to develop the company to be better again. Employee performance depends heavily on the leadership style in the company.^{7,8} Research shows that there is a significant correlation between leadership style and nurses' job satisfaction.⁹

Therefore, as a company leader should be able to adapt to the corporate culture to improve the performance of employees of companies Besides leadership style, employee motivation is also vital in supporting employee performance. Motivation is why encouragement is there in man that causes people to do something or do something. The interests can influence employee motivation, salary received, the need for security, interpersonal relationships, and the opportunity to work. Every company seeks to get employees

involved in the organization/company's activities can provide high performance in the form of labor productivity as high as possible to achieve the goals set earlier. Greater organizational commitment was positively related to sociodemographic variables, such as age and nationality, and the only positive predictor of overall organizational commitment was age.¹⁰ Other research shows that work inspiration, organizational culture and work environment (authoritative responsibility) have positive and noteworthy effects on performance by increasing organizational commitment and job satisfaction.^{11,12}

Problems were found in this study is the motivation of the nurses considered less. This is evident from their nurses were often late for work. Late for work other than disrupt job rotations between employees in this case nurse, also resulted in a decrease in the performance of nurses itself which impact on the quality of service. In addition, based on the description of one of the employees in the personnel department obtained information that there are some employees who experience performance degradation as the work is not completed on time. Top party management companies also no initiative to provide work motivation for employees to be better at work and lack of opportunities to develop skills in working on each room in dr. Drajat Prawiranegara and Sari Asih Hospital in Serang.

Therefore, it is needed an excellent motivation for top-level management to develop the ability to work of employees (nurses) become even better in the future. The leadership and motivation style is an essential factor in supporting the performance of nurses. Therefore, this study aims to evaluate the correlation between the leadership style the job satisfaction, and organizational commitment among the head nurses and staff nurses from the government and private hospitals in Serang, Banten, Indonesia.

MATERIAL AND METHOD

Type of research is descriptive analytic with a cross-sectional study design. In this study, the population was all nurses in dr. Drajat Prawiranegara and Sari Asih Hospital Serang as much as 501 nurses. With the breakdown of the number of nurses in the hospital dr. Drajat Prawiranegara Serang Head nurse 18 people and staff nurse 337 people, while at Sari Asih Hospital nurse Serang number as many as 164

people and the number of head nurse as many as 6 people. In this study the sampling method by using proportional stratified random base on the nurse, with the amount of sample Slovens formula. About 289 nurses were involved, specifically from dr. Drajat Prawiranegara Hospital, Serang (18 head nurses and 183 staff nurses), and Sari Asih Hospital Serang (6 head nurses and 82staff nurses). The author confirms that the author did not have ethical clearance at the time of the study. The author uses a letter of approval from the Director of the hospital which is the location of the study and an approval sheet to become a respondent in this study which is signed by the respondent as a form of consent to become a respondent.

The data collection was conducted using questionnaires related to transformational leadership style, transactional leadership style, job satisfaction, and organizational commitment. The research instrument used is a new questionnaire that was taken and modified based on the theory that there are so necessary to test the validity and reliability. The results of the validity and reliability tests indicate that this questionnaire is valid and reliable. The questionnaire contains 40 items with detail as follows: transformational leadership style amount 10 items, transactional leadership style amount 10 items, job satisfaction amount 10 items, and organization commitment amount 10 items. The Likert scale used to measure each item with a score for each question is 4 for strongly agree, 3 for agree, 2 for disagree, and 1 for strongly disagree. SPSS is software used for data analysis. T-test carried out the statistical analysis at $\alpha = 0.05$.

RESULT

The Difference in the Self Assessed Leadership Style of the Head Nurses and the Assessment of the Staff Nurses on the Leadership Style of the Head Nurses

The assessments of the staff nurse respondents on the self-assessed transformational leadership of the head nurse respondents showed that the indicator, *"My head always give spirit to work and my head provide support to enhance the careers"* 4:38 Strongly Agree (SA) and got the

highest mean scores among the other indicators in the variable on transformational leadership style in government hospitals, while indicator, *"My head congratulated the employee's birthday"* 4.11 Agree (A) got the lowest mean score on transformational leadership in government hospital. In the private hospital, the staff nurse respondent's assessment on the self-assessed transformational leadership style of the head nurse respondents selected, *"My head provide a clear and focused direction"* (4:33 SA) as the highest indicator among the other indicators on transformational leadership style variables, while indicator, *"My head remembers the employee's birthday"* (3.98 A) got the lowest indicator, among other indicators on trans-formational leadership style. The results show very good transformational leadership style in government and private hospitals. This is because the nursing staff in government and private hospitals believe that the head nurse could transform the knowledge and experience of staff nurses to become experts in hospital caring (Table 1).

Table 1 shows the self-assessed transactional leadership style of the head nurse respondents in government and private hospital as assessed by the staff nurse respondents. The assessment of the government staff nurse has an overall mean score of 4.22 (SA), and the private staff nurse respondent yielded an overall mean score of 4.20 (A). In addition, the results showed that the indicator, *"My head gives staff nurse the opportunity to participate in continuing education"* 4.32 (SA) got the highest mean score among other indicators on transactional leadership style variables in the government hospitals, while, *"My head give disciplinary punishment to employees who are lazy"* 4.13 (A) is the lowest indicator on the transactional leadership of the head nurse respondents in government hospital. In the private hospital, indicator, *"My head appreciates staff nurses who makes innovations in work"* 4:33 (SA) is the indicator that got the highest means score among other indicators on transactional leadership style, while *"My head nurse reward employees who diligently work"* 4:06 (A) is the lowest indicator on the transactional leadership.

Table 1. Summary of Values Showing the Mean and Verbal Interpretation of the Assessment of the Staff nurse Respondents in Selected Government and Private Hospitals on the Leadership Style of the Head Nurses in Terms of Transformational Leadership and Leadership Style

Leadership Style	Respondents in Government and Private Hospitals			
	Government		Private	
	Mean	VI*	Mean	VI*
Transformational				
My head nurse always reminds me the vision and mission of the organization	4.27	Strongly Agree	4.20	Agree
My head nurse always explain the direction of the organizational goals	4.21	Strongly Agree	4.20	Agree
My head nurse always gives spirit to work	4.38	Strongly Agree	4.31	Strongly Agree
My head nurse provides a clear and focused direction	4.31	Strongly Agree	4.33	Strongly Agree
My head nurse always reminds me of my tasks and responsibilities expected of me	4.32	Strongly Agree	4.28	Strongly Agree
My head nurse provides the opportunity to be creative to subordinates	4.34	Strongly Agree	4.24	Strongly Agree
My head nurse congratulates us when we succeed in our work	4.29	Strongly Agree	4.20	Agree
My head nurse remember the employee's birthday	4.11	Agree	3.98	Agree
My head nurse encourage employees to be innovative	4.34	Strongly Agree	4.23	Strongly Agree
My head nurse provide support to enhance our careers	4.38	Strongly Agree	4.22	Strongly Agree
Overall Mean	4.30	Strongly Agree	4.22	Strongly Agree
Transactional				
My head nurse reward employees who diligently work	4.28	Strongly Agree	4.06	Agree
My head nurse give disciplinary punishment to employees who are lazy	4.13	Strongly Agree	4.17	Agree
My head nurse always define the rights and obligations of employees	4.26	Strongly Agree	4.18	Agree
My head nurse explains the impact to the hospital if the final results do not match the expectations	4.18	Strongly Agree	4.18	Agree
My head nurse always remind employees to work according to its function	4.26	Strongly Agree	4.19	Agree
My head nurse attends to the needs of employees	4.18	Agree	4.18	Agree
My head nurse gives staff nurses the opportunity to participate in continuing education	4.32	Strongly Agree	4.19	Agree
My head nurse appreciates staff who makes innovations in work	4.23	Strongly Agree	4.33	Strongly Agree
My head nurse encourage the staff nurses to improve their performance	4.18	Agree	4.28	Strongly Agree
My head nurse always motivates us to work better	4.23	Strongly Agree	4.20	Agree
Overall Mean	4.22	Strongly Agree	4.20	Agree

Source: Primary Data, 2016

*4.21-5.00 – Strongly Agree/Very Good; 3.41-4.20 – Agree/Good; 2.61-3.40 – Uncertain/Either Good or Poor; 1.81-2.60 – Disagree/Poor; 1.00-1.80 – Strongly Disagree/Very Poor

Table 2 presents the t-test significant difference in the head nurse respondents' self-assessed leadership style and the assessment of the staff nurse respondents in terms of transformational leadership and transactional leadership. The data is presented based on the type of hospital affiliation.

Table 2 shows the t-test significant difference in the head nurse respondents' self-assessed

transformational leadership style and the staff nurse respondents' assessment on the leadership style of the head nurse respondents in a private hospital. The computed t-value of -2.83 was more significant than the tabular value of 1.96 at a 5% level of significance. It implies a significant difference in the self-assessed transformational leadership style of the head nurse respondents and the assessment of the staff nurse respondents and the assessment of the

staff nurse respondents on the transformational leadership practices of their head nurse.

In terms of transactional leadership, Table 2 shows the computed t value of 2.234, which was greater than the tabular value of 1.96 on the assessments of the two groups of respondents in the government hospital. It implies a significant difference in the assessment of the transactional leadership style of the head nurse respondents and the assessment of the staff nurse respondents on the leadership style of the head nurse in a government hospital. Similarly, the computed t-value of -3.533 was more significant than the tabular value of 1.96 on the assessments of the two groups of respondents in the private hospital. It implies a significant difference in the assessment of the two groups of respondents in terms of the head nurse respondents on transactional leadership style.

Difference Between the Self-Assessed Job Satisfaction of the Staff Nurses and the Assessment of the Head Nurse Respondents on the Job Satisfaction

Table 3 shows that job satisfaction of staff nurse's respondents in the government hospital and private hospital seems adequate. This is because both the staff nurse respondents are satisfied with everything that goes in the hospitals. However, it seems, they are still looking for more improvements that will make them very satisfied.

Table 3, present the assessment of the head nurse respondents on the job satisfaction of staff nurse respondents in selected government and

private hospitals in Serang Banten. In the government hospital, the assessment of the head nurse on the job satisfaction of the staff nurse respondents yielded an overall mean score of 4.14, implying that the head nurse respondents agree in their job. In the private hospital, the assessment of the head nurse respondents yielded an overall mean score of 3.80, implying that the head nurse respondents agree that the staff nurse respondents are satisfied in their job. In addition, the results show that the indicator, "My staff is assigned according to his/her educational background" 4:33(SA) and "My staff was trained to resolve work problems" 4.33(SA) are the two highest indicators among other indicators in the variable according to the assessment of the head nurse on job satisfaction of the staff nurses in government hospitals, while indicator, "My staff receive a salary according to his / her workload and responsibilities" 3.94(A) is the indicator with the lowest mean score on job satisfaction of staff nurses at government hospital. In the private hospital, indicators, "My staff was placed in accordance with his / her expertise" 4:00(A) and "My staff was trained to resolve work problems" 4:00(A) are the two indicators with highest mean scores among the variables on job satisfaction of staff nurses respondents according to the head nurse respondents, while the indicator, "My staff is assigned according to his / her educational background" 3.67(A) got the lowest indicator on job satisfaction of the staff nurse assessed by the head nurse respondents in the private hospital.

Table 2. The Difference in the Self-Assessed Leadership Style of the Head Nurses and the Assessment of the Staff Nurses on the Leadership Style of the Head Nurses

Groups	n	Transformational Leadership		p	Transactional Leadership		p
		Computed t	T Value		Computed t	T Value	
Head Nurse and Staff Nurses of Government Hospital	201	1.850	1.96	> 0,05	2.234	1.96	< 0,05
Head Nurses and Staff Nurses of Private Hospital	89	-2.831	1.96	< 0,05	-3.533	1.96	< 0,05

Source: Primary Data, 2016

Table 3. Summary of Values Showing the Mean and Verbal Interpretation of the Self-Assessed Job Satisfaction of the Staff Nurses in Selected Government and Private Hospitals

Variable	Respondents in Government and Private Hospitals			
	Government		Private	
	Mean	VI*	Mean	VI*
The Self-Assessed Job Satisfaction of the Staff Nurses				
I was placed in accordance with my expertise	4.20	Agree	4.16	Agree
I was assigned according to my educational background	4.22	Agree	4.16	Agree
I receive a salary according to my workload and responsibilities	3.77	Agree	4.19	Agree
I receive my salary on time	3.95	Agree	4.20	Agree
I work in a working environment that is safe, clean and comfortable	4.09	Agree	4.25	Agree
I work in an environment that encourages me to finish my job	4.07	Agree	4.19	Agree
I work in an environment where the facilities are complete	3.79	Agree	4.00	Agree
I work in an environment where the facilities are accessible any time	3.74	Agree	4.07	Agree
I work where the leaders always provide guidance to employees in each job	4.02	Agree	4.13	Agree
I am trained to resolve work problems.	3.99	Agree	4.07	Agree
Overall Mean	3.98	Agree	4.14	Agree
The Assessment of the Head Nurse Respondents on the Job Satisfaction of the Staff Nurse Respondents				
My staff was placed in accordance with his/her expertise	4.28	Strongly Agree	4.00	Agree
My staff was assigned according to his/her educational background	4.33	Strongly Agree	3.67	Agree
My staff receive a salary according to his/her workload and responsibilities	3.94	Agree	3.83	Agree
My staff receive my salary on time	4.06	Agree	3.83	Agree
My staff work in a working environment that is safe, clean and comfortable	4.22	Strongly Agree	3.83	Agree
My staff work in an environment that encourages them to finish my job	4.00	Agree	3.67	Agree
My staff work in an environment where the facilities are complete	4.06	Agree	3.67	Agree
My staff work in an environment where the facilities are accessible any time	4.11	Agree	3.67	Agree
My staff work where the leaders always provide guidance to employees in each job	4.06	Agree	3.83	Agree
My staff was trained to resolve work problems.	4.33	Strongly Agree	4.00	Agree
Overall Mean	4.14	Agree	3.80	Agree

Source: Primary Data, 2016

*Legend: 4.21-5.00 – Strongly Agree/Very Satisfied; 3.41-4.20 – Agree/Satisfied; 2.61-3.40 – Uncertain/Neither Satisfied or Moderately Satisfied; 1.81-2.60 – Disagree/Not Satisfied; 1.00-1.80 – Strongly Disagree/Not very Satisfied

Difference Between the Self-Assessed Organizational Commitment of the Staff Nurses and the Assessment of the Head Nurses on the Organizational Commitment of the Staff Nurses

Table 4 shows that the overall mean for the self assessed organizational commitment of staff nurse respondents in government hospitals is 3.72 with a verbal interpretation of agree or committed. On the other hand, the overall mean score for the self assessed organizational

commitment of nurses in private hospitals is 3.79 with a verbal interpretation of agree or committed.

Table 4 presents the summary of the mean and verbal interpretation of the assessments of the head nurse respondents on the organizational commitment of the staff nurse respondents in government and private hospitals. In the government hospital, the assessment of the head nurse respondents yielded an overall mean score of 3.69(A). The head nurse respondents

agree that the staff nurse respondents are generally committed to their organization. In the government hospital, the head nurse selected indicators, "My staff already feels he/she is a part of this hospital" 4.44(SA). It implies that the head nurse respondents can see and maybe observe that the staff nurse respondents demonstrate this as very committed, because they themselves, the staff nurse, got this as their highest mean score. Very close to the highest choice of the head nurse indicator, "My staff feels the organization can become a better one in the future" 4.33(SA).

The first group, on Table 5, shows that the significant differences in staff nurse respondents' self-assessed job satisfaction and the head nurse's assessment on the staff nurse job satisfaction in a government hospital found a computed t value of 2.198 was more significant than

the tabular value of 1.96. It implies a significant difference between the staff nurse respondents' self-assessed job satisfaction and the assessment of the head nurse respondents on the staff nurse job satisfaction in a government hospital.

The second group, on Table 5, shows that the significant difference on self-assessed job satisfaction of the staff nurse and the assessment of the head nurse on the self-assessed job satisfaction of the staff nurse in the selected private hospital found a computed t value of -7.155 which was higher than the tabular value of 1.96. It implies a significant difference between the self-assessed of the staff nurse and the assessment made by the head nurse on the staff nurse job satisfaction in a private hospital.

Table 4. Summary of Values Showing the Mean and Verbal Interpretation of the Self-Assessed Organizational Commitment of Staff Nurses in Government and Private Hospital

Variable	Respondents in Government and Private Hospitals			
	Government		Private	
	Mean	VI*	Mean	VI*
The Self-Assessed Organizational Commitment of Staff Nurses				
I want to spend the rest of my career in this hospital	3.63	Agree	3.63	Agree
I feel the problem that occurred in the hospital becomes my problem too	3.64	Agree	3.84	Agree
I already feel I am a part of this hospital	3.97	Agree	3.92	Agree
I find it hard to leave this hospital because I have no employment opportunities elsewhere	3.45	Agree	3.70	Agree
I would feel at loss if I leave this hospital	3.54	Agree	3.65	Agree
It's hard to get a job with a good income as my work now	3.46	Agree	3.66	Agree
I feel this organization has made me a better person	3.89	Agree	3.84	Agree
I feel the organization can become a great one in the future	4.00	Agree	3.82	Agree
I feel I have contributed much to this hospital	3.69	Agree	3.88	Agree
This hospital deserves my loyalty	3.96	Agree	3.96	Agree
Overall Mean	3.72	Agree	3.79	Agree
The Assessment of the Head Nurse Respondents on the Organizational Commitment of Staff Nurses Respondents				
My staff wants to spend the rest of his/her career this hospital	3.39	Uncertain	3.17	Uncertain
My staff feels the problem that occurred in the hospital becomes his/her problem too	3.78	Agree	3.83	Agree
My staff already feels he/she is a part of this hospital	4.44	Strongly Agree	4.00	Agree
My staff finds it hard to leave this hospital because he/she has no employment opportunities elsewhere	3.22	Uncertain	3.17	Uncertain
My staff would feel at a loss if he/she leaves the hospital	3.39	Uncertain	3.33	Uncertain
It's hard to get a job with a good income as his/her work now	3.39	Uncertain	3.17	Uncertain
My staff feels this organization has made him/her a better person	4.06	Agree	3.67	Agree
My staff feels the organization can become a better one in the future	4.33	Strongly Agree	4.00	Agree
My staff feels he/she has contributed much to this hospital	3.00	Uncertain	3.83	Agree
This hospital deserves loyalty from the staff nurses	3.89	Agree	4.17	Agree
Overall Mean	3.69	Agree	3.63	Agree

Source: Primary Data, 2016

*4.21-5.00 – Strongly Agree/Very Committed; 3.41-4.20 – Agree/Committed; 2.61-3.40 – Uncertain/Either Committed or Not Committed; 1.81-2.60 – Disagree/Not Committed; 1.00-1.80 – Strongly Disagree/Not very Committed

Table 5 presents the summary of the t-test on the significant difference between the nurses' self-assessed organizational commitment and the assessment of the head nurses respondents on the nurses' organizational commitment. The result showed a significant difference between the nurses' self-assessed organizational commitment and the assessment of the head nurses respondents on the nurses' organizational commitment. The data is presented based on the type of hospital affiliation. Table 5 presents the summary of the t-test on the significant difference between the two groups, each from government and private. The first group, on the significant difference between the self-assessed organizational commitment of the government staff nurse respondents and the head nurse respondents' assessment on the staff nurse organizational commitment, obtained a computed t-value of -0.206 which was lesser than the tabular value of 1.96. This implies that there was no significant difference between the two assessments.

The second group, on the significant difference between the self-assessed organizational commitment of the private staff nurse respondents and the private head nurse respondents' assessment on the staff nurse respondents, the computed t-value of -1.213 is lesser than the tabular value of 1.96. It implies that there is no significant difference between the two assessments.

Relationship Between the Leadership Style of the Head Nurse and the Job Satisfaction of the Staff Nurses

Table 6 presents the summary of correlation analysis on the significant relationship between the head nurse's leadership style and the job satisfaction of the nurses. The result showed a correlation analysis of the significant relationship between the head nurse's leadership style and the nurses' job satisfaction. The data is presented based on the type of hospital affiliation.

Taking the head nurse respondents' transformational leadership and the job satisfaction of the staff nurse respondents indicated that the relationship between variables got a value of r-coefficient of 0.370 imply that there was a low positive relationship between the variables being correlated. To further test the significant relationship level, the computed t of 5.347 was

greater than the tabular value of 1.96. However, the relationship was weak and not significant at 5 % level of significance. Still, it can be deduced that the head nurse respondents' transformational leadership and job satisfaction are related. This research Examining the correlation results between the head nurse's transactional leadership and the job satisfaction of the staff nurse respondents results in a better relationship with the computed r-coefficient of 0.485. The relationship between the two variables was better, but the relationship was still low positive. To further test the significant relationship, the computed t value of 7.436 was greater than the tabular value of 1.96. It implies that there was a significant relationship between the two variables being correlated.

Relationship Between the Leadership Style of the Head Nurse and the Organizational Commitment of the Staff Nurses

Table 6 presents the summary of correlation analysis significant relationship between the head nurse's leadership style and the organizational commitment of the nurses. The result showed a correlation analysis of the significant relationship between the head nurse's leadership style and the organizational commitment of the nurses. The data is presented based on the type of hospital affiliation.

Table 6 presents the summary of correlation analysis on the significant relationship between the head nurse respondents' leadership style and the organizational commitment of the staff nurse respondents. Taking the head nurse's transformational behavior and the organizational commitment of the staff nurse, the outcome of the correlational test indicated a moderate positive correlation exists between the two variables. The r-coefficient of 0.606 indicated a significant relationship. To further test the relationship, the computed t value of 11.241 was more significant than the tabular value of 1.96. The relationship was moderate positive (0.606) and significant at a 5% level. This implies that the head nurse's transformational leadership behaviour tended to increase the level of organizational commitment of the staff nurse respondents.

Examining the head nurse's transactional leadership behaviour and the organizational commitment of the staff nurse respondents, the outcome of the correlation tests revealed the r-

coefficient of 0.609 moderate positive correlation exists between the two variables. To further test the relationship, the results indicated a computed t value of 11.277, which was greater than the tabular value of 1.96. It implies that there was a significant relationship between the two variables being correlated. It can also be said that the head nurse respondents' transactional leadership behaviours influence the organizational commitment of the staff nurse respondents.

DISCUSSION

Our study showed a significant difference in the self-assessed transformational leadership and transactional leadership styles of the two groups of head nurse respondents. Also, the assessments of the two groups of staff nurse respondents on the self-assessed transformational leadership and transactional leadership styles of the two groups of head nurse respondents from government and private hospitals. One characteristic of a transformational leader is individu-

alized consideration, which "gives personal attention, treats each employee individually, coaches, and advises them, too, one one".¹³ What is valuable in upholding this characteristic is communicating effectively to subordinates, as leaders who listen attentively, paying particular attention to their follower's achievements and growth requirements.

Organizational commitment is known as the structural fact of trade among organizations and individuals.¹⁴ During the time, it increases but will not result in the outcome of transferable investments. Therefore, in practical use and theoretical research, experts valued organizational commitment in Human Resource Management (HRM).¹⁵

Based on this study, it can be deduced that the head nurse respondents' transformational and transactional leadership behaviours are not so strong to influence the staff nurse respondents' job satisfaction. Furthermore, the staff nurse's job satisfaction was influenced more by other factors that were not considered in this study.

Table 5. Difference Between the Self-Assessed Job Satisfaction of the Staff Nurses and their Head Nurse Assessment on the Nurses' Job Satisfaction

Groups	n	Computed t	T Value	p
The Nurses' Job Satisfaction				
Head Nurse and Staff Nurses of Government Hospital	201	2.198	1.96	< 0,05
Head Nurses and Staff Nurses of Private Hospital	88	-7.155	1.96	< 0,05
Organizational Commitment				
Government Head and Government Staff Nurses	201	-0.206	1.96	> 0,05
Private Head and Private Staff Nurses	88	-1.213	1.96	> 0,05

Source: Primary Data, 2016

Table 6. Correlation Between the Leadership Style of the Head Nurse and the Job Satisfaction of the Staff Nurses

Groups	n	Computed r	Computed t	T Value	p
Leadership Style of the Head Nurse and the Job Satisfaction					
Transformational Leadership and Job Satisfaction	201	0.006	1.053	1.96	> 0,05
Transactional Leadership and Job Satisfaction	88	-0.122	-1.103	1.96	> 0,05
Leadership Style of the Head Nurse and the Organizational Commitment					
Transformational Leadership Style of the Head Nurse and Organizational Commitment of the Staff Nurse	201	0.606	11.241	1.96	< 0,05
Transactional Leadership Style of the Head Nurse and Organizational Commitment of the Staff Nurse	88	0.609	11.277	1.96	< 0,05

Source: Primary Data, 2016

Kinds of literature and studies reviewed reveal that job satisfaction is affected by many factors that are both intrinsic (inherent) and extrinsic (external) to the individual.¹⁶ Discussions on literature and studies would indicate that leadership style is only one among several extrinsic factors that have been considered to have influenced the workers' level of satisfaction¹⁷. Research shows that there is a significant and positive relationship between employees' job satisfaction and organizational commitment, meaning that higher job satisfaction leads to a greater commitment of individuals to the organization.^{18,19}

A leader's transformational and transactional leadership behaviours should not be regarded as conflicting approaches.²⁰ Both types of leadership are complementary, but it does not mean they are equally important. Transformational leadership is better than transactional leadership.²¹ Transformational leadership is a process that motivates people with attractive ideals.²² Moral values are higher and articulate a vision of the future and form credibility.²³

Conversely, transactional leadership is based on standards and organizational bureaucracy.²⁴ The difference between transformational and transactional leadership can be defined by calling the transformational leader as an innovator and a transactional leader as a manager of planning and policymaker. Transactional leaders use their power and authority, while transformational leaders motivate people to work for a new larger and create change to improve the organization.^{25,26}

Organizational commitment, however, is also influenced by a host of other factors. The leader should not discount the fact that an individual's cognitive, affective and psychomotor components can also affect job commitment.

CONCLUSION AND RECOMMENDATION

The research revealed a significant difference in the head nurse's assessment of the staff nurse's assessment of their job satisfaction in government hospital and private hospital. In contrast, there was no significant difference between staff nurses' self-assessed organizational commitment and the head nurse's assessment on the organizational commitment of the staff

nurses in the government hospital and private hospital.

The head nurses' transformational behavior and the organizational commitment of the staff nurses showed a moderate positive correlation between the two variables, with r-coefficient of 0.606 indicated significant relationship. The head nurses' transactional leadership behaviour and the organizational commitment of the staff nurses revealed the r-coefficient of 0.609 indicated moderate positive correlation between the two variables.

It suggested that the staff nurses should be more responsive to the duty inseparable from the rights and obligations as an employee while the head nurse needs to pay attention to physical readiness, mental and psychological of subordinates.

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