Transformational Leadership and Job Satisfaction Variabel a As Factor That Decrease Organizational Citizenship Behavior of Nurses in Private Hospitals in Manado City

Vinno Petrus Manoppo[1]*, Endang Siti Astuti[2], Kusdi Raharjo[3], Andriani Kusumawati [3]

[1]Management Study Program, Faculty of Economics, Manado State University
[234]Business Administration Study Program, Faculty of Administrative Sciences, Brawijaya University, Malang

Abstract

The purpose of this study was to examine and explain transformational leadership variables that affect job satisfaction variables, transformational leadership variables affect organizational citizenship behavior, job satisfaction variables affect organizational citizenship behavior. The population of this study was all nurses in four (4) private hospitals in the city of Manado as many as 522 people. Sample size 227 people. The sampling technique uses Proportional Random Sampling. The data analysis technique used is Generalized Structured Component Analysis (GSCA). GeSCA Analysis Tool. The results of this study state that Transformational leadership has a positive effect on job satisfaction and transformational leadership has a positive significant effect on organizational citizenship behavior. Job satisfaction has a positive significant effect on organizational citizenship behavior.

Keywords: transformational leadership, job satisfaction and organizational citizenship behavior

INTRODUCTION

Leadership is a person's ability to influence or direct the behavior of others to carry out activities or work in achieving common goals in an organization or company. Whereas a leader is a person who performs or carries out the leadership itself. Leadership is a very important part of all levels of an organization or company. The success of a leader in an organization or company is not a guarantee of his success in leading in other organizations or companies. This depends on the style that is applied in an organization or company.

"Transformational leadership generates levels of follower effort and performance that surpass what could be achieved if the leader had only adopted a transactional approach. Transformational leadership is more effective and better when applied in areas such as business, military, industrial, hospital, and educational environments than transactional leadership "[6] (Bass, 1996). "Transformational leadership is a leadership process that inspires his followers to put personal interests aside for the good of the organization and can have a tremendous influence on his followers, pay attention to the self-development needs of his followers, change followers' awareness of the

issues at hand. how to help others see old problems in a new way and be able to please and inspire followers to work hard to achieve common goals in the organization "[49] (Robbins and Judge, 2008).

"The transformational process can be seen through some behaviors (extra-role) or the behavior of the leader, such as ideal influences, leader behavior, intellectual stimulation and individual consideration" [49] (Robbins and Judge, 2008). The leadership model that is thought to be suitable for improving organizational citizenship behavior in employees is transformational leadership. "If transformational leadership is applied or applied in an organization or company, organizational citizenship behavior will directly emerge" [29] (Lee et al., 2013). "With the existence of transformational leadership in an organization or company, followers feel a sense of trust, admiration, loyalty, and respect for the leader and they are motivated to do more than initially expected of them" [63] (Yukl, 2005). Someone who has self-awareness and can control stress, negative emotions, and feelings of frustration, will easily have good relationships with colleagues and superiors. "Regarding the effect of transformational leadership on employee behavior, transformational leadership is a determining factor affecting employee attitudes, perceptions and behavior where there is increased trust in leaders, motivation, job satisfaction and can reduce the number of

Correspondence address:
Vinno Petrus Manoppo
 Email   : vinnotitin@gmail.com
 Address : Faculty of Economics, Manado State University

conflicts that often occur in an organization. "[44] (Podsakoff et al., 1996).

"As the opinion of [7] Baron and Byrne (2005), which cites the results of research on the factors that play a role in the emergence of organizational citizenship behavior. These factors include job satisfaction, perceived fairness, employee perceptions of the breadth of their work, as well as promotion and salary increases. From the various factors mentioned above, one of the OCB factors, namely job satisfaction, still needs to be further investigated because the relationship with OCB is still questionable. As stated by [26] King (2010), that "industrial and organizational psychologists are also interested in the question of whether job satisfaction is related to other aspects of the job, such as attendance, OCB, and performance".

Below are some of the previous studies that connected the variables in this study that still have gaps to be investigated among others, research conducted by [53a] Sulieman et al., 2011 and [22] Hsi, 2015 stated that "transformational leadership has a significant positive effect on job satisfaction ", research conducted by [2] Ali et al., 2014 and [23] Javed et al., 2014 stated that" transformational leadership and job satisfaction show a positive insignificant relationship, in the study of these two variables. There is still this gap due to a study conducted by [2] Ali et al., 2014 using a random sampling technique but in a study conducted by Javed et al., 2014 using a convenience sampling technique even though the research locations are both in Pakistan. Research conducted by Chen et al., 2008; [2] Ali et al., 2014; and [8] Chamariyah et al., 2015 stated that "transformational leadership has a significant positive effect on organizational citizenship behavior. Research conducted by [39] Ngadiman et al., 2013 and [33] Maharani et al., 2013 stated that transformational leadership has a positive and insignificant effect on organizational citizenship behavior, in the study of these two variables there is still a gap due to the research conducted. by [33] Maharani et al., 2013 used proportional random sampling technique and descriptive analysis technique but the research conducted by [8] Chamariyah et al., 2015 used saturated sample technique and correlation analysis technique although both of these studies used GeSCA analysis tools. . Research conducted by [55] Tsai and Shih, 2010; [57] Uludag et al., 2011 and [22a] Ikonne, 2013 stated that job satisfaction has a significant positive effect on organizational citizenship

behavior. Research conducted by [34a] Mehboob and Bhutto, 2012 states that job satisfaction has a positive and insignificant effect on organizational citizenship behavior, in the study of these two variables there is still a gap due to research conducted by [55] Tsai and Shih, 2010 using techniques post hoc Scheffer analysis and Pearson correlation but research conducted by Mehboob and Bhutto, 2012 used factor analysis techniques and the research locations were also different.

The hospital is a large organization, to carry out leadership in a large organization requires great thought and action as well as mature policies and decisions, it is not an easy matter to do this. It requires extraordinary skills and abilities and methods for implementing good leadership from the organization. In running an organization such as a hospital, a good leader is needed in carrying out operational and non-operational activities. Good leadership is an important element and determines the smooth running of services in the hospital because leadership is the core of organizational management. In the hospital organization, the head of the inpatient room or the medical director is the leader who directly supervises the nurse in charge, and the implementation of the nurse's duties in the inpatient room is an element of the process in hospital management. The results of a survey of 100 nurses at a large hospital in Singapore showed that the causes include pressure in carrying out work, absence of significant professional commitment, absence of organizational commitment, and job satisfaction because private hospitals are a form of company that has rules and guidelines or commitments that are regulated internally that do not take into account the elements of benefit-cost and cost-effectiveness for nurses [28a] (Langitan, 2010).

Based on the above background, this research is still very interesting and feasible to research for several reasons, namely, this research uses concepts, models, and objects that have not been carried out by many previous studies. Most of the previous research objects were in the banking services industry, manufacturing companies, the communications industry, hotels, and educational organizations. However, in this research, the object is in the field of hospital services, especially private hospitals. Based on previous studies, there has not been any research that connects the variables mentioned above, by taking the research location in Manado City where the respondents have different

cultures and characteristics from other research places so that it will be a novelty in this study. There are still differences in the results of previous studies, some have a significant effect and some are not significant, some have a positive effect and some are negative, therefore there are still gaps in these studies, so the researcher wants to do research. further by connecting these variables.

MATERIAL AND METHOD

The technique or method used to collect data in this study was a survey method, then the instruments used were questionnaires and documentation.

Goodness of Fit Model

Goodness of fit Model is intended to determine whether the constructs formed are appropriate (feasible) or not. There are several test indices in the GSCA analysis, namely FIT, AFIT and GFI. The criteria for using GFI states that if the goodness of fit value is ≥ the cut off value (equal to 0.9) then the construct formed is appropriate (feasible or good fit). The results of the construct feasibility test are summarized in Table 3 below:

Tabel 3. Goodness of Fit Model

Model Fit	
FIT	0,583
AFIT	0,579
GFI	0,994

Based on this summary, it can be seen that the GFI value of 0.994 indicates that the GFI value is greater than 0.9. Thus this research model is declared feasible. The FIT value is 0.583, this can indicate that the diversity of organizational citizenship behavior variables can be explained by transformational leadership variables and overall job satisfaction of 58.3%, while the remaining 41.7% is explained by other variables not discussed in this study.

Hypothesis Test

Hypothesis testing is intended to test whether or not the exogenous variables directly influence the endogenous variables. Hypothesis testing can be seen through the critical ratio (CR) value. The testing criteria states that if the critical ratio value is marked with an asterisk (CR ≥ t-table = 1.96), it is stated that there is a significant effect of exogenous variables on endogenous variables. The results of the analysis can be seen through the summary in Table 4 below:

Table 4. Hypothesis Testing

Eksogen	Endogen	Estimate	CR	Keterangan
KT	OCB	0,235	2,81*	Signifikan Positif
KT	K K	0,248	3,28*	Signifikan Positif
KK	OCB	0,198	2,58*	Signifikan Positif

CR = significant at >= 1,96*

Data Collection

This type of research is explanatory research (Explanatory Research) by applying the survey method. Explanatory research aims to find an explanation of the causality or influence between one variable and another by testing empirical hypotheses.

The unit of analysis is the individual. The individual in question is the Nursing Personnel of 4 Private Hospitals in the City of Manado. Nursing personnel referred to in this study are professional nursing personnel in the health sector who are involved in nursing activities. The location of this research was conducted in 4 private hospitals in the city of Manado. The reason for choosing the location of this research is that the hospital is a large organization, to carry out leadership in a large organization requires great thought and action as well as mature policies and decisions, it is not an easy matter to do this.

Population

The population is a set of objects that are observed in research. As previously explained, this study involved nursing staff in private hospitals in Manado City, namely: Siloam Hospital, Advent Hospital, Pancaran Kasih Hospital, Sitti Maryam Islam Hospital.

The population used in this study were all nursing staff who were permanent employees, who worked in 4 private hospitals in the city of Manado, totaling 522 people as shown in Table 1.

Table 1. Number of Nursing Personnel in Private Hospitals in Manado City

No.	Private Hospital	Number of Nursing Personnel
1.	RS Siloam Jl. Samratulangi 22 Manado	197
2.	RS Advent Jl. 14 Februari No.1 Manado	132
3.	RS Pancaran Kasih Jl. Samratulangi XIII Manado	158
4.	RS Islam Sitti Maryam Jl. Pogidon Raya No.110 Manado	35
	Jumlah	522

Source: Data processed, 2017

Sample

Based on the proposition of the number of nursing staff at each hospital above, the number of samples can be taken by random sampling

using proportional allocation, where the sample size for each hospital can be seen in Table 2.

Table. 2. Proportion of the Number of Nursing Personnel as Samples

Private Hospital	N_i	$\dfrac{N_i}{N}$	$\dfrac{N_i}{N}$ X n	
RS Siloam	197	0,37	85,46 ≈	86
RS Advent	132	0,25	56,62 ≈	57
RS Pancaran Kasih	158	0,30	68,54 ≈	69
RS Islam Sitti Maryam	35	0,06	14,94 ≈	15
Jumlah	522			227

Source: Data processed, 2017

RESULT AND DISCUSSION

The discussion of the results of the analysis using the inferential method aims to test the hypothesis, which in this study tests the hypothesis regarding the direct effect. In testing the hypothesis there are two probabilities (possibilities) that arise, namely rejected or accepted. Acceptance or rejection of the hypothesis depends on the data obtained from the research location and there is no attempt to manipulate it so that the hypothesis is accepted.

The Influence of Transformational Leadership on Job Satisfaction

Transformational leadership has a significant positive effect on job satisfaction where a path coefficient of 0.248 is obtained with a critical ratio (CR) of 3.28 * which is greater than 1.96, Hypothesis one (H1) is accepted.
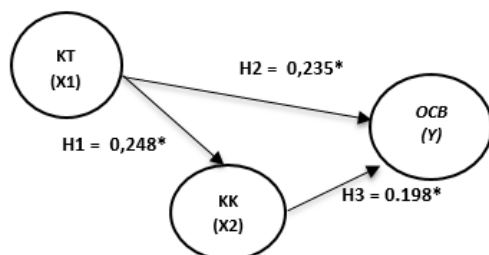
The Influence of Transformational Leadership on Organizational Citizenship Behavior

Transformational leadership has a significant positive effect on organizational citizenship behavior where a path coefficient of 0.235 is obtained with a critical ratio (CR) of 2.81 * which is greater than 1.96, Hypothesis two (H2) is accepted.

The Effect of Job Satisfaction on Organizational Citizenship Behavior

Job satisfaction has a significant positive effect on organizational citizenship behavior because the path coefficient is 0.198 with a critical ratio (CR) of 2.43 * which is greater than 1.96, Hypothesis eight (H3) is accepted.

Research Model

Transformational Leadership

According to [49] Robbins and Judge (2008) and [9] Cavazotte (2012) there are four components of transformational leadership, namely:

1. Idealized influence

"Idealized influence is the behavior of a leader who provides a vision and mission, creates a sense of pride, and earns respect and trust from his subordinates. Idealized influence is also known as a charismatic leader, where followers have deep confidence in the leader, feel proud to be able to work with the leader, and trust in the leader's capacity to solve every problem ".

2. Inspirational motivation

"Inspirational motivation is the behavior of a leader who can communicate high expectations, attractively convey a common vision using symbols to focus the efforts of subordinates, and inspire subordinates to achieve goals that produce important progress for the organization".

3. Intellectual stimulation

"Intellectual stimulation is a leader behavior that can increase the intelligence of subordinates to increase their creativity and innovation, increase rationality, and solve problems carefully".

4. Individualized consideration.

"Individualized consideration is the behavior of a leader who pays personal attention, treats each subordinate individually as an individual with different needs, abilities, and aspirations, and trains and provides suggestions. The individualized consideration of transformational leadership treats each subordinate as an individual and accompanies them, monitors and fosters opportunities ".

Job Satisfaction

[49] Robbins and Judge (2008) state that there are five components of job satisfaction, namely:

1. Payment

"The number of wages received and the degree to which this can be viewed as appropriate in comparison to others in the organization. This is commonplace for every employee where employees expect payments to be received following the workload they get. Besides, employees compare whether, with the same workload, these employees get the same or different salaries. This affects the satisfaction they feel".

2. Job

"The jobs given are considered attractive, providing opportunities for learning for employees as well as opportunities to accept responsibility for work. Employees will feel happy and challenged when given a job that can make them give all their abilities. Meanwhile, if the workload and challenges given are far below their abilities, employees tend to feel bored. However, if given a greater workload and responsibility, the possibility of frustration arises as a result of the employee's failure to meet the work demands that have been given by the organization".

3. Promotion opportunities

"There are opportunities for employees to advance and develop in the organization, for example, opportunities to get promotions, awards, promotions, and individual development. This is related to the self-development of each employee. Employees have the desire to continue to progress and develop as a form of self-actualization so that employees will feel satisfied if the organization provides opportunities to develop and get promoted to a higher level ".

4. Bosses (Supervisor).

"The superior's ability to show interest and concern about employees, provide technical assistance, and the role of superiors in treating employees in their daily work. Besides, superiors are required to have the ability to make decisions that directly or indirectly have an impact on their subordinates.

5. Co-Workers ".

"The extent to which clever colleagues are technically friendly and mutually supportive in the work environment. The role of coworkers in the interactions that exist among employees affects the level of satisfaction felt by employees. Disputes that arise between fellow employees, even if they are trivial, can affect employee behavior in their daily work ".

Organizational Citizenship Behavior

In this study, the component of organizational citizenship behavior used is a component suggested by [42] Organ et al. (2006), namely:

1. Altruism.

"Altruism is a behavior to help or help colleagues in the organization voluntarily. In more detail, the altruism component has the following characteristics:

a. Helping coworkers whose workload is excessive.
b. Replacing the role or job of a coworker who was unable to attend.
c. Willing to help colleagues who have problems with work.
d. Helping other colleagues to be more productive.
e. Assisting the work environment orientation process or giving direction to new employees even though they are not asked ".

2. Courtesy.

"Courtesy is individual behavior that maintains good relations with colleagues to avoid disputes between members in the organization. A person who has this dimension is a person who respects and cares for others. In more detail, the courtesy component has the following characteristics:

a. Respect co-workers' rights and privacy.
b. Trying not to cause trouble with coworkers.
c. Trying to avoid disputes between co-workers.
d. Consider the impact on co-workers of each action taken.
e. Consult in advance with colleagues who may be affected by the actions to be taken".

3. Sportsmanship.

"Sportsmanship is an individual's willingness to accept whatever is determined by the organization even in improper circumstances. In more detail, the sportsmanship component has the following characteristics:

a. Do not spend time complaining about trivial problems.
b. Do not exaggerate the problems that occur in the organization.
c. accept any policies and procedures established by the organization.
d. Tolerates the discomfort that occurs at work ".

4. Conscientiousness.

"Conscientiousness is dedication or high dedication to work and the desire to exceed the standard of achievement in every aspect. In more detail, the conscientiousness component has the following characteristics:

a. When not coming to work, report to your boss or coworkers first.
b. Finish assignments prematurely.
c. Always try to do more than what should be done.

d. Volunteer to do something useful for the organization in addition to the main task.

e. Not wasting work time.

f. Not taking excessive breaks.

g. Complying with the rules and regulations of the organization even if no one is supervising it ".

5. Civic Virtue.

"Civic virtue is individual behavior that shows that the individual has a responsibility to be involved, participate, participate and care in various activities organized by the organization. In more detail, the civic virtue component has the following characteristics:

a. Care for developments and changes that occur in organizations.

b. Participate in various activities organized by the organization.

c. Take the initiative to provide recommendations or innovative suggestions to improve the overall quality of the organization ".

CONCLUSION

Based on the results of statistical analysis and previous discussion, several conclusions were drawn according to the objectives of this study, namely:

Transformational leadership has a significant positive effect on job satisfaction, meaning that the higher the transformational leadership in four (4) private hospitals in Manado City, the higher the job satisfaction of the nursing staff. Thus the results of this triple hypothesis research support the theory of [6] Bass, Avolio, and Goldheim (1987), [62] Wexley and Yukl (2003), [24] Judge and Locke (1993), and [44] Podsakoff et al. (1996) and supports the previous study conducted by [53a] Sulieman et al. (2011).

Transformational leadership has a significant positive effect on organizational citizenship behavior, meaning that the higher the transformational leadership in four (4) private hospitals in Manado City, the higher the organizational citizenship behavior in the nursing staff. Thus the results of this one hypothesis support the theory of Burns (1978), [41] Organ and Ryan (1995), [49] Robbins and Judge (2008), [63] Yukl (2010), and [29] Lee et al. (2013) and support previous research conducted by [2] Ali et al. (2014) and [8] Chamariyah et al. (2015).

Job satisfaction has a significant positive effect on organizational citizenship behavior, meaning that the higher the job satisfaction of nursing personnel in four (4) private hospitals in

Manado City, the higher the organizational citizenship behavior of the nursing personnel in them. Thus the results of this fourteen hypothesis support the theory of [38] Motowidlo (2000), [49] Robbins and Judge (2008), and [25] Kim (2006) and support previous research conducted by [55] Tsai and Shih (2010). , [57] Uludag et al. (2011) and [22a] Ikonne (2013).

ACKNOWLEDGEMENT

REFERENCES

[1]. Ahmad, A. R., Adi, M. N. M., Noor, H. M., Rahman, A. G. A., & Yushuang, T. (2013). The influence of leadership style on job satisfaction among nurses. Asian Social Science, 9(9), 172.-178.

[2]. Ali, N., Ali, S., Ahsan, A., Rahman, W., & Kakakhel, S. J. (2014). Effects of Leadership styles on job satisfaction, organizational citizenship behavior, commitment and turnover intention (empirical study of private sector schools' teachers). Life Sci J, 11(4), 175-183.

[3]. Arshadi, N., & Damiri, H. (2013). The relationship of job stress with turnover intention and job performance: Moderating role of OBSE. Procedia-Social and Behavioral Sciences, 84, 706-710.

[4]. Aslam, R. 2012. "Investigating The Relationship Of OCB With Job Satisfaction Organizational Commitment And Turnover Intensions (A Case Study on Teaching Staff of University of the Punjab)". International Journal of Economics and Management Sciences, 1 (9): 90-100.

[5]. Azlina, A. A., & Mustapha, N. N. (2012). Energy, economic growth and pollutant emissions nexus: the case of Malaysia. Procedia-Social and Behavioral Sciences, 65, 1-7.

[6]. Bass, B.M. 1996. From Transactional to Transformational Leadership : Learning to Share the Vision, Organizational Dynamics, 18 (3): 19-31.

[7]. Baron, R.A., & Byrne, D. (2005). Psikologi sosial.jilid 2. edisi kesepuluh. Alih Bahasa: Ratna Djuwita. Jakarta: Erlangga.

[8]. Chamariyah, A. S., & Noermijati, R. (2015). The Effect of Transformational Leadership

to Organizational Citizenship Behavior (OCB) and Employees" Performance (Study Case to PT. PLN (Persero) Pamekasan Area). International Journal of Business and Behavioral Sciences, 5(4), 1-9.

[9]. Cavazotte, F., Moreno, V., & Hickmann, M. (2012). Effects of leader intelligence, personality and emotional intelligence on transformational leadership and managerial performance. The Leadership Quarterly, 23(3), 443-455.

[10]. Desa, M.S. (2008). The Influence of Sociodemography and Characteristics of Work on the Desire to Change Work in Midwives in Serdang District. Thesis, Masters Program in Health, University of North Sumatra.

[11]. Davis, K., & Newstrom, J. W. (2008). Behavior in Organizations,. Jakarta: Erlangga.

[12]. Dela Pena III, S. (2010). "Spiritual Intelligence and Work Stress among Basic Education Faculty of A Private Non-Sectarian School". Liceo Journal of Higher Education Research Social Science Section, 6 (2): 253-270.

[13]. Eikzad, J. (2011). "The Effects of Workplace Spirituality on Organizational Citizenship Behavior in Five Areas of Education Tabriz". Journal Educ Leadership Manage, 5 (4): 23-44.

[14]. Fishbein, M. (1967). Attitude and Prediction of Behaviour, in Martin Fishbein (Eds), Readings in Attitude Theory and Measurement. New York: Willey, pp.477-492.

[15]. Ghazzawi, I. (2008). Job Satisfaction Antecedents and Consequences: A New Conceptual Framework and Research Agenda, Business Review, 11 (2): 1–10.

[16]. [Gill, A. S., Flaschner, A. B., & Shachar, M. (2006). Mitigating stress and burnout by implementing transformational-leadership. International Journal of contemporary hospitality management, 18(6), 469-481.

[17]. Gill, A., Flaschner, A. B., Shah, C., & Bhutani, I. (2010). The relations of transformational leadership and empowerment with employee job satisfaction: A study among Indian restaurant employees. Business and Economics Journal, 18, 1-10.

[18]. Grimes, M. L., Zhou, J., Beattie, E. C., Yuen, E. C., Hall, D. E., Valletta, J. S., ... & Mobley, W. C. (1996). Endocytosis of activated TrkA: evidence that nerve growth factor induces formation of signaling endosomes. Journal of Neuroscience, 16(24), 7950-7964.

[19]. Gillies, D.A. (1998). Nursing Management: a system approach. Philadelphia W.B Sounders Company.

[20]. Handoko, H. (2010). Personnel & Human Resources Management, BPFE GM Yogyakarta.

[21]. Harnoto. (2002). Human Resource Management. Prehallindo: Jakarta.

[22]. Hsi, Y.H. (2015). The Relationship of Manager's Leadership Style, Job Stress and Job Satisfaction- A Study of Interns in 5-Star Hotels in Tainan City. Proceedings of the Third Asia-Pacific Conference on Global Business, Economics, Finance and Banking. (AP15 Singapore Conference) 17-19 July 2015 Paper ID: S540, pp.1-6.

[23]. Ikonne, Chinyere N. 2013. Job Satisfaction and Organizational Citizenship Behavior of Library Personnel in Selected Nigerian Universities. International Journal of Science and Research (IJSR).

[24]. Javed, H. A., Jaffari, A. A., & Rahim, M. (2014). Leadership styles and employees' job satisfaction: A case from the private banking sector of Pakistan. Journal of Asian business strategy, 4(3), 41.

[25]. Judge, T. A., & Locke, E. A. (1993). Effect of dysfunctional thought processes on subjective well-being and job satisfaction. Journal of Applied Psychology, 78(3), 475.

[26]. Kim, S. (2006). "Public Service Motivation and Organizational Citizenship Behavior in Korea". International Journal of Manpower, 27 (8): 722–740.

[27]. King, L.A. (2010). Psikologi umum:sebuah pandangan apresiatif. buku 2. Penerjemah: Brian Marwensdy. Jakarta: Salemba Humanika.

[28]. Khanduzi, F., Parizanganeh, A., & Zamani, A. (2015). Application of multivariate statistics and geostatistical techniques to identify the spatial variability of heavy metals in groundwater resources. Caspian Journal of Environmental Sciences, 13(4), 333-347.

[29]. Keashly, L., Trott, V., & MacLean, L. M. (1994). Abusive behavior in the workplace: A preliminary investigation. Violence and victims, 9, 341-341.

[30]. Langitan, R,E. 2010. Faktor-Faktor Yang Mempengaruhi Kejadian Turnover Perawat Pelaksana Tahun 2009 Di Rumah Sakit Bhakti Yudha Depok. FIK, UI, Hal.5.

[31]. Lee, U. H., Kim, H. K., & Kim, Y. H. (2013)."Determinants of Organizational Citizenship Behavior and Its Outcomes". Global Business and Management Research: An International Journal, 5 (1): 54-65.

[32]. Long, C. S., Thean, L. Y., Ismail, W. K. W., & Jusoh, A. (2012). Leadership styles and employees' turnover intention: Exploratory study of academic staff in a Malaysian College. World Applied Sciences Journal, 19(4), 575-581.

[33]. Luthans, F. (2006). Organizational Behavior, Tenth Edition, Yogyakarta: Andi Publisher.

[34]. Luthans, F. (2011). Organizational Behavior, Twelveth Edition, Yogyakarta: Andi Publisher.

[35]. Maharani, V., & Troena, E. A. Noermijati.(2013). Organizational Citizenship Behavior Role in Mediating the Effect ofTransformational Leadership, Job Satisfaction on Employee Performance: Studies in PT Bank Syariah Mandiri Malang East Java, 1-12.

[36]. McGrath, J. (1976).) Stress and Behaviour in Organization. In M.D. Dunnette (Ed), Handbook of Industiral and Organizational Psychology (pp.1351-1395) Chichago: Rand McNally.

[37]. Mehboob, F, Bhutto, N.A. 2012. Job Satisfaction as A Predictor of Organizational Citizenship Behavior A Study of Faculty Members at Business Institutes. Interdisciplinary Journal Of Contemporary Research In Business, Vol 3, No. 9.

[38]. Moore, K.A. (2002). "Hospital Restructuring: Impact on Nurses Mediated by Social Support and A Perception of Challenge". J. Health Hum. Serv. Adm, 23 (3): 490-517. PMDI: 11924310.

[39]. Moosapour, S., Feizi, M., & Alipour, H. (2013). Spiritual intelligence relationship with organizational citizenship behavior of high school teachers in Germi city. Journal Of Business Management & Social Sciences Research, 2(10), 72-75.

[40]. Mosadeghrad, A. M. (2013). "Occupational Stress and Turnover Intention: Implication for Nursing Management". International Journal of Health Policy and Management, 1 (2): 179-186.

[41]. Motowidlo, S.J. (2000). Some Basic Issues Related to Contextual Performance and Organizational Citizenship Behavior in Human Resource Management. Human Resource Management Review, 10 (1): 11–126.

[42]. Ngadiman. (2013). "Influence of Transformasional and Organization Climate to Work Satisfaction, Organization Commitment and Organizational Citizenship Behavior on the Educational Personnel of Sebelas Maret University, Surakarta". European Journal of Business and Management, 5 (10): 97-115.

[43]. Northouse, P.G. (2007). Leadership: Theory and Practice. London: SAGE Publications, International Education and Professional. Publisher Thousan Oaks.

[44]. Offermann, L. R., & Hellmann, P. S. (1996). Leadership behavior and subordinate stress: A 360" view. Journal of occupational health psychology, 1(4), 382.

[45]. Organ, D. W., & Ryan, K. (1995). A meta-analytic review of attitudinal and dispositional predictors of organizational citizenship behavior. Personnel psychology, 48(4), 775-802.

[46]. Organ, D.W. (2006). Organizational Citizenship Behavior. Its Nature, Antecendents, and Consequences. California: Sage Publications, Inc.

[47]. Organ, P., & Podsakoff, P. M. MacKenzie.(2006). Organizational citizenship behavior: Its nature, antecedents, and consequences. Sage, Thousand Oaks, 16, 43-44.

[48]. Podsakoff, P. M., MacKenzie, S. B., Paine, J. B., & Bachrach, D. G. (2000). Organizational citizenship behaviors: A critical review of the theoretical and empirical literature and suggestions for future research. Journal of management, 26(3), 513-563.

[49]. Pranaya, S. (2008). The Influence of Leadership Style Presented by Bosses on Employee Job Satisfaction (Case Study at PT. X). University of Indonesia.

[50]. Qureshi, M. I., Iftikhar, M., Abbas, S. G., Hassan, U., Khan, K., & Zaman, K. (2013). Relationship between job stress, workload, environment and employees turnover intentions: What we know, what should we know. World Applied Sciences Journal, 23(6), 764-770.

[51]. Rastegar, A., Davoodi, S. M., Orooji, S., & Abasian, M. (2012). The relationship between spiritual intelligence and job satisfaction of employees in the banking industry of Iran. J. Multidisciplinary Res, 2(1), 57-74.

[52]. Rivai, V., and Mulyadi, D. (2012). Organizational Leadership and Behavior. Jakarta: Rajawali Pers.

[53]. Robbins, S.P., and Judge, T.A. (2008). organizational behavior, Twelveth Edition, Jakarta: Salemba Empat.

[54]. Savery, L. K., & Luks, J. A. (2004). Does training influence outcomes of organizations? Some Australian evidence. Journal of Management Development, 23(2), 119-123.

[55]. Selye, Hans. (1982). Guide to Stres Research, New York: Van Nas Trans Reinhold Company inc.

[56]. Solimun, (2012). Strengthening Research Methodology, General Structural Component Analysis-GSCA. Statistics Program Faculty of Mathematics and Sciences University of Brawijaya

[57]. Sugiyono. (2010). Qualitative Quantitative Research Methods and R&D. Bandung: Alfabeta.

[58]. Sulieman, I.S.M., Hussein, A.Z., and Ayat, M.E.B. 2011. The Relationship Between Transformational Leadership And Employees Satisfaction At Jordanian Private Hospitals. Journal Business and Economic Horizons, Vol. 5, Issue 2, pp. 35-46.

[59]. Tracey, J. B., & Hinkin, T. R. (1998). Transformational leadership or effective managerial practices?. Group & Organization Management, 23(3), 220-236.

[60]. Tsai, Y., & Wu, S. W. (2010). The relationships between organisational citizenship behaviour, job satisfaction and turnover intention. Journal of clinical nursing, 19(23-24), 3564-3574.

[61]. Udoh, E., Oyo-ita, A., Odey, F., Effa, E., Esu, E., Oduwole, O., ... & Meremikwu, M. (2013). Management of uncomplicated malaria in underfives in private and public health facilities in South-eastern Nigeria: a clinical audit of current practices. Malaria research and treatment, 2013.

[62]. Uludağ, O., Khan, S., & Güden, N. (2011). The Effects of Job Satisfaction, Organizational Commitment, Organizational Citizenship Behavior.

[63]. Umar, H. (2004). Research Methods for Thesis and Business Thesis. Jakarta: PT. Raja Grafindo Persada.

[64]. Van Dierendonck, D., Haynes, C., Borrill, C., & Stride, C. (2004). Leadership behavior and subordinate well-being. Journal of occupational health psychology, 9(2), 165.

[65]. Viator, R. E., & Pasewark, W. R. (2005). Mentorship separation tension in the accounting profession: The consequences of delayed structural separation. Accounting, Organizations and Society, 30(4), 371-387.

[66]. Miladiyah, N., Mustikasari, M., & Gayatri, D. (2015) Relationship of Organizational Motivation and Commitment with Nurse Performance in the Implementation of Nursing Care Documentation. Indonesian Journal of Nursing, 18 (1), 9-16.

[67]. Wilkinson, A. D., & Wagner, R. M. (1993). Supervisory Leadership Styles and State Vocational Rehabilitation Counselor Job Satisfaction and Productivity. Rehabilitation Counseling Bulletin, 37(1), 15-24.

[68]. Wexley, K.N, and Yukl, G.A. 2003. Organizational Behaviour and Personnel Psychology. Jakarta: Rineka Cipta.

[69]. Yukl, G. (2010). Leadership in Organizations.Indonesia Edition. Jakarta: Publisher PT Indeks.

[70]. Zeffane, R. (1994). "Understanding Employee Turnover: The Need for A Contingency Approach". International Journal of Manpower, 15 (9): 1-14.