

The Influence of Transformational Leadership and Compensation on Psychological Well-Being (Study at Private Hospital Nurses in South Kalimantan Province)

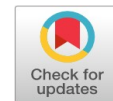
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Abstract: The research conducted is the Influence of Transformational Leadership and Compensation to Psychological Well Being in Private Hospital Nurses in South Kalimantan Province. Private Hospitals registered in South Kalimantan Province, were RSU Suaka Insan, RS Islam, RS Puri Paramita, RS Mawar, RSK Bedah Siaga, Sari Mulia Hospital, Medica Center Hospital, Ceria Kandungan Hospital and Pertamina Hospital. Samples taken in this research are at 9 private hospitals spread over 4 (four) districts/cities in South Kalimantan Province. The sample of this study is all employees who are hospital nurses using Slovin formula so that was obtained by 216 respondents. The sampling technique used was Technique of Random Sampling, where 9 (nine) private hospitals in South Kalimantan Province were taken at random from the respondents, then from all the names were given the numbers. Data collection was done using questionnaire while data analysis using SPSS program. The test results prove Transformational Leadership has a significant effect on Psychological Well Being partially with the influence of 16.8% and Compensation significantly influence Psychological Well Being partially with a big influence 33.3%, while simultaneously Transformational Leadership and Compensation significantly influence Psychological Well Being with a big influence of 21.9% while the rest of 78.1% is influenced by other variables.

Key Words: : Transformational leadership, Compensation, Psychological well being

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INTRODUCTION

Background

Indonesian hospitals have developed rapidly. This is confirmed by the increasing number of hospitals in Indonesia, both Government and Private Hospitals. In 2010, the number of hospitals in Indonesia was 1,523 hospitals, and in 2011, the number of hospitals increased to 1,668 hospitals (Health Office of DKI Jakarta, 2012). The high number of hospitals in addition to facilitating the public to get health services is also a challenge for hospitals to compete in maintaining a position as a well-performing hospital, in order to provide a good service for the community.

The management of hospitals in the present certainly has many difficulties and challenges compared to the previous era which only made the hospital as a social institution. The changing environment and the demands of globalization are among the factors that cause hospital management to be carried out with strong management and management-oriented management that takes into account the financial aspects.

Another change is in the form of resource ownership, which if previously the hospital was an institution with labor-intensive resources, now the hospital is an institution that must have resources that are capital intensive and skilled.

In general, the management of hospitals in Indonesia is divided into 2, First, the government hospital run by the government itself with employees who are civil servants (PNS) both central and local

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civil servants whose operations are financed through the APBD and the APBN. Secondly, private hospitals managed by communities through foundations, or state-owned corporations financed independently with non-civil service employees. However, supervision over the operation of hospitals in all provinces in Indonesia, whether the hospital is managed by the government or by the private sector remains the responsibility of the central government and the region. Through this supervision the existence of hospitals in every province has differences in management, especially in private hospitals that self-finance hospital's operations.

South Kalimantan Province is one of the provinces where the distribution of private hospitals is still uneven. Because of the 13 existing districts, private hospitals operate only in 4 municipalities/regencies. While from observation results some private hospital have no longer operated, so from 12 private hospitals, only 9 hospitals can be the object of research. This is because 2 hospitals have closed and 1 hospital only has 1 nurse as well as midwives. The existence of a complete private hospital can be seen in Table 1.

Table 1: Private hospital in South Kalimantan province

No	Name	Types	Class	Location	Implementers
1.	RSU Suaka Insan	RSU	C	Banjarmasin	Yayasan Suaka Insan
2.	RS Islam	RSU	D	Banjarmasin	Yayasan Muhammadiyah
3.	RS Puri Paramita	RSU	D	Banjarmasin	Yayasan Paramita
4.	RS Mawar	RSU	D	Banjarbaru	Organisasi Sosial
5.	RSU Sari Mulia	RSU	C	Banjarmasin	Organisasi Sosial
6.	RSK Bedah Siaga	RSU	D	Banjarmasin	Organisasi Sosial
7.	RS. Medica Center	RSU	D	Kandangan	Organisasi Sosial
8.	RS. Ceria Kandangan	RSU	D	Kandangan	Organisasi Sosial
9.	RS. Pertamina	RSU	D	Tabalong	BUMN

Source: Departement Healt South Kalimantan Province, 2013

Based on Table 1 most, ie as many as 5 private hospitals are located in Banjarmasin City. This is related because the city of Banjarmasin is as its capital city of South Kalimantan Province, where various sectors are more developed than other cities. While 4 private hospitals are spread in Banjarbaru, Kandangan and Tabalong and some districts in South Kalimantan Province based on the data from South Kalimantan Provincial Health Office do not have private hospital, but only have local hospital which is owned by the local government .

Robbins (2001) and Prasetya and Kato (2011) states that employees will be motivated to work and can show good performance with the compensation they will get from the company. Off course the application of compensation is based on a fair attitude shown by the leadership to subordinates in determining the amount of compensation , because the compensation given by not considering the principle of justice will only cause jealousy, which is feared to actually lower the spirit and motivation of employees. Financial compensation also affects the psychological wellbeing of employees.

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When viewed from the psychological well-being scale developed by Ryff and Keyes (1995) stated that, this psychological well-being is influenced by financial pressures. Thus, it can be explained that compensation financially provided by the company will affect the psychological well-being of employees. Unclear financial conditions can affect a person's psychological well-being (Psychological Weel Being). Therefore it is necessary to establish a good financial plan so that employees who work get a clear expectation about the financial condition later. Furthermore, psychological well-being has an impact on employee performance, because employees who have psychological well-being will have the concept of good self-acceptance, have a positive relationship with others, and be able to master the situation well. De Jong et al. (2009) reveals that psychological well-being is influenced by human resource management practices and will have an impact on performance.

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Against this leadership style, Burns (1978) distinguishes leadership style into 2, the transactional and transformational leadership style. Leaders with transactional styles use the power of compensation. This case can be reward for high productivity or not rewarded for lack of productivity. Leaders with a transformational style are leaders who are able to provide stimulation and inspiration to followers, to achieve goals beyond the limits of the ability of subordinates themselves.

The research on the performance of nurses in private hospitals and their influencing factors is based on the fact that nurses' performance is a crucial factor to be considered by hospitals, as nurses' performance is the overall determinant of hospital's performance. High performing nurses will exert their full potential to complete the work carried out in accordance with the standards set by the hospital, both quality standards, quantity, and time standards. The suitability of work performed by employees with performance standards established by this hospital will ultimately impact on the output and outcomes to be consumed by the public associated with the hospital. If the community has used the services submitted there will be an evaluation that affects the satisfaction of the community to the health services provided by the hospital, especially in this case of a private hospital.

Problems

The formulation of the problem in this research is as follows:

1. Is Transformational Leadership partially significant to Psychological Well Being?
2. Is compensation partially significant to Psychological Well Being?
3. Do Transformational Leadership and Compensation together (simultaneously) have a significant effect on Psychological Well Being?

Research objectives

The research objectives in this study are as follows;

1. To test and analyze whether Transformational Leadership is partially significant to Psychological Well Being of Private Hospital Nurses in South Kalimantan Province.
2. To test and analyze whether compensation has a partially significant effect on Psychological Well Being in a Nurse Private Hospital in South Kalimantan Province.
3. To test and analyze whether Transformational and Compensational Leadership jointly (simultaneously) have a significant effect on Psychological Well Being of Private Hospital Nurses in South Kalimantan Province.

LITERATURE REVIEW

Transformational leadership

Burns (1978) wrote this statement more than 30 years ago. It is interesting to note that the statement is still relevant today as it was years ago. Leadership continues to be one of the most hotly debated topics in its success to the organization. Burns (1978) also argues that leadership is basically a energy dating between leaders and fans and that this procedure is linked to collective dreams that target making sure the satisfaction of human needs and expectations. Burns (1978) offers comprehensive ideas about the management and impact of leaders on their fans. He alludes to the chief-follower dating

and describes the relationship on this as one in which the chief impacts his fans to do what is important, due to the fact the leader compares with the values and desires of fans and leaders.

There is importance of a leadership style in an organization played by a leader in order to influence the performance of subordinates, Yukl, Gordon, and Taber (2002) sees the influence of leaders as a process based more on emotion than reason in which leaders are able to inspire and motivate their followers. According to Drucker (1967) leaders are individuals who make things happen. The leader is 'who makes something into something itself', making the organization into a real organization, in this case, the leader is the individual human being, while leadership is the attribute of him as the leader (Bilal & Zia-ur-Rehman, 2017; Moeljono, 2008; Putri, 2015).

Bass (1985) argues that transformational management as the favored fashion will rely on history, social and financial surroundings. The organisation of leaders is presently engaged with the persona and values of leaders. He argues that transformational leaders will emerge in times of tribulation and fast exchange. Further consideration is the company and scenario dealing with leaders, which could encompass the turbulent marketplace forces, the want for brand spanking new answers and are able to expand subordinates. This time requires leaders who will stimulate intellectuals by double-checking priorities, exploring new thoughts, scanning progressive opportunities and maximizing human capability in agencies.

Transformational leadership focuses more on leadership skills, so most recent theories of transformational leadership are heavily influenced by Burns (1978), which distinguishes transformational leadership from transactional leadership. Transformational leadership calls for the moral values of followers in an effort to raise their awareness of ethical issues and to mobilize their energy and resources to reform institutions (Pimonratanakan, Intawee, Krajangsaeng, & Pooripakdee, 2017; Yukl et al. 2002). Badaracco (2002) say Transformational leadership is basically the leadership which motivates followers to transcend their self-interest for a common purpose, vision, and/or mission.

According to Maslow (1943) hierarchy of needs, Bass (1985) argues that transformational leaders, have more opportunity at a higher level of hierarchy with people who care about growth and self-actualization, because transformational leaders are able to influence people to transcend interests for the good of the group. Then he, expanded the concept of transformational leadership through works published in 1985, 1990, and 1998. He identified specific construction-related leadership that inspired followers and expanded the use of their follower's abilities. These transformational leadership constructs consist of Customized Attention, Rational Encouragement, Motivating Incentive and Flawless effect (Bass & Avolio, 1993; Taiwan, Na-Nan, & Ngudgratoke, 2017).

Bass (1998) says transformational leadership motivates and inspires employees by raising their awareness about the value of their tasks and the importance of organizational goals, and by drawing on the intrinsic needs of employees. Transformational leadership is based on the relationship between leaders and other employees, transformational leaders who effectively understand the needs and motivations of others and try to help them reach their full potential (Bass & Avolio, 1994; Rijal, 2016).

Compensation

Compensation is one of the activities used to motivate employees and convey the company's recognition of the contribution given by employees to the company. Therefore rewards are defined as something given or received for service (Bowen, 2000). Rewards are given to employees in the form of compensation. Compensation is any form of payment or compensation is given to employees by the company as or in return for their contribution to the company, where there are two main components of compensation: direct financial payments (indebtedness, salary, incentives, commissions, bonuses) and indirect payments (in the form of financial benefits, such as insurance and vacation, Dessler, Sutherland, & Cole, 2005).

Compensation is any income in the form of money or goods directly or indirectly received by employees in return for services rendered to the company (Hasibuan, 2006). Work compensation is everything that employees receive as a reward for their work (Tohardi, 2002). Work compensation refers to all forms of wages or remunerations applicable to and arising from their employment, and has two

components: there are direct financial payments in the form of wages, salaries, incentives, commissions and bonuses, and there are indirect payments in the form of financial benefits such as insurance and holiday money.

Employee compensation affects their productivity and their tendency to remain together in their organizations, even though researchers and managers disagree about how much compensation affects employee performance. Proper and correct compensation arrangements will help the organization to acquire, and maintain a productive work. The company's orientation to compensation as a tool to motivate employees means that companies with all policies and technical implementing units undertake to satisfy their employees. So the orientation of the company to its employees is one of the important stages in the implementation of increasing work motivation that ultimately increases the company's revenue. Individuals are motivated to work when they feel that rewards are being distributed fairly. The better the compensation given to their employees the higher the motivation of work. Then they will provide good service to the consumer, and will ultimately increase the revenue of the company.

Robbins (2001) states that when employees feel their efforts are valued and companies implement a fair and satisfactory compensation system, the company has optimized motivation. By encouraging employee motivation to work there will be improved employee performance. There has been an agreement between behavioral scientists and managers that compensation can be used to motivate employee performance. It is understandable that if compensation is intended to motivate good performance, compensation will be assessed by the individual and compensation must relate to the level of performance to be motivated. So there is importance of compensation for Gibbons (1999) performance improvement said "if you hear that money is not motivating to do better or if compensation in the form of money is ranked low, it is the result of a flawed survey." Further, he says that it is funny if someone is not motivated to excel because of money. Because money is an important element, as long as there is a relationship with other elements expected of workers to be more appreciated.

Michael and Weintin (1993) divide compensation into 3 forms, material, social, and activities. Material compensation is not only money, such as salaries, bonuses and commissions, but all forms of physical strengthening, such as parking facilities, telephone and office space and various forms of benefits such as pensions, health insurance etc. Social compensation is closely linked to the need for interaction with others, such as status, recognition as an expert in the field, the formation of decision-making groups, and special groups established to solve enterprise problems.

Psychological Well Being

Prasad, DABATE, and Prasad (2007) states that psychological well-being is indicated by the presence of individual characteristics such as optimism, maintaining good health, understanding reaching people, positive work attitude, ability to maintain relationships, effective crisis coping skills, and so on. Another definition of psychological well being is an attachment to existing life challenges that have meaning in the wider context of well-being (Linley & Joseph, 2007; Ryff & Keyes, 1995). Bolarfinwa (2009) cites the opinion of Donald Franklin, that psychological well-being is defined as having the capacity for decision-making goodness, effective stress management, good communication skills, effective parents, and self-care emotionally. Several other definitions put forward by Bolarfinwa (2009) cite Marks and Ross's findings are that psychological well being is defined as a general reference to feelings of happiness and hope. Further, Bolarfinwa (2009) explains that although psychological well-being is an internal statement, psychological well-being is influenced by external factors. Some of the external factors that influence it include: economic stability, intimate relationships and interpersonal relationships, and social support perceived by individuals.

In addition, geographic and racial/ethnic location also play an important role as an intermediary factor in the relationship between economic status, marital status, and social support with mental health, which will ultimately impact on psychological well-being. Psychological Well-Being (PWB) from start to finish is a multidimensional construct (Pavot & Diener, 2004; Ryff & Keyes, 1995) which includes active involvement with life (i.e., Kahneman, Krueger, Schkade, Schwarz, & Stone, 2004; Keyes, Shmotkin, & Ryff, 2002; Ryan & Deci, 2001) and positive human function (Ryff & Keyes, 1995). The dimensions of

PWB are tested within the modern look at and as a result the focus of this literature review, consists of: self-attractiveness, that is the potential to see and compare oneself nicely, in phrases of strengths and weaknesses, advantageous relationships with others, approximately being near, high-quality, social relationships with others in one's existence, and purpose of life, which incorporates having a feeling that one "lives meaningful and has a route (Ryff & Keyes, 1995).

Patterns relating to yield age for all three PWB components are quite consistent in the literature, and each shows that ageing includes both benefits and disadvantages. Plenty of the literature on the differences in the closing age institution in this phase comes from North (The United States) in which the PWB scale was used on this look at (Ryff & Keyes, 1995) turned into developed (see method for Breakdown and dialogue for regulations of this technique). The closing cultural attention is inside the next section. Self-reputation and positive relationships with others are two additives of PWB that seem to be both unaffected by the aid of growing old (e.g., Ryff & Keyes, 1995; Springer, Pudrovsk, & Hauser, 2011) or even showing development as one step within the very last existence. A series of studies (e.g., Ryff & Keyes, 1995) were located that as human beings become old they tend to be extra accepting of who they're: self-acceptance is definitely related to growing old. Teens are a time for identity formation (Erikson, 1994), but with the very last lifestyles, older adults hope to maintain a strong sense of self (Linley & Joseph, 2007). Similarly, by the point someone reaches their final lifestyles they have evolved a warm, nice courting with others (e.g., Ryff & Keyes, 1995).

The socio-emotional desires of past due to life encourage the development of an extra effective, deeper, and more meaningful dating than one's relationship in young adulthood (Carstensen, 1992). Social networks may be smaller in older adults (Rook & Schuster, 1996), but relationships tend to be greater pleasurable (Van Tilburg, 1998). No longer remain all PWB additives, but, display an advantage inside the final existence. As individuals get older, someone has a tendency to lower, a sense of reason of their lives (Ryff & Keyes, 1995). bad institutions between age and existence desires are determined in both move-sectional (Ryff & Keyes, 1995) and work (Springer et al. 2011). This pattern of terrible age is probably a end result of understanding, as one receives vintage, approaching demise: there is little time left to stay (Neugarten 1996). It can be difficult to have an experience of direction and cause in someone's lifestyles while the timing is deemed limited. It is greater commonly beyond, not the future, that is seen as having reason and that means in vintage age (Alea & Bluck, 2013).

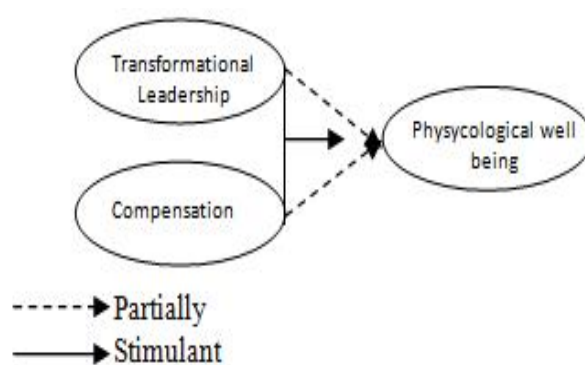


Figure 1. Research models

Based on the Research Model, various theories and various studies of previous research will be able to withdraw the hypothesis formula as follows:

1. There is significant partial influence of Transformational Leadership on Psychological Well Being of Private Hospital Nurses in South Kalimantan Province.
2. There is partially influence the significant compensation to Psychological Well Being on Private Hospital Nurses in South Kalimantan Province.
3. There is a simultaneous influence of significant Transformational Leadership and Compensation for Psychological Well Being on Private Hospital Nurses in South Kalimantan Province.

RESEARCH METHODS

This research was conducted by survey method, that is primary data collection method that obtained directly from original source through research questionnaire. This method requires direct contacts between the researcher and the subject (respondent) to obtain the necessary data and information. In this research, primary data source is nurse of Private Hospital in South Kalimantan Province. This research is referred to as explanatory research because its purpose is to explain causality relationship or cause-effect between variables through hypothesis testing.

This study was conducted in 9 private hospitals spread over 4 (four) districts/cities in South Kalimantan Province. The sample of this study is all employees who are hospital nurses using Slovin formula obtained from 216 respondents.

The sampling technique used was Technique of Random Sampling, taken from 9 (nine) private hospitals in South Kalimantan Province taken at random from the respondents, then from all the names were given the numbers.

Testing was done in two ways that is by menggunakan *t* Test aims to know between independent variables and dependent variable by parsial. Untuk mengetahui whether there is significant influence between independent variables and dependent variable. Hence significant value *t* was compared with the degree of trust and by using *F* test conducted to test the influence of independent variables on the dependent variable simultaneously. Test *F* is done with the purpose of testing all independent variables, namely Leadership.

RESULTS AND DISCUSSION

This *t* test is conducted to know the variable of Transformational Leadership and compensation has influence on Psychological Well Being on Private Hospital Nurse in South Kalimantan Province that is by comparing the value of *t* arithmetic with *t* table with 95% significance ($\alpha = 0,05$). If *t* arithmetic $>$ *t* Table then H_0 is rejected and vice versa if *t* arithmetic $<$ *t* Table then H_0 accepted. Test results *t* can be seen in the following table:

Table 2: Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients		
	<i>B</i>	Std. Error	Beta	<i>t</i>	Sig.
1 (Constant)	11.123	1.775		6.266	.000
Transformational Leadership	.064	.033	.168	1.935	.045
Compensation	.284	.074	.333	3.832	.000

a. Dependent Variable: Psychological Well Being

Based on the calculation results obtained niai significance of *t* for the independent variables are: Variable Transformational Leadership (*X1*) with significance value of 0,045. or sig $t > 5\%$ ($0.45 > 0.05$), then H_0 is accepted and H_1 is rejected, meaning partially there is insignificant influence of Transformational Leadership variable (*X1*) on Psychological Well Being (*Y*) of Private Hospital Nurse in the Province of South Kalimantan. With a large coefficient of variable regression of Transformational Leadership (*X1*) of 0.064 and the influence of Transformational Leadership (*X1*) on Psychological Well Being (*Y*) of 16.8%.

Variable Compensation (*X2*) with a significance value of 0.000. or sig $t < 5\%$ ($0.000 < 0.05$), then H_0 is rejected and H_2 accepted, meaning there is a significant partial influence of the variable of Compensation (*X2*) on Psychological Well Being (*Y*) of Private Hospital Nurse in South Kalimantan Province. Large coefficient of variable regression of Compensation (*X2*) is equal to 0.284 and there is a big influence of Compensation (*X2*) on Psychological Well Being (*Y*) equal to 33.3%.

While the *F* test is conducted to know all the independent variables Transformational Leadership (*X1*) and Compensation (*X2*) simultaneously affect the dependent variable of Psychological Well Being (*Y*) of Private Hospital Nurse in South Kalimantan Province. This test is done by *F* test, with significance level of 95% ($\alpha = 0.05$). *F* test results can be seen in the following table:

Table 3: ANOVA^a

Model	Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	469.854	2	234.927	29.864 .000 ^b
	Residual	1675.586	213	7.867	
	Total	2134.440	215		

a. Dependent variable: Psychological well being

b. Predictors: (Constant), kompensasi, kepemimpinan transdormasional

Based on the calculation results obtained significance value $F (0.000) < \text{significance } \alpha (0.05)$, that is $(0.000 < 0.05)$ or by comparing F arithmetic with F table with value F table equal to 30. Where from calculation result was obtained value of F count $> F$ table $(29.864 > 3.04)$. Based on the calculation, the decision is that H_0 is rejected and H_4 is accepted, which means it can be proven statistically that all independent variables consisting of Transformational Leadership (X_1) and Compensation (X_2) simultaneously (effect) have on Psychological Well Being (Y).

In addition to magnitude of influence measure with the coefficient of determination (R^2) shows how far is the ability of the model in explaining variations of independent variables. The value of determination coefficient is between zero and one (Ghozali, 2006). The value of coefficient of determination can be seen in the following table.

Table 4: Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.468 ^a	.219	.212	2.805	.219	29.864	2	213	.000

a. Predictors: (Constant), kompensasi, kepemimpinan transdormasional

b. Dependent variable: Psychological well being

Based on the calculation using SPSS 23.00 program in Table 5.19 it can be seen that the coefficient of determination (R Square) was obtained as 0.219. This means 2.19% Psychological Well Being (Y) can be explained by Transformational Leadership variable (X_1) and Compensation (X_2), while the rest is 78.1% Psychological Well Being (Y) influenced by other variables not examined in this research.

LIMITATIONS

The researchers admitted personally that in this study there are limitations experienced by researchers as follows:

1. The existence of limited research by using questionnaires that are closed statements that some respondents are still hesitant to fill out the questionnaire with the answer itself because they think their answers will be able to influence their position/positions in the company. So sometimes the answers given by the respondents did not show the real situation (answer questionnaires are not appropriate and filled potluck) while the conclusions that can be taken only based on the data collected through the questionnaire.
2. Limited variables used by researchers, so for the next effort researcher can use other variables, such as work culture, compensation, self efficacy, work loyalty, job stress, work motivation, organizational development, organizational productivity, employee productivity, employee satisfaction, employee turn-over and so on for further research.

CONCLUSION

Based on the results of the analysis that has been proposed, there can be drawn some conclusions about the influence of Transformasional Leadership and Compensation on Psychological Well Being of Private Hospital Nurses in South Kalimantan Province which can be concluded as follows:

1. Leadership Transformation has a partially significant effect on Psychological Well Being of Private Hospital Nurses in South Kalimantan Province.
2. Partial compensation has a significant effect on Psychological Well Being of Private Hospital Nurses in South Kalimantan Province.

3. Transformational Leadership and Compensation simultaneously have a significant influence on Psychological Well Being of Private Hospital Nurses in South Kalimantan Province.

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— This article does not have any appendix. —