

**Proceedings
The 4th International Conference
of the
Asian Academy of Applied
Business
(AAAB 2009)**

**Managing Asian Business Corporations
in the 21st Century**

17 - 18 December 2009
AIM Conference Center
Makati City, Manila,
The Philippines

Edited by:
Amran Harun, Rosle Mohidin, Lim Fui Yee Beatrice,
Roslinah Mahmud, Daru Razali Datu Eranza

Collaboration between:



AIM



Conference Programme Schedule

DAY 1
Thursday, 17 December 2009

Time	Event
0700	Registration of Participants
0815	Arrival of Guests
0845	Arrival of VIP
0900	Opening Ceremony <i>Welcoming Speech</i> Y.Bhg. Brig. Jen. Prof. Datuk Seri Panglima Dr. Kamaruzaman Hj. Ampon Vice Chancellor, Universiti Malaysia Sabah Prof. Grace S. Ugut, Ph.D. Associate Dean of AIM Executive Education and Lifelong Learning Center (EXCELL) (Representing AIM) <i>Keynote Address and Officiating Opening</i> Mr. Benel Laguna President, SB Corporation Department of Trade and Industry-National Capital Region (DTI-NCR) Small and Medium Enterprises, Financing Section
1030	Refreshments
1100	Concurrent Session I (A – E)
1230	Lunch
1400	Concurrent Session II (A – D)
1530	Refreshments
1545	Concurrent Session III (A – D)
1715	Adjourned

Conference Programme Schedule

DAY 2
Friday, 18 December 2009

Time	Event
0830	Concurrent Session IV (A – D)
1000	Refreshments
1015	Practitioner Session Theme: "Challenges in the Sub-Regional Co-operation of BIMB-EAGA" Chairperson: Professor Dr. Syed Azizi Wafa Syed Khalid Wafa Speaker 1: Dr. Peter Richter Senior Adviser, German Technical Cooperation Speaker 2: TBA
1115	Closing Luncheon and Awards Ceremony <i>Best Paper Awards</i> <i>Award of Captain of Industry</i> <i>Speech by Captain of Industry</i> Mr. Ricardo S. Pascua Chairman and President, Happy Communications, Inc. Chairman, Ready Foods Manufacturing Corporation <i>Closing Speech</i> Professor Dr. Syed Azizi Wafa Syed Khalid Wafa President, Asian Academy of Applied Business (AAAB) Co-Chairman of the AAAB Conference 2009
1230	Adjourned

Concurrent Session Chairperson

Chairperson	Paper Track	Session	Time
DAY 1: Thursday, 17 Dec			
Prof. Othman Yong	Finance and Banking	I (A)	1100
Assoc. Prof. Dr. Hj. Kasim Hj. Mansur	Economics	I (B)	1100
Prof. Dr. Syed Azizi Wafa	Management	I (C)	1100
Assoc. Prof. Dr. Ernest Cyril De Run	Marketing	I (D)	1100
Dr. Ahmad Puat Mat Som	Hospitality & Tourism	I (E)	1100
Prof. Dr. Zaini Abd Karim	Finance and Banking	II (A)	1400
Nalini Arumugam	Economics	II (B)	1400
Dr. Sa'ari Bin Ahmad	Entrepreneurship	II (C)	1400
Assoc. Prof. Dr. Raja Roslan Raja Abd. Rahman	Marketing	II (D)	1400
Dr. Rasid Mail	Accounting	III (A)	1545
Prof. Dr. In-Soo Han	Education and Technology	III (B)	1545
Assoc. Prof. Dr. Raja Roslan Raja Abd. Rahman	Entrepreneurship	III (C)	1545
Assoc. Prof. Dr. Vikineswaran A. Maniam	Marketing	III (D)	1545
Day 2: Friday, 18 Dec			
Dr. Anura de Zoysa	Finance and Banking	IV (A)	0830
Dr. Pengiran Hassanah Bahar Pg. Bagul	Hospitality & Tourism	IV (B)	0830
Dr. Nek Kamal Yeop Yunus	Management	IV (C)	0830
Assoc. Prof. Dr. Ahasanul Haque	Marketing	IV (D)	0830

Concurrent Session I (A)

DAY 1

Thursday, 17 December 2009

Time: 1100 - 1230

Paper Track: Finance and Banking

**Session Chairperson: Prof. Othman Yong
University of Malaya (UM)**

Paper Title and Author(s)

Paper Title	Author(s)
Size effect, winner's curve and performance on Malaysian IPO: Evidence from 2004-2008.	Othman Yong
Project management in mudarabah Islamic financing mode.	Ahcene Lahsasna
Corporate performance, corporate governance and CEO turnover: A study of Malaysian public listed companies.	Rokiah Ishak, Ku Nor Izah Ku Ismail and Shamsul Nahar Abdullah
Recursive relationships in executive compensation.	Shane Moriarity and Josefino San Diego
The effect of oil price volatility on Asian stock market performance – Evidence from Bursa Malaysia and Philippine Stock Exchange.	Abdul Razak Abdul Hadi, Mohamed Hisham Yahya and Abu Hassan Shaari

* Please refer to Collection of Abstracts

Concurrent Session I (B)

DAY 1

Thursday, 17 December 2009

Time: 1100 - 1230

Paper Track: Economics

**Session Chairperson: Assoc. Prof. Dr. Hj. Kasim Hj. Mansur
Universiti Malaysia Sabah (UMS)**

Paper Title and Author(s)

Paper Title	Author(s)
Methods of payment in foreign trade among firms in Singapore.	R. Sirpal
Export-dependence and economic growth in Singapore.	Fumitaka Furuoka and Qaiser Munir
Determinants of fresh fruits and vegetables (FFV) farmers' participation in contract farming in Peninsular Malaysia.	Nalini Arumugan, Eddie Chiew F. C., Zainalabidin Mohamed and Fatimah Mohamed Arshad
An overview on the phenomenon of the "disappearing middle" in exchange rate regimes	Ahmad Mosfi Mahmood, Janice L. H. Nga and W. Shawaluddin W. Hassan
Productivity and performance of palm oil industry in Malaysia.	Mohamad I'sa Bin Abd Jalil, Rozilee Asid, Hj. Dullah Mulok and Mohd Safri Saiman

* Please refer to Collection of Abstracts

Concurrent Session I (C)

DAY 1

Thursday, 17 December 2009

Time: 1100 - 1230

Paper Track: Management

**Session Chairperson: Prof. Dr. Syed Azizi Wafa
Universiti Malaysia Sabah (UMS)**

Paper Title and Author(s)

Paper Title	Author(s)
A study on employee turnover intention in ITES/BPO sector.	Sree Rekha and T.J. Kamalanabhan
Conceptual of training transfer to enhance the performance of human resource development (HRD) at Malaysian public service.	Raja Roslan Raja Abd. Rahman, Mohd. Taib Bin Hj. Dora, Abu Bakar Bin Mohd. Yusof, Mohd. Ariff Bin Mat Hanafiah and Sazali Bin Muhammad
Productivity enhancement via technical efficiency improvement in tilapia culture management.	Reynaldo L. Tan, Yolanda T. Garcia, Marjorie-Ann L. Dator, Isabel Mildred A. Tan and Diemuth E. PemsI
Inter-partner fit and joint venture performance: A case study on Padiberas Nasional Berhad.	Tey Lian Seng and Aida Idris
The relationship between performance management practices and organizational quality performance of public sector organizations in Sabah.	Josie Lai Mei Sing, Syed Azizi Syed Wafa and Ramraini Ali Hassan
The empirical study of burnout among nurses of public hospitals in the northern part of Malaysia.	Jasmani Binti Mohd Yunus, Abdul Jumaat Bin Mahajar and Kamisan Bin Gadar

* Please refer to Collection of Abstracts

Concurrent Session I (C)

DAY 1

Thursday, 17 December 2009

Time: 1100 - 1230

Paper Track: Management

**Session Chairperson: Prof. Dr. Syed Azizi Wafa
Universiti Malaysia Sabah (UMS)**

Paper Title and Author(s)

Paper Title	Author(s)
A study on employee turnover intention in ITES/BPO sector.	Sree Rekha and T.J. Kamalanabhan
Conceptual of training transfer to enhance the performance of human resource development (HRD) at Malaysian public service.	Raja Roslan Raja Abd. Rahman, Mohd. Taib Bin Hj. Dora, Abu Bakar Bin Mohd. Yusof, Mohd. Ariff Bin Mat Hanafiah and Sazali Bin Muhammad
Productivity enhancement via technical efficiency improvement in tilapia culture management.	Reynaldo L. Tan, Yolanda T. Garcia, Marjorie-Ann L. Dator, Isabel Mildred A. Tan and Diemuth E. Pemsil
Inter-partner fit and joint venture performance: A case study on Padiberas Nasional Berhad.	Tey Lian Seng and Aida Idris
The relationship between performance management practices and organizational quality performance of public sector organizations in Sabah.	Josie Lai Mei Sing, Syed Azizi Syed Wafa and Ramraini Ali Hassan
The empirical study of burnout among nurses of public hospitals in the northern part of Malaysia.	Jasmani Binti Mohd Yunus, Abdul Jumaat Bin Mahajar and Kamisan Bin Gadar

* Please refer to Collection of Abstracts

Concurrent Session I (D)

DAY 1

Thursday, 17 December 2009

Time: 1100 - 1230

Paper Track: Marketing

**Session Chairperson: Assoc. Prof. Dr. Ernest Cyril De Run
Universiti Malaysia Sarawak (UNIMAS)**

Paper Title and Author(s)

Paper Title	Author(s)
The impact of personal values and sales promotion techniques for specialty/luxury products.	Ernest Cyril De Run and Jee Teck Weng
Building and sustaining brand assets through new digital-based technologies.	Azahari Jamaludin
The positioning strategy of a personal care company in a competitive environment.	Azizah Daut and Sany Sanuri Mohd Mokhtar
The relationship between market orientation and new product performance: The role of product advantage as a mediator.	Azaze @ Azizi Abdul Adis and Evelyn Jublee
The influence of product and consumer characteristics on acceptance of new seaweed food products.	Amran Harun, Lee Yoon Ling, James Alin and Jaratin Lily

* Please refer to Collection of Abstracts

Concurrent Session I (E)

DAY 1

Thursday, 17 December 2009

Time: 1100 - 1230

Paper Track: Hospitality and Tourism

**Session Chairperson: Dr. Ahmad Puat Mat Som
Universiti Sains Malaysia (USM)**

Paper Title and Author(s)

Paper Title	Author(s)
The inventory of accomodation establishments in capital cities of East Coast Peninsular Malaysia	Ahmad Puat Mat Som, Badaruddin Mohamed, Azizi Bahauddin, Abdul Ghapur Othman and Masitah Muhibudin
International tourists' perception of safety and security in Bukit Bintang, Kuala Lumpur	Ahmad Fitri Amir and Ahmad Puat Mat Som
Ecotourism potential assessment for Oxbow Lake, Sugut.	A. Anton, A. Pengiran Bagul, Mohd Idrus and L. Pedro Bingku
Ethical beliefs of hotel employees in Malaysia.	C.H Ponnu, K. Hassan M. Mohd, Y.Y. Bhe, S. J. Chen

* Please refer to Collection of Abstracts

Concurrent Session II (A)

DAY 1

Thursday, 17 December 2009

Time: 1400 - 1530

Paper Track: Finance and Banking

**Session Chairperson: Prof. Dr. Zaini Abd Karim
Universiti Utara Malaysia (UUM)**

Paper Title and Author(s)

Paper Title	Author(s)
Forced merger and efficiency in Malaysian banking.	Mohd Zaini Abd Karim, Muhammad Ridhuan Bos Abdullah and Chan Sok Gee
Corporate blogging for Malaysian banks.	Bryan Lo Ching Wing, Ang Magdalene Chooi Hwa and Khaw Ai Ling
Stock price movements: Does change in energy price matter?	Norasibah Abdul Jalil, Gairuzazmi Mat Ghani, Jarita Duasa, Mansor Ibrahim and Nek Kamal Yeop Yunus
The factor that causes the net inflow of foreign investment to create banking crisis in Malaysia.	Caroline Geetha, Lim Thien Sang, Rosle Mohidin and Vivin Vincent Chandran
Malaysian saving in the 1990s – Problems and prospects.	Sohail Ahmed and Badrul Hisham Kamaruddin

* Please refer to Collection of Abstracts

Concurrent Session II (B)

DAY 1

Thursday, 17 December 2009

Time: 1400 - 1530

Paper Track: Economics

**Session Chairperson: Nalini Arumugam
Universiti Darul Iman (UDM)**

Paper Title and Author(s)

Paper Title	Author(s)
Exchange rates behavior explanation by Purchasing Power Parity: A new test on Malaysian Ringgit and US Dollar.	Farhad Pourkalbassi Esfahani and Lee Chin
Terms of trade, real interest rate differential and real exchange rate.	Wong Hock Tsen and Roslinah Mahmud
Honest disagreement is often a good sign of progress.	James Alin and Roslinah Mahmud
The interconnection of business, politics and civil society in the Malaysian context.	Janice L. H. Nga, Hj. Dullah Mulok, Ahmad Mosfi Mahmood and Kok Sook Ching @ Emily
An analysis of effects of social unrest on a country's business environment: An exploratory case of Thailand	Rini Suryati Sulong
The TRIPS and foreign direct investment: Evidence from developed and less developed economies.	Rozilee Asid and Mohd Safri Saiman

* Please refer to Collection of Abstracts

Concurrent Session II (C)

DAY 1

Thursday, 17 December 2009

Time: 1400 - 1530

Paper Track: Entrepreneurship

**Session Chairperson: Dr. Sa'ari Ahmad
Universiti Utara Malaysia (UUM)**

Paper Title and Author(s)

Paper Title	Author(s)
Strategic thinking and performance of SMEs: High versus low emphasis.	Mohd Khairuddin Hashim, Sa'ari Ahmad and Mustafa Zakaria
A framework for Malaysian's Small and Medium – size automotive industry.	Azahari Jamaludin, Wan Mansor Wan Muhamad and Mohd Razif Idris
Leadership styles and company performance: The experience of owner-managers of SMEs.	Anil Chandrakumara, Anura De Zoysa and Athula Manawaduge
Strategy, process and culture: characteristics to innovative for small and medium enterprises (SMEs)	Ahmad Zahiruddin Yahya, Mohd Said Othman, Jumaat Abdul Moen and Abdullah Sanusi Othman

* Please refer to Collection of Abstracts

Concurrent Session II (D)

DAY 1

Thursday, 17 December 2009

Time: 1400 - 1530

Paper Track: Marketing

**Session Chairperson: Assoc. Prof. Dr. Raja Roslan Raja Abd. Rahman
Universiti Teknikal Malaysia Melaka (UteM)**

Paper Title and Author(s)

Paper Title	Author(s)
Efficiency of competitiveness priorities on adoption of e-procurement system to enhance service performance: A case study in Universiti Teknikal Malaysia Melaka.	Raja Roslan Bin Raja Abd. Rahman, Abu Bakar Mohd. Diah, Azizi Hj. Yahya, Azizi Hj. Yahaya, Abd Talib Bin Din, NoorWatee Binti Hj. Rahman and Juan Rizal Hj. Saari
Website quality and consumer online purchase intention of air ticket.	Mohd Fazli Mohd San and Md Nor Hayati Bin Tahir
The influential factors on consumers' purchasing decision in Bangkok pet shops.	Chanchai Bunchapattanasakda and Tarinee Chaipradernsak
E-government implementation to increase efficiency and transparency.	Satya P. Chattopadhyay and Arthur J Kania
The effects of celebrities' multiple endorsements on purchase intention.	Charlie Albert Lasuin, Amran Harun, Fumitaka Furuoka and Jenny Ignatius

* Please refer to Collection of Abstracts

Concurrent Session III (A)

DAY 1

Thursday, 17 December 2009

Time: 1545 - 1715

Paper Track: Accounting

**Session Chairperson: Dr. Rasid Mail
Universiti Malaysia Sabah (UMS)**

Paper Title and Author(s)

Paper Title	Author(s)
Ethical duties of auditors for effective corporate governance.	Loganathan Krishnan
The adoption of computerized accounting system in small medium enterprises in Melaka, Malaysia.	Md. Nor Hayati Tahir and Mohd. Fazli Mohd. Sam
Sabah hotel industry and capital expenditure decisions: A proposal for an empirical research	Noorhayati Mansor, Masyhuri Hamidi and Yuzainy Janin
Goodwill impairment: Complaint level and disclosure quality assesment by large listed Hong Kong companies.	Dung Manh Tran, Tyrone M. Carlin and Nigel Finch

* Please refer to Collection of Abstracts

Concurrent Session III (B)

DAY 1

Thursday, 17 December 2009

Time: 1545 - 1715

Paper Track: Education and Technology

Session Chairperson: Prof. Dr. In-Soo Han
Chungnam National University, South Korea

Paper Title and Author(s)

Paper Title	Author(s)
Success of CDMA telecommunications technology in Korea: The role of the mobile triangle.	In-Soo Han
Factors affecting e-learning effectiveness in a higher learning institution in Malaysia.	Md. Aminul Islam, Chuthamas Chittithaworn, Ahmad Zulhusny Rozali and Tan Chee Liang
Relationship between mentoring program and individuals' advancement in university administration: An empirical study in Malaysia.	Azman Ismail, Michael Khoo Khian Jui, Osman Md Rasip, Ali Boerhannoeddin and Mat Salleh Ayub
Service recovery strategy and customer satisfaction in higher education in Malaysia: Moderated hierarchical-regression approach.	Nek Kamal Yeop Yunus, Salomawati Ishak and Azman Ismail
Trade structure of ICT among Korea, China, Japan.	Keun-Yeob Oh, Jin-man Yoo, Chen Je, Yeon-hui Lee and Moon-seok Kim

* Please refer to Collection of Abstracts

Concurrent Session III (C)

DAY 1

Thursday, 17 December 2009

Time: 1545 - 1715

Paper Track: Entrepreneurship

**Session Chairperson: Assoc. Prof. Dr. Raja Roslan Raja Abd. Rahman
Universiti Teknikal Malaysia Melaka (UteM)**

Paper Title and Author(s)

Paper Title	Author(s)
Factors affecting business success of small & medium enterprises (SMEs) in Malaysia.	Md. Aminul Islam, Tunku Salha Binti Ahmad, Chutamas Chittithaworn and Lam Yoong Kay
Women entrepreneur and business networking: Diversity and density of the networking	Kamisan Gadar, Khalid Ismail, Norizan Saad and Nek Kamal Yeop Yunus
Does psychological factors influence undergraduate to be an entrepreneur?	Khalid Ismail and Kamisan Gadar
Developing the effectiveness entrepreneurial leadership styles in improving SMIs manufacturing bumiputera technopreneurs performance in Melaka.	Raja Roslan Bin Raja Abd. Rahman, Abu Bakar Bin Mohd. Yusof, Abu Bakar Mohd. Diah, Abd. Talib Bin Din dan Tajuldin Bin Yusof.
Issues and challenges of handicraft entrepreneurs in Sabah: A study in Kota Belud, Sabah.	Tini Maizura Mohtar, Noor Fzlinda Fabeil, Kamarul Mizal Marzuki

* Please refer to Collection of Abstracts

Concurrent Session III (D)

DAY 1

Thursday, 17 December 2009

Time: 1545 - 1715

Paper Track: Marketing

**Session Chairperson: Assoc. Prof. Dr. Vikineswaran A. Maniam
INTI University College**

Paper Title and Author(s)

Paper Title	Author(s)
Issue affecting conformity to practice of marketing ethics author.	Vikineswaran A. Maniam
Responding to global markets: External and internal factors determining marketing strategy.	Phattarawan Tantong
Mobile phone attributes and services used among public university students in Malaysia.	Sathissan R. and Amran Ahmed
The relationships between the firm's internal and external environment and export marketing strategy of LDC firms.	Agnes T. Banzon
Relationship quality as the predictor of long term relationship in the Malaysian dairy industry.	Bonaventure Boniface, Amos Gyau and Randy Stringer
Logistics service providers in the liner shipping market-A study between the UK and South Korea.	Koo, Jong-Soon and Kim, Moon-Seok

* Please refer to Collection of Abstracts

Concurrent Session IV (A)

DAY 2

Friday, 18 December 2009

Time: 0830 - 1000

Paper Track: Finance and Banking

**Session Chairperson: Dr. Anura De Zoysa
Universiti of Wollongong (UOW)**

Paper Title and Author(s)

Paper Title	Author(s)
Profitability analysis of listed manufacturing companies in Sri Lanka and Malaysia: An empirical investigation.	Anura De Zoysa, Athula Manawaduge and Anil Chandrakumara
The efficient market hypothesis revisited: Evidence from the five Asian stock prices.	Qaiser Munir, Kasim Mansur and Fumitaka Furuoka
Long memory in Malaysia, Singapore and Thailand stock markets.	Sarvenaz Rezai and Abdullahi Farah Ahmed
A theoretical analysis of bank relationship.	Shyam Bhati, Michael McCrae and Anura De Zoysa
Bank ownership and efficiency in Pakistan.	Muhammad Usman and Wang Zongjun

* Please refer to Collection of Abstracts

Concurrent Session IV (B)

DAY 2

Friday, 18 December 2009

Time: 0830 - 1000

Paper Track: Hospitality & Tourism

**Session Chairperson: Dr. Pengiran Hassanal Pengiran Bagul
Universiti Malaysia Sabah (UMS)**

Paper Title and Author(s)

Paper Title	Author(s)
Perceptions of organizational justice on citizenship behavior intentions and turnover intentions of hotel employees.	Mohamad Abdullah Hemdi, Khairul Hidayat Rezo and Mohamed Azli Razali
The study of linkage between employee satisfaction & employee loyalty in hotel industry in Klang Valley.	Rahman Bin Abdullah, Mushaireen Musa, Khazainah Khalid and Harnizam Zahari
Factors that influence visitors' willingness to pay for Tunku Abdul Rahman (TAR) Marine Park	Shaney Jeslan, James Alin, Amran Harun, Yuzainy Janin and Kamisan Pusiran
The influences of relationship marketing on customer loyalty: Evidence from local airline service providers.	Chang Mui Ling, Amran Harun and Lim Thien Sang

* Please refer to Collection of Abstracts

Concurrent Session IV (C)

DAY 2

Friday, 18 December 2009

Time: 0830 - 1000

Paper Track: Management

**Session Chairperson: Dr. Nek Kamal Yeop Yunus
Universiti Pendidikan Sultan Idris (UPSI)**

Paper Title and Author(s)

Paper Title	Author(s)
The mediating effect of same gender in the relationship between mentoring program and individuals' career.	Nek Kamal Yeop Yunus, Azman Ismail, Michael Kho Khian Jui and Salomawati Ishak
The practices of quality control circle in manufacturing in industry.	Rohaizan Ramlan, Abd Rahman Ahmad and B. Kellynn
Type behavior personality and gender difference in managing stress.	Datu Razali Datu Hj. Eranza, Fumitaka Furuoka and Roselina Ahmad Saufi
The influence of transformational leadership style on job satisfaction in cooperative and small business enterprise (SME), the mediating role of trust in supervisor.	Laila Saleh Marta' and Emma Yulianti
The influence of transactional and transformational leadership styles, organizational commitment to organizational citizenship behaviour (OCB).	Emma Yulianti and Laila Saleh
Knowledge Management Pitfalls: A Review And Suggestions.	Baharom B. Abdul Rahman, Norizan Mat Saad and Mahmod Sabri B. Harun

* Please refer to Collection of Abstracts

The 4th International Conference of AAAB 2009

Concurrent Session IV (D)

DAY 2

Friday, 18 December 2009

Time: 0830 - 1000

Paper Track: Marketing

**Session Chairperson: Assoc. Prof. Dr. Ahasanul Haque
International Islamic University Malaysia**

Paper Title and Author(s)

Paper Title	Author(s)
The influence of "Brand Name" to consumer product search and purchase decision when shopping in the Internet: Study on Malaysian consumers.	Ahasanul Haque and Sabbir Rahman
The effect of switching cost in customer's view on customer loyalty in service context.	Saowanee Srikanjanarak
When the customer writes his own story a segmentation scheme for the life insurance market.	Jomar F. Rabajante and Allen L. Nazareno
A study on the psychographic factors that influence the usage of ATM cards and credit cards.	Caroline Geetha, Vivin Vincent Chandran and Rosle Mohidin
The effectiveness of the promotional tools in creating awareness toward customers of Islamic banking in Malaysia.	Asmawi Bin Hashim and Jasmani Binti Mohd Yunus

* Please refer to Collection of Abstracts

The influence of Transactional and transformational Leadership Styles, Organizational Commitment to Organizational Citizenship Behavior (OCB).

Emma Yulianti & Laila Saleh
Faculty of Management STIE Perbanas Surabaya
Jl. Nginden Semolo 34 to 36, Surabaya 60293, Indonesia
E-mail: emmawitono@yahoo.com

Abstract

This research wants to examine the effect of Transformational and transactional leadership to organizational commitment and Organizational Citizenship Behavior. Research conducted in four hospitals in Surabaya and involved 100 nurses as samples. Transformational was measured from three dimensions: Idealized Influence, Inspirational motivation, Intellectual inspiration, individualized consideration. Transactional leadership was measured from three dimensions: contingent rewards, active management by exception, passive management by exception. Organizational commitment was measured from three dimensions of commitment: affective commitment, normative commitment, and continuance commitment. OCB was measured from five dimensions: altruism, Conscientiousness, Sportsmanship, sportmanship and civic virtue. By using structural equation model of the result Indicates that there are significantly positive effect transactional leadership to continuance commitment, there are significantly negative effect Transformational Leadership to normative commitment, and there are significantly positive effect normative commitment to OCB

Keywords: Transformational, transactional leadership, organizational commitment, affective commitment, normative commitment, continuance commitment, organizational citizenship behavior (OCB)

1. Introduction

As an organization based on service to the community, hospitals are required to provide excellent service. So far, in Indonesia there many complains about hospital services are because of the low quality of service. This is due to low welfare (salaries, incentives) as well as career development (Siti Fadilah, Kompas, Monday 09 April 2007). Meanwhile, based on research results proved that the poor quality of nursing services are also caused by the problem of leadership. Superior leadership style will ultimately affect the commitment and OCB the nurses in doing his job.

Previous studies which link transactional and transformational leadership styles with organizational commitment and OCB is very limited, especially in the hospital environment. This research conduct in health institution services in Surabaya. The research conct in the health sector because of the nature of the product is a service organization that services the human resource is a key factor of success of the organization. On the other hand the products

offer by the hospitals have similar characteristic between one hospital and another hospital, so that the superiority of one hospital to another hospital is based on the hospital's ability to improve customer satisfaction. According to Heskett (1994) in Tucker et al. (1999) some factors that can increase customer satisfaction is the leadership style and employee satisfaction. Meanwhile, Pare (1991) in Tucker et al. (1999) stated that one source of organizational success is the existence of an effective leader. Based on these explanations we interested in conducting research to know the role of the force of transformational and transactional leadership, organizational commitment on organizational citizenship behavior (OCB) of nurses in Surabaya.

2. Reviews theories and hypotheses

2.1 Transactional and transformational leadership styles

a. **Transactional leadership:** transactional leaders motivate subordinates to act by gives rewards and punishments, including: (i) setting contingent remuneration (contingent rewards) in which the leader contracts exchange of rewards for subordinate effort, promises rewards for good performance, values work performance, (ii) active management by exception in which leaders seek to control and focus on distortion of the various rules and standards and take corrective action. (iii) passive management by exception where the leader intervenes only if standards are not achieved.

b. Transformational leadership styles, where leaders motivate subordinates to expand and improve their objectives, inspire them to believe in themselves and act beyond expectations (either explicitly or implicitly). Transformational leaders influence subordinates through: (i) Idealized influence or charisma: Leaders instill pride, honesty, and respect, and instill a sense of Mission, acting as positive role models in behavior, attitude, achievement and commitment to subordinates. (ii) Inspirational motivation which transformational leader communicates high expectations, uses symbols to focus efforts or actions of subordinates, expresses important purposes in simple ways, generate teamwork, enthusiasm and optimism, (iii) Intellectual inspiration where leaders encourage subordinates to come up with new ideas, creative thinking, emphasis on problem solving and consideration before acting. (iv) where individualized consideration, transformational leaders delegate tasks to stimulate learning experiences, providing training and acting as mentors, treating each subordinate individually, interact and communicate personally with subordinates, accept and appreciate individual differences in interests and needs.

2.2 Organizational Commitment

Organizational commitment is conceptualized as the extent to which individuals identify and engage with certain organizations, including: (i) Commitment to continuous: the level of engagement members to stay in the organization because of the emergence of cost or loss (economic, social, status) that must be paid when out of the organization . (ii) affective commitment: the level of employee engagement in affective or emotional with the organization, as individuals identify and engage with the organization. (iii) normative commitment: attachment to the organization because employees sense of responsibility at work, loyalty and moral obligation.

2.3 Organizational Citizenship Behavior (OCB)

OCB is a contribution to someone in an organization that exceeds a predetermined task (in-role behavior), including: (i) altruism: behavioral tasks like helping a fellow employee, (ii) Conscientiousness: the behavior of employees who perform duties / obligations exceeded the minimal stipulated, (iii) Sportsmanship: employee behavior to tolerate (not complain) against the unwanted condition, (iv) Courtesy: the employee's behavior to not harm the others in the organization and (v) Civic virtue: the employees involved in the organization functions

2.4 The relationship between Transactional and transformational leadership with Organizational Commitment

The relationship between transactional and transformational leadership with affective commitment.

A transactional leader motivates subordinates to act in accordance with the determination of expected rewards and punishments. According to the theory of organizational support the preferred reward system can encourage the emergence of a positive assessment of the employee and the employee will then perceive the organizational support that will ultimately affect their affective commitment (Shore and Shore, 1995; in Rhoades, Eisenberger and Armeli, 2001). Mottaz said that the link between remuneration and affective organizational commitment is based on the exchange between the employee's emotional attachment to the benefits they receive from the organization. Thus, it can be concluded that the transactional leadership influence affective commitment in a positive direction. Meanwhile transformational leadership has positive effects on affective commitment, it is because transformational leadership is described as the influence of leaders on trust, pride, loyalty and respect subordinates (Yukl, 2000). The study of transformational leadership with affective commitment made by Chen (2002); Simon (1994); Bycio, Hacket and Allen (1995), they conclude that there is a positive relationship between transformational leadership with affective commitment.

The relationship between transactional and transformational leadership and continuance commitment.

In a study conducted by Lagomarsino and Cardona (2003) Researchers suspected that transactional leadership significantly influenced continuance commitment. Transactional leaders linked the economic reward subordinates with a desire to stay in the organization and perform as expected, transactional leaders encouraging subordinates to consider the cost when out of the organization. Thus there is a positive relationship between transactional leadership is implementing economic reward system with continuance commitment. Bycio, Hacket and Allen (1995) in his research concluded that transactional leadership positively affect the continuance commitment. On the other hand, transformational leadership is based on trust, admiration, and loyalty where it is not associated with side-bet theory. In his research Simon (1994) in Brown (2003) states that transformational leadership is negatively affected by continuance commitment.

The relationship between transactional and transformational leadership with normative commitment.

Mathieu and Zajac (1990) noted that transformational leaders have a sense of moral obligation, which will eventually be adopted by employees. Sense of moral obligation is an important

element in normative commitment. Studies conducted by Lagomarsino and Cardona (2003), Bycio, Hacket and Allen (1995) states that transformational leadership is positively related to normative commitment. Transactional leadership is based on contingent rewards do not have an impact on normative commitment, where the behavior of employees based on cost-benefit transactions, so that their attachment to the organization is because they feel you need (need to). Based on the results of experimental studies, Kunda and Schwartz, 1983 in Lagomarsino and Cardona (2003), found that the economic reward to destroy the leader's role as perpetrator a sense of moral obligation.

2.5 The relationship between Transactional and transformational leadership with the OCB

Podsakoff, McKenzie (1995), Desai et al, 2000; Bass (1985) Kabul Wahyu Utomo (2001) and Muchiri (2001), examining relationship between OCB and transformational leadership, and they get consistent results that transformational leadership affects OCB positively. The transactional leadership include contingent reward and management by exception hypothesized unrelated or negatively related to OCB. This is because the OCB is behavior that is voluntary and not related to the formal reward system. Research conducted by Kabul Wahyu Utomo (2001) and Muchiri, 2001 (in Utomo 2001) supports this statement.

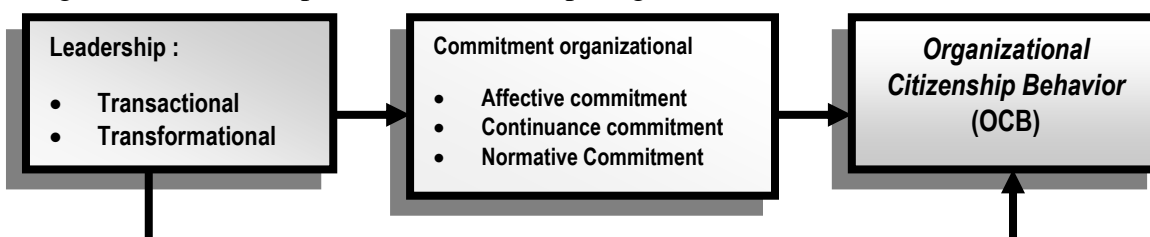
2.6 Relationship between Organizational Commitment with OCB

Studies which link organizational commitment and OCB performed by Meyer and Allen (1991), the results obtained is that affective and normative commitment are positively associated with OCB, as for continuance commitment hypothesized unrelated or negatively associated with OCB. It can be explained that the employee will behave over the task assigned if they have emotional attachment to the organization. The research conduct by Shore and Wayne (1993); O. Really and Chapman support this statement. Similarly, OCB will arise when employees feel a moral obligation to engage in the organization, research by Cardona (in Lagomarsino and Cardona, 2003) supports this statement. The continuance commitment of the side bet is based on theory or hypothesized formal reward system is not related to citizenship behavior, because OCB are not explicitly linked to the formal reward system. The results of research conducted by Meyer, Allen et al, (1993) supports the statement. Meanwhile, research conducted by Shore and Wayne (1993) produced findings that ongoing commitment negatively associated with OCB, they concluded that employees who feel their attachment to the organization based on the accumulation of "side-bet" will minimize citizenship behavior.

Theoretical and Thinking Framework

Base on previous research and theoretical review, researchers describe the relationship between the three variables under study as follows:

Figure 1. Relationship between Leadership, Organizational Commitment, and OCB



Sources: Largomarsino & cardona (2003)

Based on theoretical and empirical review described above, the researchers formulate research hypotheses which linked transactional and transformational leadership, organizational commitment and OCB as follows:

- H1: transactional leadership has a negative impact on OCB
- H2: transactional leadership has a positive impact on the continuance commitment
- H3: transactional leadership has a positive influence on affective commitment
- H4: transformational leadership has positive effects on affective commitment
- H5: transformational leadership has a positive effect on normative commitment
- H6: transformational leadership has a positive influence on OCB
- H7: continuance commitment has a negative impact on OCB
- H8: affective commitment has a positive influence on OCB
- H9: normative commitment has a positive influence on OCB

3. Research methods

3.1 Design research

Research design is a framework or blueprint (blue print) as the main guideline in conducting the entire series of activities in research (Maholtra, 1999). Design research can be viewed from many different perspectives. Based on objective perspective, this research is hypothesis testing research. Based on the perspective of the investigation, this research includes the study of causal studies that test the causal relationship of several variables (have now, 2003). The data collection method based on this research, including survey research (Umar, 2003).

3.2 Variables and operational definitions

The operational definition of each variable is as follows:

- a. Transactional leadership: the nurse's perception of transactional leadership styles of their leaders are measured by indicators which include: (a) (contingent rewards): the leader exchange contract, rewards for effort, promises rewards for good performance, valuing performance. (b) active management by exception: the leader watching and looking for

deviations from various rules and standards and take corrective action. (c) passive management by exception: the leader intervenes only if standards are not achieved.

b. Transformational leadership: the nurse's perception of transformational leadership style is the tendency of their leaders are measured by indicators which include: (a) Idealized influence or charisma, where leaders inculcate pride, honesty, and respect, and instill a sense of Mision, acting as positive role models in behavior , attitude, achievement and commitment to subordinates. (b) Inspirational motivation: a transformational leader communicates high expectations, uses symbols to focus efforts or actions of subordinates, expresses important purposes in simple ways, generate teamwork, enthusiasm and optimism. (c) Intellectual inspiration: the leader encourages subordinates come up with new ideas, creative thinking, emphasis on problem solving and consideration before acting. (c) individualized consideration: the leader delegate tasks to stimulate learning experiences, providing training and acting as mentors, treating each subordinate individually, interact and communicate personally with subordinates, accept and appreciate individual differences in interests and needs.

c. Organizational commitment: the perception of nurses in identifying and engaging with certain organizations, including: Commitment sustained: the nurse's perception of their attachment rate to stay within the organization because of the emergence of cost or loss to be borne when out of the organization. Affective commitment: the nurse's perception of the level of their attachment rates affectively or emotionally with the organization, as identified and involved with the organization. Normative commitment: the nurse's perception of the level of their attachment to the organization because the sense of responsibility, loyalty and moral obligation.

d. Organizational Citizenship Behavior (OCB): a nurse's perception of the level of their contributions to organizations that exceed a predetermined task (in-role behavior), include: altruism: helping behavior among nursing duties. Conscientiousness: the behavior of the nurses who carry out duties / obligations exceeded the stipulated minimum. Sportsmanship: nurse behavior to tolerate (not complain) against the unwanted condition. Courtesy: the behavior of the nurses to not disturb others in the organization. Civic virtue: the behavior of the nurses involved in the organization functions

3.3 Population and sample

Population in this research is the nurse hospital in Surabaya. Sampling method used is the nonprobability sampling purposive sampling, where sample members selected according to the criteria researchers (have now, 2003). Sample members are nurses who have worked at least for one year. Digunakand number of samples in this study of 100 nurses.

3.4 Research Instruments

a. Transactional and transformational leadership

Measurement of these variables using the Multifactor Leadership Questionnaire (MLQ) developed by Bass and Avolio (1985). The technique of scale in this study using a Likert scale of 1-4

b. Organizational Commitment

Measurement of these variables using the Organizational Commitment Questionnaire of Allen and Meyer (1990). The assessment use Likert scale 1-4

c. Organizational Citizenship Behavior (OCB)

Measurement of these variables using the Organizational Citizenship Questionnaire Behavior from Morrison (1994). OCB consists of 17 item and using Likert scale 1-4

3.5 Technical Analysis

Data analysis performed by descriptive statistical techniques and analysis of structural equation models. Analytical model is formulated as follows:

Persamaan	
CC	= γ_1 TSL + ϵ_1
AC	= γ_1 TSL + γ_2 TFL + ϵ_2
NC	= γ_3 TFL + ϵ_3
OCB	= γ_1 TSL + γ_2 TFL + β_1 CC + β_2 AC + β_3 NC + ϵ_4

Where: TSL = Transactional leadership, TFL= transformational leadership, AC= affective commitment, NC= normative commitment, CC= continuance commitment

4. Analisis and discussion

4.1 Descriptive Analysis

The results of analysis conducted on 100 respondents, the number of male respondents less than in women, which is as many as 28 male respondents, or 28% while the ladies as much as 48 people or 48%. Respondents based on the largest age group 25 <= x <30 years by 55 people or 55% of the total respondents. The smallest proportions are in the age group >= 45 tahun, ie each for 3 people or 3% of the total respondents. Respondents think that the biggest part respectively Nursing (19%), General (11%) and Surgery (9%) of the total respondents. Based on the working time, respondents who worked for 2 <= X <4 years, 6 <= X <8 years and 4 <= X <6 years each for as much as 25%, 22% and 18.6% of the total respondents. Respondents by level of education with the largest proportion are consecutive Diploma (D3), S1 and the high school by 78%, 13% and 9% of total respondents.

The results of confirmatory analysis with further SEM analysis after the final modifications to the initial stages of each latent variable has fulfilled the goodness of fit. It shows the results as presented in figure 2 as follows:

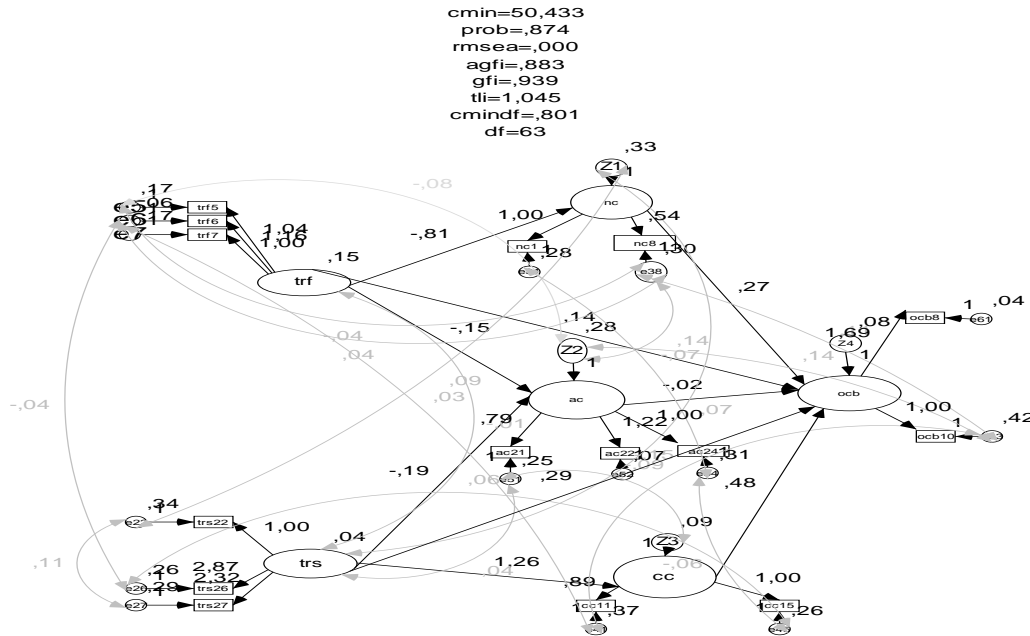


Figure 2 Structural Equation Model End Impact of transformational leadership style and Transactional on Normative Commitment, Sustainability Commitment, Affective Commitment, and OCB

Tabel 3

GOODNESS OF-FIT INDEX CRITERIA

Kriteria	Nilai cut-off	Hasil Komputasi	Keterangan
Chi-Square	Diharapkan Kecil	50.433	Baik
AGFI	≥ 0.90	0.883	Marginal
Probabilitas Signifikansi	≥ 0.05	0.874	Good
CMIN/DF	≤ 2.00	0.801	Good
GFI	≥ 0.90	0.939	Good
TLI	≥ 0.95	1,045	Good
CFI	≥ 0.94	1,000	Good
RMSEA	≤ 0.08	0,000	Good

Based on these tables shows that 4 of 9 three hypothesis are significant, although the relationship is different, namely H2 where transactional leadership style significantly positive effect on OCB. For H5 the relationship is not in accordance with the proposed hypothesis, transformational leadership style which is significantly negative influence of normative commitment. Similarly for H7, can be seen that continuance commitment significantly positive effect on OCB.

Coefficient of determination in this case described by the value of Squared Multiple Correlations show that the influence of Transactional Leadership Style of 0.433 or 43.3%. Transactional Leadership styles and transformational leadership influence of 0.016 or 1.6% of affective commitment. Transformational leadership styles affect the normative commitments of 0.229 or 22.9%, and the last transformational and transactional leadership, continuance commitment, affective commitment and normative commitment to the OCB effect of 0.586 (58.6%).

4.2. Hypothesis Test

Further, the relationship between research variabel was on table 4

Tabel 4
Hypothesis testing

Variabel			Estimate	Standardized Estimate	C.R.	P	Keterangan
ocb	<---	trs (H ₁)	,293	,135	,725	,468	NotSignifikan
cc	<---	trs (H ₂)	1,262	,658	2,230	,026	Signifikan
ac	<---	trs (H ₃)	-,187	-,071	-,595	,551	Not Signifikan
ac	<---	trf (H ₄)	-,153	-,111	-1,029	,304	Not Signifikan
nc	<---	trs (H ₅)	-,806	-,479	-3,501	0,000	Signifikan
ocb	<---	trf (H ₆)	,145	,127	,912	,362	Not Signifikan
ocb	<---	cc (H ₇)	,477	,420	2,044	,041	Signifikan
ocb	<---	ac (H ₈)	-,023	-,028	-,296	,7671	Not Signifikan
ocb	<---	nc (H ₉)	,270	,400	1,704	,088	Not Signifikan

Based on table 9, it show that from 9 hypothesis, only 3 hypothesis was supported although in difference direction. H2 was supported, that is transformational leadership influence continuance commitment in positive direction. Transactional leadership influence to the normative commitment negatively.

Squared Multiple Correlations showed that the influence of transformational leadership was 43,3%. The influence of Transactional and transformational leadership influence on affective commitment was 1,6%. The influence of transformational leadership on normative commitment was 22,9%. The influence of transformational and transactional leadership on OCB was 58,6%.

4.3 Discussion

a. Transactional leadership style influence on OCB

The results of testing the effects of transactional leadership style of OCB showed no significant results. This was indicated by the CR value and the probability of significance of 0.728 (p) df = 0.468 at 63. = 0.05, indicating that the effect is not significant. Magnitude (p) is greater than the specified significance level of . The transactional leadership style was significantly negatively affect the OCB. The results are consistent with the results of research conducted by Kabul Wahyu Utomo (2001) and Muchiri, 2001 (in Utomo 2001). It can be explained that the OCB is a voluntary behavior and is not associated with the formal reward system. Transactional leaders bases the relationship between leaders and employees based on transactional relationships, so that the employee responded by simply doing his job (in-role behavior) in accordance with the remuneration received and minimize citizenship behavior. Thus, the dominant transactional leadership style of a leader, the minimum committed citizenship behavior of employees. Empirical research data shows that the response of respondents to transactional leadership styles and OCB are on agreed criteria. The mean value of the average response to the two constructs are almost identical (2.91 and 2.90) also contributes to the significance not transactional leadership style influences on OCB.

b. Transactional leadership style influence the ongoing commitment

The results of testing the effects of transactional leadership style ongoing commitment shows significant results. This was indicated by the CR value and the probability of significance of 2.230 (p) $df = 0.062$ at 63. $\alpha = 0.05$, indicating that significant influence. Magnitude (p) is smaller than the specified significance level of α . Thus the hypothesis that transactional leadership style was significantly negatively affect the ongoing commitment is received. The results are consistent with research conducted by Lagomarsino and Cardona (2003) Researchers suspected that transactional leadership significantly influenced ongoing commitment. Logical explanation related to the hypothesis is that the leaders who apply the transactional style base their influence on the provision of rewards and punishments for the performance of subordinates, acting as an agent bidding, and is widely used extrinsic motivation. Leaders who implement transactional style will try to design a reward system that appeal to followers. Thus there is a positive relationship between transactional leadership is implementing economic reward system with continuance commitment. The greater the economic rewards received by employees greater desire to remain in the organization. Empirical data of this study also supports it.

c. Transactional leadership style influence the affective commitment

Influence test results transactional leadership style to affective commitment did not show significant results. This was indicated by the value of CR -0.595 and the probability of significance (p) $df = 0.551$ at 63. $\alpha = 0.05$, indicating that the effect is not significant. Magnitude (p) is greater than the specified significance level of α . Thus the hypothesis that transactional leadership style significantly positive effect on affective commitment was rejected. The results of this study differ from findings chen (2002) which indicates that transactional leadership styles have a significant positive effect on affective commitment. Affective commitment is the employee's emotional attachment to their employers. In the context of this research nurses emotional attachment to the house due sakitbukan transactional leadership but rather the harmony of purpose between nurses and hospitals. Working as a worker in the field of health services is an option since the beginning of their careers working to encourage the nurses to have fitness goals with the organization that encourages an emotional attachment to the hospital. Besides that affective commitment may arise because of feelings of comfort, safety and the benefits received from the work that is not received from other organizations.

d. The influence of transformational leadership style of affective commitment

The results of testing the effects of transformational leadership style of affective commitment did not show significant results. This was indicated by the value of CR -1.029 and the probability of significance (p) $df = 0.304$ at 63. $\alpha = 0.05$, indicating that the effect is not significant. Magnitude (p) is greater than the specified significance level of α . Thus the hypothesis that transformational leadership style significantly positive effect on affective commitment was rejected. The results of this study differ from findings of Chen (2002) which showed that transformational leadership styles have a significant positive effect on affective commitment. Affective commitment is the employee's emotional attachment to their employers. As explained in the paragraph above, in the context of this study emotional attachment to a hospital nurse was not caused by the existence of transformational leadership, but more on the harmony of purpose between nurses and hospitals. and a sense of comfort, safety and benefits received from place to work that is not received from other organizations.

Based on empirical data the average mean of affective commitment and transformational leadership style in this study do not differ greatly so it can not contribute to the significance of the influence of transformational leadership style of affective commitment.

e. The influence of transformational leadership style of normative commitment

The results of testing the effects of transformational leadership style on normative commitment showed significant results. This was indicated by the value of CR -3.501 and the probability of significance (p) $df = 0.000$ at $63. = 0.05$, indicating that significant influence. α Magnitude (p) is smaller than the specified significance level of Thus the hypothesis that transformational leadership style significantly affect normative commitment is received. But the direction of the relationship the two constructs differ from hypothesized, which indicates a negative relationship.. In this research, leadership styles, transactional and transformational walking side by side (mean score on average is not much different: 2.98 and 2.91). Transactional leadership style and Transformational a different process but nevertheless the two are not mutually exclusive, which means that a leader can use these two leadership styles alternately in different situations. According to Lagomarsino and Cardona (2003), transactional leadership style is to destroy "a sense of obligation" a leader who could ultimately lower the normative commitment of employees.

f. The influence of transformational leadership style of the OCB

The results of testing the effects of transformational leadership style of the OCB showed no significant results. This was indicated by the CR value and the probability of significance of 0.912 (p) $df = 0.362$ at $63. = 0.05$, indicating that the effect is not significant. α Magnitude (p) is greater than the specified significance level of Thus the hypothesis that transformational leadership style significantly positive influence on OCB rejected. The results are consistent with the findings Lagomarsino and Cardona (2003) which states that transformational leadership style has no effect on OCB. This can be explained that although the responses of the respondents showed a mean value of an average of 2.90 which means that respondents indicated OCB behavior, but this is not caused by the transformational leadership style but rather is caused by a sense of moral responsibility of nurses to patients, the demands of work and the work culture in the hospital. Ata mean values that do not average much different not also contribute to the significance of the influence of transformational leadership style of OCB.

g. The influence of sustained commitment to OCB

The results of testing the effects of OCB on continuance commitment shows significant results. This was indicated by the CR value and the probability of significance of 2.044 (p) $df = 0.041$ at $63. = 0.05$, indicating that significant influence. α Magnitude (p) is smaller than the specified significance level of Thus the hypothesis that ongoing commitment significantly positive influence on OCB received. These results differ from findings in the Lagomarsino Allen Meyer and Cardona (2003) which states that does not affect ongoing commitment to OCB. For nurses with a working culture in hospitals that require nurses to work in a sincere and caring for the patient, fear of job loss and stagnant career best to encourage the emergence of behavior that exceeds the persyaratkan (OCB),

h. The influence of affective commitment on OCB

The results of testing the effects of affective commitment on OCB showed no significant results. This was indicated by the value of -2.96 and the probability of CR significance (p) $df = 0.7671$ at $63. = 0.05$, indicating that the effect is not significant. α Magnitude (p) is greater than the specified significance level of $\alpha = 0.05$. Thus the hypothesis that affective commitment is significantly positive influence on OCB rejected. These results are in accordance with the findings of William and Anderson (1991) in the Shore and Wayne (1993). That is because the work culture and demands of the job instead As with nurses and affective commitment to encourage nurses to have OCB

i. The influence of normative commitment to the OCB

The results of testing the influence of normative commitment on OCB showed no significant results. This was indicated by the CR value and the probability of significance of 1.704 (p) $df = 0.088$ at $63. = 0.05$, indicating that the effect is not significant. α Magnitude (p) is greater than the specified significance level of $\alpha = 0.05$. Thus the hypothesis that normative commitment significantly positive influence on OCB rejected. These results differ from findings Lergomarsino and Cardona (2003). That is because the work culture and demands of the job instead As with nurses and normative commitment to encourage nurses to have OCB.

5. Conclusions, limitations, and implications

Based on the results of the analysis and testing of hypotheses can be drawn several conclusions:

- a. Transactional Leadership styles have significantly positive impact on sustainable commitment
- b. Transformational leadership styles have significant negative impact on normative commitment
- c. Continuance commitment have significantly positive influence on OCB

Realize that this research has not been able to answer completely all the problems of research because of the methodological limitations. Limitations include a data collection method that is Cross-sectional, so the observation of the actual impact of transactional leadership style, transformational commitment and OCB in the period can not be observed. Also relatively limited number of samples. Another factor is not it studies the relationship between alternative models of variables other than those already proposed. Based on research results and limitations, it is recommended should:

a. For Agency:

1. The nurses have shown beyond behavior requirements needed (OCB). These conditions should be maintained and even enhanced, because OCB nurse is a valuable asset to improve the performance and quality of hospital services.

2. For hospital management need to further improve some factors that may affect OCB include leadership styles of head nurses. Leadership training is required training for the head nurse in order to have effective leadership style.

b. For further study:

1. Establishing a model of relationships between different variables are presented in this study. For example, by linking the variable with the transformational leadership style and ongoing commitment transactional leadership style with normative commitment.
2. Involve other variables such as job satisfaction are believed to have an influence on organizational commitment and OCB. Researchers can also examine the role of organizational commitment variable as a variable pemediasi or pemoderasi relationship between leadership styles and OCB and conduct research on different objects.
3. Subsequent research can also use longitudinal data and expand the research samples

References

- Aldag, Ray, Wayne Reschke, (1997) "Employee Value Added : Measuring Discretionary Effort and its Value to The Organization, *Paper from Center for Organization of Effectiveness, Inc*
- Allen, Natalie J dan John P. Meyer (1990), "The Measurement and Antecedents of Affective, Continuance and Normative Commitment to the Organization." *Journal of Occupational Psychology*, 63, 1-18
- Arnold, Kara A., Julian Barling, E. Kevin Kelloway, (2001), "Transformational Leadership or The Iron Cage : Which Predict Trust, Commitment and Team Efficacy ?", *Leadership & Organization Development Journal*, 22/7, 315-320.
- Brown, Barbara B., (2003), "Employees Organizational Commitment and Their Perception of Supervisors Relations-Oriented and Task-Oriented Leadership Behaviors", *Dissertation*, March, 25
- Brown, William, Elizabeth A. Birnstihl, Daniel W. Wheeler, (1996), "Leading Without Authority: An Examination of the Impact of Transformational Leadership Cooperative, Extension Work Groups and Teams", *Extension Journal*, March, 34 (5).
- Barbuto, Jr., John E. , Lance L. Brown, Myra S. Wilhite, Daniel W. Wheeler, (2001), "Testing the Underlying Motives of Organizational Citizenship Behaviors : A Field Study of Agricultural Co-Op Workers", Research Papers on 28 th Annual National Agricultural Education Research Conference, December 12, 539-553
- Barling, J., Slater. F, and Kelloway, EK, (2000),"Transformational Leadership and Emotional Intelligence : an exploratory study", *Leadership and Organization Development Journal*, 21/3, pp. 157-161
- Barling, Julian, and Bill Wade, Clive Fullagar, (1990) "Predicting Employee Commitment to Compay and Union Divergent Models", *Journal of Occupational Psychology*, 63,49-61.
- Benkhoff, Birgit., (1997), "Ignoring Commitment Is Costly : New Approaches Establish The Missing Link Between Commitment and Performance, *Human Relations*, 50 (6), 701-726

- Caldwell, David F, Jennifer A. Chatman and Charles A. O'Reilly (1990), "Building Organization Commitment : Multifirm Study", *Journal of Occupational Psychology*, 63,245-261.
- Cardona, Pablo, Barbara S. Lawrence, Peter M Bentler, (2003), "The Influence of Social and Work Exchange Relationship on Organizational Citizenship Behavior", *Working Paper*, IESE Business School, No. 497, March, 1-25
- _____, Alvaro Espejo,(2002), "The Effect of Rating Source in Organizational Citizenship Behavior : Multitrait-multimethod Analysis", *Research Paper*, IESE Business School, No. 474, October, 1-16
- Chandna, Priya, and Venkat R. Krishnan, (2003), "Organizational Commitment of Information Technology Professionals: Role of Transformational Leadership and Work-Related Beliefs", *Proceedings of 40th Annual Meeting of the Eastern Academy of Management, (Technology and Information Systems Track)*, Baltimore, Maryland, May, 1-18
- Chen, Li-Yueh, (2002), "An Examination of the Relationship Between Leadership Behavior and Organizational Commitment at Steel Companies", *Research Paper*, Nova Southeastern University
- Clugston, Michael. (2000), "The Mediating Effects of Multidimensional Commitment on Job Satisfaction and Intent to Leave", *Journal of Organizational Behavior*, 21, 477-486.
- Desai, Gaurav, Ramaswamy Iyer, Nishit Trivedi, Vipin Paliwal, Chirag Patel, (2003), "A Pilot Study Introspecting Organization Citizenship Behavior and Transformational Leadership in Layoff Survivors", *Research Paper*, Wesley J. Howe School Of Technology Management
- Dunham, Randall B. Jean A. Grube, and Maria B. Castaneda. (1994). "Organizational Commitment : The Utility of an Integrative definition" *Journal of Applied Psychology*, 79 (3), 370-380.
- Durkin, Mark, Hadyn Bennet, (1999), "Employee Commitment in Retail banking : Identifying and Exploring Hidden Dangers", *International Journal of Bank Marketing*, 17 (3), 124-134.
- Fu, Su-Yung, (2000), The Relationship among Transformational Leadership, Organizational Commitment and Citizenship Behavior : The case of Expatriates, *Thesis Abstract*.
- Fairholm, Gilbert W. 1996. "Spiritual Leadership : Fulfilling Whole – Self Needs at Work", *Leadership and Organization Development Journal*, 17/5, pp. 11-17.
- Ferdinand, August (2002), *Structural Equation Modeling dalam Penelitian Manajemen*, Semarang, Badan Penerbit Universitas Diponegoro.
- Ghozali, Abbas, (2001), Tinjauan Metodologi : "Structural Equation Model dan Penerapannya dalam Pendidikan", Balitbang Depdiknas, www.depdiknas.go.id
- Gruen, Thomas W., John O. Summers, dan Frank Acito (2000), "Realationship Marketing Activites, Commitment, dan Membership Behaviors in Profesional Associations," *Journal of Marketing*, 64 (July), 34-49.
- Hackett, Rick D., Peter Bycio, Peter A. Hausdorf (1994), " Further Assesments of Mayer dan Allen's (1991) Three Component Model of Organizational Commitment, " *Journal of Applied Psychology*, 79 (1), 15-23.
- Hater, John J., Bernard M. Bass, (1988), " Superior's Evaluations and Subordinates' Perceptions of Transformational and Transactional Leadership", *Journal of Applied Psychology*, 73 (4),695-702.
- Ingram, Patreese D., (1997), "Leadership Behavior of Principals in Inclusive Educational Setting", *Journal of Educaational Administration*, Vol. 35 No. 5, 411-427.
- Jewett , Melissa, McNair Scholar, Janice Miller (2003), "Human Resource Management Influence on Organizational Citizenship Behaviors", *Research Paper*, University of Wisconsin-Milwaukee, February, 1-5

- Kelloway, E. Kevin dan Julian Barling (1993), "Members' Participation in Local Union Activities: Measurement, Prediction, and Replication," *Journal of Applied Psychology*, 78 (2), 262-79.
- Lagomarsino, Raul and Pablo Cardona, "Relationship among LLL Leadership, Organizational Commitment and OCB in Uruguayan Health Institution, Working Paper IESE Business School, No. 494, February, 1-20
- Lakin, James D., (2001), "Physician Integration and Retention in a Large Integrated Delivery System (IDS) : Economic Implications," *Healthcare Financial Management*, November.
- Lee, Kilbeom, Julie J. Carswell, and Natalie J. Allen. (2000), "A Meta-Analytic of Occupational Commitment Relations with Person-and Work-Related Variabels", *Journal of Applied Psycology*, 85 (5), 799-811.
- Lok, Peter, John Crawford, (1999), "The Relationship between Commitment and Organizational Culture, Subculture, Leadership Style, and Job Satisfaction in Organizational Change and Development", *Leadership & Organization Development Journal*, 20/, 365-373.
- Luthans, Fred, (1998), *Organizational Behavior*, International Edition, Sixth Edition, The McGraw Hill Companies, Singapore.
- Madsen, Mona Toft, (2001), "Leadership and ManagemenTheories Revisited", *DDL Working Paper*, No. 4, October, 1- 43.
- Malholtra, Naresh K (1999), "*Marketing Research : An Applied Orientation*" Third Edition, London, Prentice Hall International, Inc.
- Meyer J.P., and Allen N.J., (1991), "A Three Component Conceptualization of Organizational Commitment", *Human Resource Management Review*, ,61-89.
- Meyer, John P, Natalie J. Allen dan Catharine A. Smith (1993), "Commitment to Organizations and Occupations : Extension and Test of a Three-Component Conceptualization," *Journal of Applied Psychology*, 78 (4), 538-551
- Michaels, Ronald E, William L. Cron, Alan J. Dubinsky, dan Erich-A. Joachimsthaler (1988), "Influence of Formalization on Organizational Commitment and Work Alienation of Salespeople and Industrial Buyers," *Journal of Marketing Research*, 35 (November) 376-83.
- Oliver, Nick. (1990), "Rewards, Investments, Alternatives and Organizational Commitment : Empirical Evidence and Theoretical Development", *Journal of Occupational Psychology*, 63. 19-31.
- Pare, Guy, Michel Tremblay, Patrick Lalonde, (2001), "The Role of Organizational Commitment Behaviors in Understanding Relations between Human Resaources Practices and Turnover', Research Paper, March, 1-36
- Pounder, James S., (2001), "New Leadership and University Organisational Effectiveness : Exploring The Relationship", *Leadership & Organization Development Journal*, 22/6, 281-290.
- Podsakoff, P.M., S.B. MacKenzie, J.B. Paine and D. G. Bachrach, (2000) "Orrganizational Citizenship behavior : a Criticsl Review of the Empirical and Theoretical Literatur and Suggestion for Further Research", *Journal of Management*, 26 (3), 513-563
- Keller, Robert T., (1992), "Transformational Leadership and The Performance of Research and Development Project Group", *Journal of Management*, Vol. 18 No. 3, 489-501.
- Rhoades, Linda, Robert Eisenberger, dan Stephen Armeli (2001), "Affective Commitment to Organization : The Contribution of Perceived Organization Suport," *Journal of Applied Psychology*, 86 (5) 825-836.
- Robbins, SP., (1996), *Organizational Behavior : Concepts, Controversies, Applications*, Seventh Edition, New Jersey : Prentice Hall, Inc

- Sekaran, Uma (2003), *“Research Methods For Business : A Skill-Building Approach”*, International Edition, New York, John Wiley & Sons, Inc.
- Shore, Lyn Mc Farlane (1991), “A Construct Validity Study of survey of Perceived Organizational Support,” *Journal of Applied Psychology*,” 76 (5), 637-43.
- Shore, Lyn McFarlane, Shandy J. Wayhne (1993), “Commitment and Employee Behavior : Comparison of Affective Commitment and Continuance Commitment With Perceived Organizational Support,” *Journal of Applied Psychology*, 78 (5), 774-80.
- Steers, Richard M., Lyman W. Porter, Gregory A. Bigley (1996), *Motivation and Leadership at Work*, Sixth Edition, The McGraw Hill Companies, Inc.
- Sutarso, Yudi, (2001), “Pengaruh Aktivitas *Relationship Marketing* dan Komitmen Organisasional pada Perilaku Keanggotaan dalam Organisasi Kemahasiswaan,” *Thesis*, Program Pasca Sarjana Universitas Gajah Mada, Tidak Dipublikasikan.
- Thacker, James W. and Mitchell W. Fields, (1990), “Union Commitment : An examination of Antecedent and Outcome Factors”, *Journal of Occupational Psychology*”, 63. 33-44.
- Tubbs, Mark E (1993), “Commitment as a Moderator of the Goal Performance Relations : A Case for Clearer Construct Definition,” *Journal of Applied Psychology*, 78 (1), 86-97.
- Tucker, Mary L., Anne M. McCarthy, Robert D. Gulbro, (1999), “Increasing Customer Satisfaction With Effective Leadership : Testing a Model”, *Journal of Business & Entrepreneurship*, Vol 11, No. 1, March, 17-31
- Umar, Husein (2003), *Metode Riset Perilaku Organisasi*, Jakarta, PT Gramedia Pustaka Utama.
- Utomo, Kabul Wahyu, (2001), “Kecenderungan Kepemimpinan Transaksional dan Transformasional, dan Hubungannya dengan Organizational Citizenship Behavior, Komitmen dan Kepuasan Kerja”, *Thesis*, Program Pasca Sarjana Universitas Gajah Mada, Tidak Dipublikasikan.
- Virlee, Leah I., and Maria Clapham, (2003), “Leadership, Justice and Organizational Citizenship Behavior”, *Research Paper*, Submitted to 46th Annual Meeting of The Midwest Academy of Management, April 3-5, 1-5
- Walumbwa, Fred Ochieng A., Peng Wang, John J. Lawler, (2003), “Exploring New Frontiers: The Role of Collective Efficacy in the Relations between Transformational Leadership and Work-related Attitudes”, *Research Paper*, 1-10
- William, Larry J., John T. Hazer, (1986), “Antecedents and Consequences of Satisfaction and Commitment in Turnover Models : A Reanalysis Using Latent Variable Structural Equation Methods,” *Journal of Applied Psychology*, 71 (2), 219-231.
- Wright, Patrick M, Anne M, O’Leary-Kelly, Jose M. Cortina, Howard J. Klein, and John R. Hollenbeck. (1994), “On The Meaning and Measurement of Goal Commitment”, *Journal of Applied Psychology*, 79 (6), 795-803.
- Yen, Hsiuju Rebecca, Brian P. Niehoff, (2001), “Relationships Between Organizational Citizenship Behaviors, Efficiency, And Customer Service Perceptions In Taiwanese Banks”, *Research Paper*, Midwest Academy of Management, 1- 22
- Yousef, Darwish A. (2000a), “Organizational Commitment : a Mediator of The Relationships of Leadership Behavior with Job Satisfaction and Performance in a Non-Western Country”, *Journal of Organizational Change Management*, 29 (5), 567-92.
- _____, Darwish A. (2000b), “Organizational Commitment and Job Satisfaction as Predictors of Attitudes toward Organizational Change in a Non-Western Setting”, *Journal of Managerial Psychology*, 15 (1), 6-28.
- Yukl, Gary, (2000), *Leadership in Organization*, Third Edition, Prentice Hall International, Inc
- Yukl, Gary, (1989), “Managerial Leadership : a Review of Theory And Research,” *Journal of Management*,, 15 (2).