



Hospital Employees Organizational Citizenship Behavior: How the Correlation of Transformational Leadership, Job Satisfaction and Organizational Commitment ?

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Abstract

The purpose of this study was to analyze Relationship between Transformational Leadership and Job Satisfaction, Relationship between Transformational Leadership and Organizational Commitment, Relationship between Transformational Leadership and OCB, Relationship between Job Satisfaction and Organizational Commitment. The data is obtained through questionnaires distributed online through social media, the respondents of this study were 300 employees of the hospitals in Banten who were selected through simple random sampling method. Analysis of data processing using Structural Equation Modeling (SEM) with SmartPLS 4.0 software tools. The stages of PLS analysis using smartpls 3 include 3 stages, namely: The outer model testing phase to test the validity & reliability of indicators and constructs, the Goodness of fit model testing phase to test the model's predictive power and model feasibility, The inner model testing phase to test the significance the effect of exogenous variables on endogenous variables. From the research results obtained, it can be concluded as follows: (1) Transformational Leadership has a significant influence on job satisfaction. (2) Transformational Leadership significant effect on Organizational Commitment. (3) Transformational Leadership has a significant effect on OCB. (4) Job satisfaction has a significant effect on Organizational Commitment. (5) Organizational commitment has a significant effect on OCB

Abstract: Hospital Employees; Organizational Citizenship Behavior; Transformational Leadership; Job Satisfaction ; Organizational Commitment

Introduction

The contribution of hospital employees will be important, if carried out with effective actions and behave properly. Not only the amount of effort but also the direction of the effort. The traits that exist in employees, efforts or willingness to work, as well as various things that are support from the organization are very meaningful for the success of employee performance. High hospita employee performance will encourage the emergence of organizational citizenship behavior (OCB), namely behavior that exceeds what has been standardized by the company. The emergence of OCB can be a picture of high performance in the organization. According to Dewi et al. (2022); Lamri et al. (2020) Organizational Citizenship Behavior can arise from various factors within the organization, including the work satisfaction of employees and high organizational commitment. When employees feel satisfied with the work they do, the hospita employee will work optimally in completing his work, even doing some things that may be outside his duties. Likewise, when someone has a high commitment to his organization, then



that person will do whatever it takes to advance his company because of his belief in his organization. When someone gets job satisfaction and has a high commitment to the organization, employees will provide good service and vice versa, when employees do not experience satisfaction, the services provided to consumers can be unsatisfactory. Job satisfaction is defined as a person's emotional response to aspects within or in the overall work of the hospital.

The emotional state or attitude of a person will be shown in the form of responsibility, attention, and the development of his performance. According to Asgari et al. (2020); Azmy (2021); Dewi et al. (2022); Lamri et al. (2020); Lin and Hsiao (2014) state that performance is a record of the consequences produced on a job function or activity during a certain period related to organizational goals. Many elements play a role and support the operational functioning of a hospital organization, one of the main supporting elements is human resources (HR) that are labor intensive and of high quality, accompanied by awareness of the appreciation of service to the interests of patients. The desire of employees to work with good quality and strive to create the best service is an indication of the Organizational Citizenship Behavior (OCB) owned by an employee. Organizational Citizenship Behavior is an attitude of employee behavior that is carried out voluntarily, sincerely, happily without having to be ordered and controlled by the company. Employees who have OCB will have high loyalty to the organization where they work, and automatically will feel comfortable and safe in their work. High loyalty to the organization is also obtained if employees have a high commitment. According to Lamri et al. (2020); Lin and Hsiao (2014) Organizational commitment is an attitude that reflects a strong desire to remain in the organization, trying to conform to the wishes of the organization and accepting the values and goals of the hospital organization.

According to Kim (2012); Maharani et al. (2017); Novianti (2021) Organizational OCB of high employees will usually improve performance and at the same time can reduce absenteeism and vice versa if an employee has a low level of commitment then his performance is also low. hospital organizations, especially in hospitals. This is motivated by the current situation where hospitals, which are health care organizations, have recently grown rapidly. This has led to increasingly fierce competition between hospitals. Hospitals do not only compete with other hospitals but also have to compete with the practice of midwives, doctors' practices and other health services. Changes that occur in today's society greatly affect the competition, both changes in demographics, socio-economics, market competition and human resources. According to Kim (2012); Purwanto et al. (2022); Prayuda (2019); Sumarsi et al. (2019) Hospitals also need to analyze weaknesses, strengths, opportunities and challenges in the future to develop strategies to deal with changes that occur and anticipate possibilities that may occur. Likewise, to face today's competition, hospitals must have quality human resources. Human resources in the organization is a crucial aspect that determines the effectiveness of an organization. Therefore, organizations always need to invest by carrying out hospital organizational functions. The purpose of this study was to analyze Relationship between Transformational Leadership and Job Satisfaction, Relationship between Transformational Leadership and Organizational Commitment Relationship between Transformational Leadership and OCB, Relationship between Job Satisfaction and Organization Commitment.

Method

This research method uses quantitative methods through online surveys. The data is obtained through questionnaires distributed online through social media, the respondents of this study were 300 employees of hospitals in Banten who were selected through simple random sampling method. Analysis of data processing using Structural Equation Modeling (SEM) with SmartPLS 4.0 software tools. The stages of PLS analysis using smartpls 3 include 3 stages, namely: The outer model testing phase to test the validity & reliability of indicators and constructs, the Goodness of fit model testing phase to test the model's predictive power and model feasibility, The inner model testing phase to test the significance the effect of exogenous variables on endogenous variables

The hypothesis of this research is

- H (1): Transformational Leadership has a significant influence on job satisfaction.
- H (2): Transformational Leadership significant effect on Organizational Commitment.
- H(3) Transformational Leadership has a significant effect on OCB.
- H(4): Job satisfaction has a significant effect on Organizational Commitment.
- H(5) : Organizational commitment has a significant effect on OCB

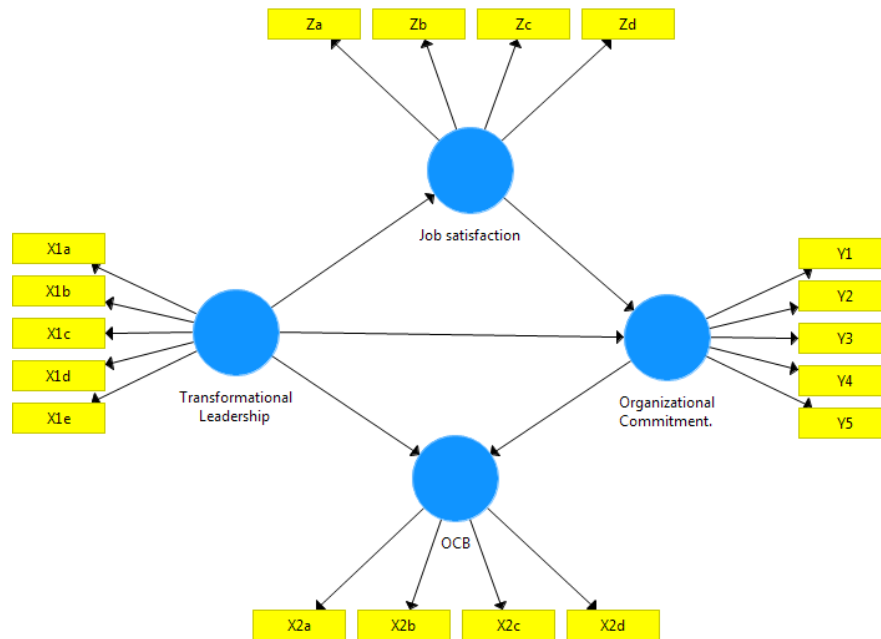


Fig 1. Research Model

Result and Discussion

Convergent Validity

Individual reflective measure is said to be high if it has a correlation of more than 0.70 with the construct to be measured. However, for research in the early stages of developing a measurement scale, a loading value of 0.50 to 0.60 is considered sufficient.

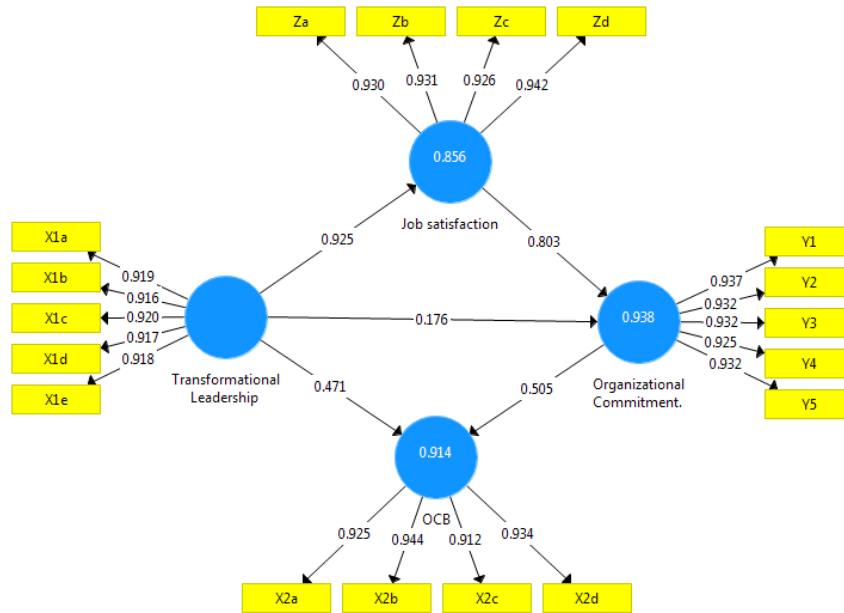


Fig 2. Validity Testing

Based on the measurement model above, all indicators are analysis on research variables with a loading factor greater than 0.50 so that it is declared significant or meets the requirements of convergent validity. Average Variance Extracted (AVE) and Latent Correlation Another method to assess discriminatory validity is to compare the value of the square root of average variance extracted (AVE) of each construct with the correlation between constructs and other constructs in the model. If the value of the square root of the AVE for each construct is greater than the correlation value between constructs and other constructs in the model, then it is said to have a good discriminant validity value (Forwell and Lacker, in Ghazali, 2011). The results of the AVE test can be seen in Table 1 below

Table 1. Reliability Testing Result

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Transformational Leadership	0.908	0.976	0.917	0.943
Job Satisfaction	0.811	0.812	0.917	0.843
Organizational Commitment	0.923	0.914	0.956	0.923
OCB	0.912	0.817	0.987	0.709

The AVE value in the table above for all variables is > 0.50 so it can be said that each indicator that has been measured has been able to reflect their respective variables validly. The next check of convergent validity is construct reliability with Testing Research Hypotheses To determine the stability of the proposed model in a population, the value of the relationship

between one variable and other variables or the value of the path coefficient (rho) is determined by looking at the value of O (original sample) and the statistical T value as a statement of the value of the significance level of the relationship. between one variable and another (the significance level is taken at the 5% error level or is at T above 1.96).

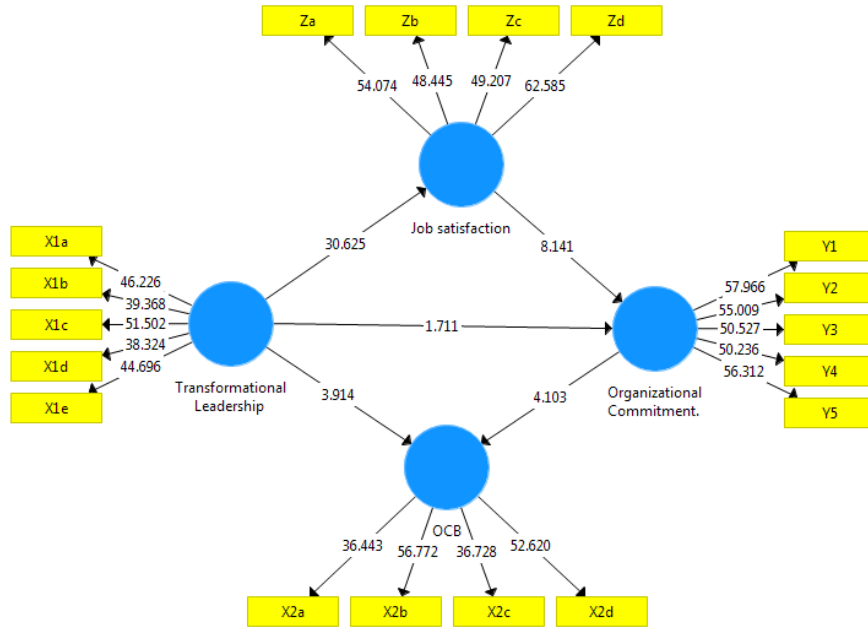


Fig 3. Hypotheses Testing

Table 2. Hypothesis Testing

Correlation	T Statistics	P Values	Note
Transformational Leadership -> Job Satisfaction	30.625	0.001	Significant
Transformational Leadership -> Organizational Commitment	2.711	0.001	Significant
Transformational Leadership -> OCB	3.914	0.000	Significant
Organizational Commitment ->OCB	4.103	0.000	Significant
Job Satisfaction ->Organization Commitment	8.141	0.001	Significant

Relationship between Transformational Leadership and Job Satisfaction

Transformational leadership has a significant influence on job satisfaction. Thus it can be interpreted that job satisfaction experienced by employees is related to Transformational Leadership from superiors. Study This is in line with research conducted by Gustomo and Silvianita (tt) who found that leadership has a positive relationship with job satisfaction. Mosadeghard and Yarmohammadian (2006) in their journal mention that based on research results According to Kim (2012); Maharani et al. (2017); Novianti (2021);



Purwanto et al. (2022); Prayuda (2019); Sumarsi et al. (2019) there are several elements of work related to job satisfaction such as the value of compensation, job promotion, supervision, how the organization works and the relationships created between superiors and subordinates, all of which are not significant. According to Purwanto et al. (2022); Prayuda (2019); Sumarsi et al. (2019) conducted a study to show the effect of transformational leadership on job satisfaction using a business perspective from the balanced scorecard, and showed significant results. Likewise, the research conducted by According to Kim (2012); Maharani et al. (2017); Novianti (2021) found that the transformational leadership dimension has a significant influence on job satisfaction and organizational commitment.

Relationship between Transformational Leadership and Organizational Commitment

Transformational Leadership has a significant effect on Organizational Commitment. This means that the better the existing Transformational Leadership, the greater will be the Organizational Commitment of employees. Yang, Mu-Li (2012) found that the dimensions of transformational leadership have a significant influence on job satisfaction and organizational commitment. The results of research conducted by Dunn et al. (2012) on organizations provide evidence that supports that the behavior of transformational leaders is significantly and positively related to organizational commitment.

Relationship between Transformational Leadership and OCB

Transformational Leadership has a significant effect on OCB. This can be interpreted that the better the Transformational Leadership that is owned, the more it will improve the performance of the employee. Research conducted by Nguni (2005) in primary and secondary schools in Tanzania also showed a significant and positive effect between transformational leadership and OCB behavior of hospital employees. Research conducted by Piccolo and Colquitt (2006) found that the effect of indirectly complements the direct effects of transformational leadership on task performance and OCB through mechanisms of job characteristics, intrinsic motivation, and commitment to goals.

Relationship between Job Satisfaction and Organization Commitment

Job satisfaction has a significant effect on Organizational Commitment. This means that the increase or decrease in existing organizational commitment is due to job satisfaction. This is in line with According to Supriyanto et al. (2020); Top et al. (2015) which states that employees in improving their performance are influenced by job satisfaction. Job satisfaction has a significant effect on Organizational Commitment. This proves that if employees are satisfied with their work, it will improve their performance. These results are supported by research by Top et al. (2015) and who concluded that increasing commitment to the company requires high job satisfaction from employees. Organizational commitment has a significant effect on OCB. This proves that commitment will increase the occurrence of OCB. These results are supported by research by According to Supriyanto et al. (2020) which concludes that increasing OCB for companies requires a high work commitment from employees

Conclusions and Recommendations

From the research results obtained, it can be concluded as follows: (1) Transformational Leadership has a significant influence on job satisfaction. (2) Transformational Leadership significant effect on Organizational Commitment. (3) Transformational Leadership has a significant effect on OCB. (4) Job satisfaction has a significant effect on Organizational Commitment. (5) Organizational commitment has a significant effect on OCB. The recommendations given are (1) Job satisfaction for employees must receive attention. If job satisfaction can be given, it is expected that it will contribute to a better job which



in the end there will be an increase in employee commitment and OCB. (2) This improvement can be developed by setting a fair example without favoritism towards employees. Leaders can provide the same warning to all employees if there are small mistakes and giving punishment to all employees if the employee's mistakes are considered serious. There needs to be an increase in personal attention and in providing assistance to hard-working employees. The leader must be able to take advantage of the employee's personal momentum, congratulate him (birthday, occupy a new house, marriage, achievements, etc.) from the employee. Employees who voluntarily work hard need to be appreciated, for example by being given personal rewards or consultations on several things that are considered positive and do not interfere with the working relationship between the leadership and the hard-working subordinates.

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