



Influence of transformational leadership, job satisfaction, and organisational commitment on organizational citizenship behavior (OCB) in XYZ hospital nurses in Lampung

Cici Viorina Lestari¹, Oscar Jayanegara²

^{1,2}Master of Hospital Administration, Faculty of Economics and Business, Universitas Pelita Harapan, Tangerang, Indonesia

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ABSTRACT

This research aimed to examine and analyze the Impact of Job Satisfaction and Transformational Leadership on Organizational Citizenship Behavior (OCB) with Organizational Commitment as a mediating variable. The study employed a quantitative research approach and hypothesis testing. Data was collected using purposive sampling with a Likert scale (1-5) questionnaire from 178 nurses working at RS XYZ in Lampung. The data was analyzed using the Partial Least Squares Structural Equation Model (PLS-SEM). The results indicate that Transformational Leadership and Job Satisfaction have a positive and significant influence on Organizational Commitment. Organizational Commitment, Transformational Leadership, and Job Satisfaction all have a positive and significant impact on Organizational Citizenship Behavior. Transformational Leadership has a positive and significant influence on OCB through Organizational Commitment, and Job Satisfaction also has a positive and significant effect on OCB through Organizational Commitment. These findings suggest that management should promote transformational leadership, enhance job satisfaction, and strengthen organizational commitment to support more positive Organizational Citizenship Behavior. This can create a motivating, productive work environment with voluntary contributions from employees, ultimately leading to improved organizational performance and success.

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Corresponding Author:

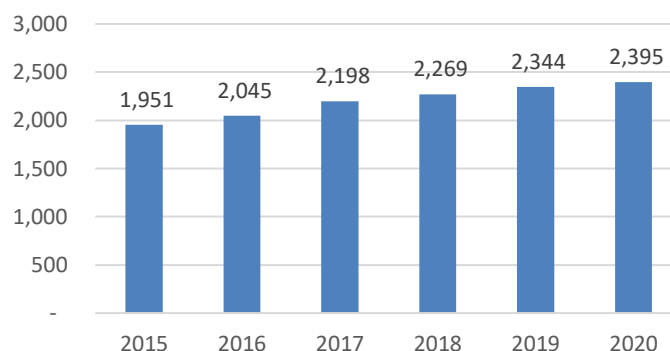
Cici Viorina Lestari,
Faculty of Economics and Business,
Universitas Pelita Harapan,
Jalan M.H. Thamrin Boulevard No.1100, Klp. Dua, Kec. Klp. Dua, Kabupaten Tangerang, Banten 15811
Email: ciciviorina2@gmail.com

INTRODUCTION

Public hospitals must also manage their human resources. As a company engaged in services, human resources are instrumental to the success of the hospital. Thus, maintaining the performance of its human resources is one way to compete with other hospitals. The human resource factor is the most important asset to provide excellence to drive the dynamics of an organisation or company.

Organisations or even individuals within organisations are increasingly required to improve their performance (Mayo, 2016).

Table 1. Number of general hospitals (RSUs) in Indonesia



Source: Tempo.co.id & Ditjen Yankes Kemenkes, 2021

In 2015 the number of general hospitals (RSUs) in Indonesia reached 1,951 RSUs, 2016 increased to 2045 RSUs, in 2017 the number of RSUs increased significantly with the addition of 153 new RSUs so that the total number was 2,198 RSUs, 2018 the total number of RSUs was 2,269, and 2019 was 2,344 RSUs, until 2020 there were an additional 51 new RSUs so that the total number of RSUs in Indonesia reached 2,395, with a bed capacity of 264,208 TT with an average annual growth of 4% (Tempo, Ditjen.Yankes Kemenkes, 2021). This indicates that the level of competition between hospitals to attract patients is quite high, so hospitals need a special strategy in order to win the competition so that they can survive in the health service industry. Hospitals must be able to compete in providing the best service and be able to compete with competitors (Anyim, 2012). To realise this, superior human resources are needed, human resources with good job satisfaction, so hospital management needs to take measurements related to employee job satisfaction (Torry, Koeswo, & Sujianto, 2016).

One of the health workers in the hospital is a nurse (Witkoski & Dickson, 2010). Nurses are one of the medical personnel who are required to maintain and improve the quality of service quality to patients in hospitals. According to the Indonesian Ministry of Health (2005) nursing service is a form of professional service and an integral part of overall health care efforts. Nurses are one of the important roles in health services because a nurse must be available for 24 hours in caring for patients, so the quality of a nurse can be a reflection of the quality of service of a hospital (Aiken et al., 2012). So it must be the focus of management to be improved in terms of job satisfaction.

In the context of nurses, Transformational Leadership, Job Satisfaction, and Organisational Commitment have an important influence on Organizational Citizenship Behavior (OCB). Inspiring and empowering transformational leadership stimulates nurses to actively participate in OCB. High job satisfaction encourages voluntary behaviour that benefits the organisation. Organisational commitment, both affective and normative, mediates the relationship between these two factors and OCB. Nurses who feel attached to the organisation and satisfied with their jobs are more likely to engage in OCB actions, creating a cooperative and effective work environment.

Organizational Citizenship Behaviour (OCB) is an attitude of employees who are voluntary, sincere, happy without having to be ordered and controlled by the company in helping the work of colleagues (Nyarieko, 2018). The benefits of this Organizational Citizenship Behavior attitude help an organisation and improve competitive performance by minimising the decline in performance in the company. According to (Waspod, 2012), Organizational Citizenship Behavior is the behaviour of an employee who is willing not to be paid in the form of money or certain bonuses, but rather

social behaviour in each employee to work beyond what the company expects, such as being able to help colleagues during break time sincerely and sincerely.

Organizational Citizenship Behavior in companies can be raised by using several factors that can be done by leaders such as transformational leadership, job satisfaction and organisational commitment. The leadership style carried out by a leader is one of the determining factors for success in an organisation. (Sugiyono, 2019) There are several leadership styles that can be carried out by a leader, one of which is transformational leadership which will encourage the growth of voluntary mutual help and assistance behaviour. This happens because in transformational leadership, leaders always encourage their subordinates to act beyond their personal interests, so the behaviour of an employee is needed to improve transformational leadership.

Research to determine the effect of job satisfaction and organisational commitment on organizational citizenship behaviour (OCB). However, Organizational Citizenship Behaviour (OCB) as a mediator of the relationship to from has not been found much. Therefore, from the exposure to the problems that exist above, the researcher wishes to conduct research on influence.

RESEARCH METHOD

Object and Research Method

In this study, researchers took objects at XYZ Lampung hospital nurses, the purpose of the study was to test and analyse the effect of Transformational Leadership, Job Satisfaction, and Organizational Commitment on Organizational Citizenship Behavior (OCB) in XYZ Lampung hospital nurses. The research variable will be the focal point because there are obstacles that need to be found solutions that can be done by researchers. This research is quantitative research with hypothesis test. Quantitative research can be defined as research involving numerical measurements and analytical approaches (Zikmund et al., 2010). The point of view of this research is to get a picture or explanation of the effect of Transformational Leadership, Job Satisfaction, and Organizational Commitment on Organizational Citizenship Behavior (OCB) in nurses of XYZ Lampung Hospital. (Wardana, 2017) This research model will be analysed through the Partial Least Square (PLS) method, which is a non-parametric statistical analysis method that allows to analyse the relationship between variables in a model consisting of many variables (Hair et al., 2017).

Population and Sampling.

The object of this research is nurses, so the population is all nurses at XYZ Lampung Hospital, with a total population of 178 nurses. The sample is a representation or representative of the population (Sugiyono, 2019). The total population of nurses is only 178 people, because the number is relatively small so all nurses will be taken as or saturated sample method. According to Sugiyono (2019) saturated sampling technique is a sampling technique when all members of the population are used as samples. Therefore, this study uses a saturated sampling technique because the population is relatively small. So that the sample used in this study amounted to 178 people). This study uses a saturated sample or all populations are sampled / census, so hypothesis testing does not use the t test but is done by looking at the direction of influence between the two variables. So that the conclusion is only based on the direction (sign) of the standardised path coefficient. (Sekaran & Bougie) If the independent and dependent variables have a standardised path coefficient direction in accordance with the hypothesis, the hypothesis is supported.

Likert Scale

This research also uses the Likert scale method which is a Likert scale to measure the scale of the questionnaire that will be made and distributed by researchers. Furthermore, the Likert scale results will be calculated per variable perception score including Transformational Leadership, Job Satisfaction, Organizational Commitment and Organizational Citizenship Behavior (OCB) variables. (Sekaran & Bougie) To determine the perception classification of respondents' statements, the following formula is used (Widoyoko,2017):

$$i = \frac{(Xmax.-Xmin.)}{k} \tag{1}$$

Description :

- i = Interval
- $Xmax.$ = 5
- $Xmin.$ = 1
- k = Class total = 5 (categories)

$$i = \frac{(5 - 1)}{5} = 0.8$$

The following is an attitude classification table, with interval class lengths 0,8 (Widoyoko, 2017):

Table 2. Nilai Rentang Interval

>4.2 s/d 5.0	Strongly agree (SS)
>3.4 s/d 4.2	Agree (S)
>2.6 s/d 3.4	Netral (N)
>1.8 s/d 2.6	Disagree (TS)
>1.0 s/d 1.8	Strongly disagree (STS)

Source : Widoyoko (2017)

RESULTS AND DISCUSSIONS

Research Flow

In this study using quantitative research with the Partial Least Square Method (PLS) is a non-parametric statistical analysis method that allows to analyse the relationship between variables in a model consisting of many variables (Hair et al., 2017). In data analysis with PLS-SEM, the first stage is to test the validity and reliability of the outer model, also known as the measurement model. Validity and reliability tests are used to test and evaluate whether the reflective indicators used are valid and able to measure the latent variable (construct) properly. To get the outer model output in this study, SmartPLS 3.2.9 software was used.

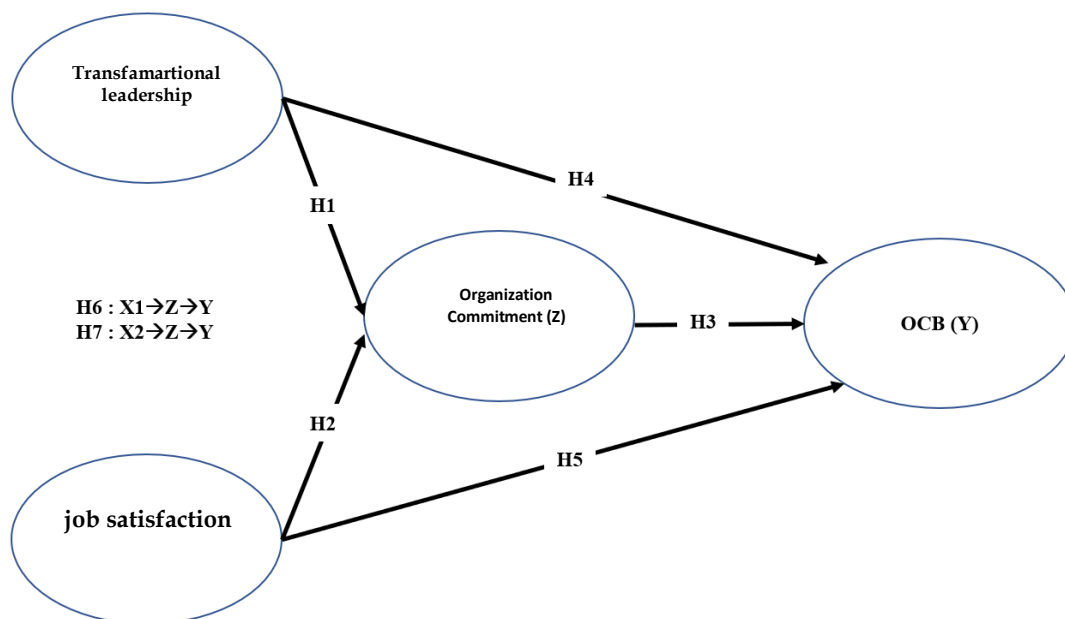


Figure 1. Measuring Model

Source: Modified reasearch by Kim et al (2022); Wijaya & Martini (2020); Abdullah et. al (2021)

Validity Test

The measurement model is a model that explains the relationship between variables and their indicators. The measurement model is carried out to assess the validity and reliability of the research. Validity testing in the PLS-SEM method can be done in two ways, namely convergent validity and discriminant validity. Convergent validity is the loading factor and AVE value on the latent with its indicators, if the loading factor ≥ 0.7 and $AVE > 0.5$ then the indicator used is valid (Hair et al., 2019). The rule of thumb for convergent validity is loading factor > 0.7 ; however, 0.50 - 0.60 can still be used, average variance extracted (AVE) > 0.5 ; and discriminant analysis must meet the Fornell-Larcker criteria, namely the square root value of the AVE must be greater than the correlation value between variables. The AVE value must be greater than the correlation of latent variables; if applying cross loading, the value that must be obtained is > 0.7 . and the validity test assessment is as follows:

Table 3 . Validity Convergent

Variabel	Item	Outer Loading (>0.7)	Average Variance Extracted (>0.5)	Hasil
Job Satisfaction	KK1	0.777	0.664	Valid
	KK2	0.753		Valid
	KK3	0.742		Valid
	KK4	0.912		Valid
	KK5	0.848		Valid
	KK6	0.743		Valid
	KK7	0.834		Valid
	KK8	0.863		Valid
	KK9	0.820		Valid
	KK10	0.791		Valid
	KK11	0.794		Valid
	KK12	0.770		Valid
	KK13	0.896		Valid
	KK14	0.895		Valid
	KK15	0.714		Valid
	KK16	0.889		Valid
	KK17	0.779		Valid
	KK18	0.884		Valid
	KK19	0.782		Valid
	KK20	0.893		Valid
	KK21	0.789		Valid
	KK22	0.801		Valid
	KK23	0.840		Valid
	KK24	0.784		Valid
	KK25	0.764		Valid
	KK26	0.743		Valid
	KK27	0.733		Valid
	KK28	0.917		Valid
	KK29	0.853		Valid
	KK30	0.778		Valid

Reability Test

In this outer model analysis, a reliability test is carried out by evaluating the Cronbach's alpha and composite reliability values with the criteria that if the value is > 0.7 then it is reliable (Hair et al., 2019; Hair et al., 2020).

Table 4. Reability Test

Variable	Cronbach's Alpha > 0.7	Composite Reliability >0.7
Transformational Leadership	0.951	0.958
Job Satisfaction	0.982	0.983
Organization Commitment	0.954	0.96
Organizational Citizenship Behavior	0.976	0.978

Source: SmartPLS 3.3 Data Processing Results (2023)

From Table 4 above, it can be seen that the Cronbach's alpha and composite reliability values on all variables are above 0.7 as required (Hair et al., 2019; Hair et al., 2020).

Multicollinearity Test

The multicollinearity test is conducted to see how the variables in a study are correlated and have a free or interrelated relationship (Hair et al., 2019), then to see this the researcher can see from the variance inflation factor (VIF), in PLS-SEM the value is used if the VIF value is more than <5, it can be said that there is a suggested value in the multicollinearity test or it is still within the limits to be tolerated or acceptable.

Table 5. Multikolinearity Test

Dependen	Organisational Commitment	Organizational Citizenship Behavior
Independen	VIF	VIF
Transformational Leadership	2.324	2.745
Job Satisfaction	2.324	3.053
Organisational Commitment		2.986

Source : SmartPLS 3.3 Data Processing (2023)

From Table 5 above, it can be seen that the variance inflation factor (VIF) value in the research model test results where the VIF value on all variables is found to be less than three. This shows that the quality of this research model is acceptable in terms of not having multicollinearity issues.

Coefficient of determination (R-Square)

The R-square value or coefficient of determination explains how much the dependent variable can be influenced by the independent variable. The R-square value ranges from 0 to 1 ($0 \leq R^2 \leq 1$), the higher the R-square value, the greater the influence of the independent variable on the dependent variable. As a rule of thumb, $R^2 > 0.75$ (strong), $R^2 > 0.50$ (moderate), and $R^2 > 0.25$ (weak), but if an R-square value above 0.9 is found, the model can be considered overfit. (Sarstedt et al., 2017; Hair et al., 2021)

Table 6. Coefficient of Determination

Dependent Variable	R Square Adjusted
Organisational Commitment	0.661
Organisational Citizenship Behaviour	0.707

Source : SmartPLS 3.3 Data Processing (2023)

Based on the data presented in table 6 above, it can be seen that the R-Square value for the Organisational Commitment variable is 0.661, the acquisition of this value explains that the percentage of the magnitude of Organisational Commitment can be explained by Transformational Leadership and Job satisfaction by 66.1%. The R-Square value for the Organizational Citizenship Behavior (OCB) variable is 0.707, the acquisition of this value explains that the percentage of Organizational Citizenship Behavior (OCB) can be explained by Organizational Commitment, Transformational Leadership and Job Satisfaction by 70.7%.

Hypothesis Test

This test was carried out using the bootstrapping method using re-sampling and processed with SmartPLSTM 3.2.9 (Ringle et al., 2015; Memon et al., 2021). Because the direction of the hypothesis influence has been clearly stated "positive/negative", the appropriate statistical test is one-tailed. It is said that there is a positive and significant influence if the T-statistic value > T-table (1.645) at the 5% significance level ($\alpha = 0.05$), otherwise if the T-statistic < T-table (1.645) then there is no significant influence between the two variables (Ringle et al., 2015; Sarstedt et al., 2017). Table 4.2 below shows the results of PLS-SEM data processing for determining the results of hypothesis testing

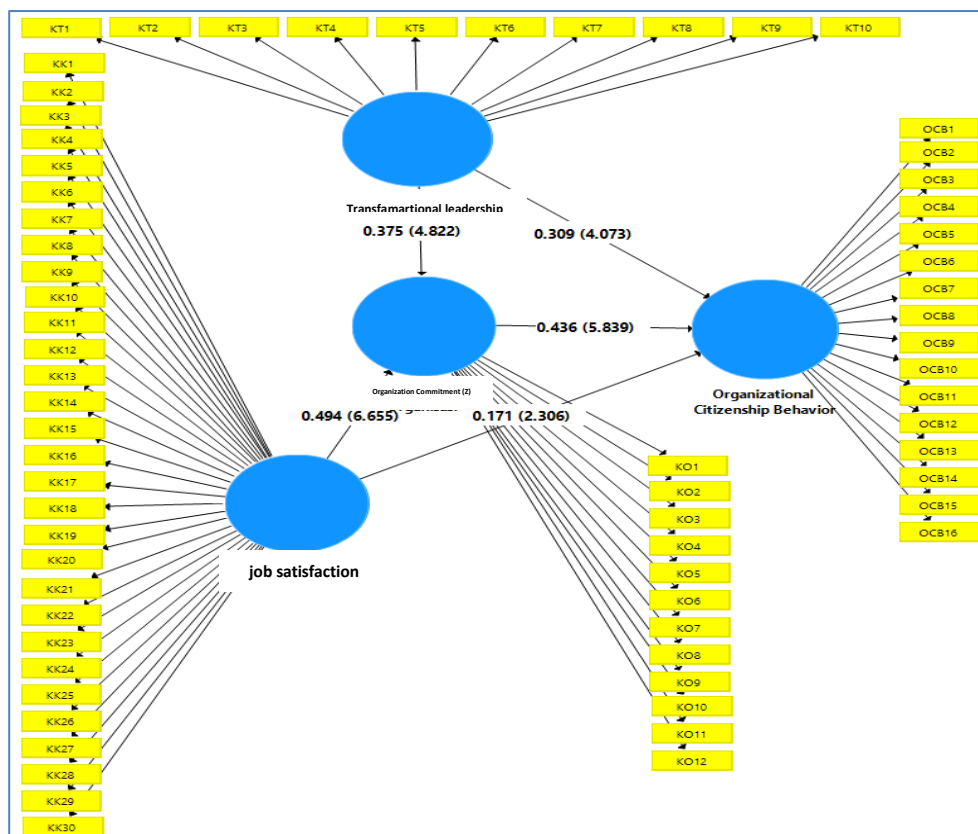


Figure 3. Inner Model

Table 7. Sign and Significance of Path Coefficient

Hypotesis	Path Coefficient	T Statistics	P-Value	Results
H1 : Transformational Leadership->Organisational Commitment	0.375	4.822	0.000	Supported
H2 : Job Satisfaction -> Organisational Commitment	0.494	6.655	0.000	Supported
H3 : Organizational Commitment-> Organizational Citizenship Behavior	0.436	5.839	0.000	Supported
H4 : Transformasional Leadership -> Organizational Citizenship Behavior	0.309	4.073	0.000	Supported
H5 : Job Satisfaction -> Organizational Citizenship Behavior	0.171	2.306	0.022	Supported
H6 : Transformasional Leadership -> Organizational Commitment -> Organizational Citizenship Behavior	0.164	3.315	0.001	Supported
H7 : Job Satisfaction-> Organizational Commitment -> Organizational Citizenship Behavior	0.215	5.034	0.000	Supported

Based on the results of the path coefficient, t statistic and P Value above, each hypothesis variable H1, H2, H3, H4, H5, H6 is supported.

CONCLUSION

This study was conducted to determine the effect of job satisfaction and transformational leadership on organizational citizenship behaviour (OCB) with organizational commitment as a mediating

variable. In this research model, 7 hypotheses are proposed, and analysing the data obtained using PLS-SEM, the conclusions that can be drawn in this study are as follows: Transformational Leadership has a positive and significant effect on Organisational Commitment. Thus hypothesis H1 is supported; Job Satisfaction has a positive and significant effect on Organisational Commitment. Thus the H2 hypothesis is supported; Organisational Commitment has a positive and significant effect on Organizational Citizenship Behavior. Thus hypothesis H3 is supported; Transformational Leadership has a positive and significant effect on Organizational Citizenship Behaviour. Thus hypothesis H4 is supported; Job Satisfaction has a positive and significant effect on Organizational Citizenship Behaviour. Thus hypothesis H5 is supported; Transformational leadership has a positive and significant effect on OCB through organisational commitment. Thus hypothesis H6 is supported; Job Satisfaction has a positive and significant effect on OCB through organisational commitment. Thus hypothesis H7, is supported.

Transformational leadership has a positive and significant effect on OCB through organisational commitment. Job Satisfaction has a positive and significant effect on OCB through organisational commitment. The results of this study indicate that management should encourage transformational leadership, improve job satisfaction, and strengthen organisational commitment to support more positive Organizational Citizenship Behavior. This can create a work environment that is motivating, productive, and full of voluntary contributions from employees, which in turn improves organisational performance and success.

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Cici Viorina, Master of Hospital Administration, Faculty of Economics and Business, Universitas Pelita Harapan.

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