



Antecedents on organizational citizenship behavior and its impact on organizational commitment in nurses in Tk. II Moh Ridwan Meuraksa Hospital Jakarta in 2023

Kinaryochi Wijaya, Oscar Jayanegara, Victorio

^{1,2,3}Master of Hospital Administration, Faculty of Economics and Business, Universitas Pelita Harapan

ARTICLE INFO

Article history:

Received Jan 21, 2024
Revised Mar 18, 2024
Accepted Jun 27, 2024

Keywords:

Job Satisfaction;
Workplace Spirituality
Organizational Commitment,
Organizational Citizenship
Behavior;
Work Productivity.

ABSTRACT

RS. TK. II Moh. Ridwan Meuraksa Hospital is a Class B Military Hospital owned by the TNI AD (Indonesian Army) located at Jl. Raya Taman Mini 1 Pinang Ranti, East Jakarta. According to the Ministry of Health data, there are currently around 1.5 million healthcare workers and 150,000 medical staff in Indonesia. Nurses constitute the largest group, with a ratio of 2 per 1,000 population. The aim of this study is to determine the influence of job satisfaction, workplace spirituality, and organizational commitment on organizational citizenship behavior and its impact on work productivity among nurses at RS. TK. II Moh Ridwan Meuraksa Jakarta. This research adopts a quantitative approach, specifically a cross-sectional study design. Hypothesis testing in this study employs certain inferential statistical methods. The measurement is conducted using a Likert scale with five points: 1 (Strongly Disagree), 2 (Disagree), 3 (Neutral), 4 (Agree), and 5 (Strongly Agree). The results of the study indicate a significant positive influence among the variables of job satisfaction, workplace spirituality, and organizational commitment on organizational citizenship behavior and work productivity, as evidenced by p-values < 0.05 and t-statistic > 1.985.

This is an open access article under the [CC BY-NC](https://creativecommons.org/licenses/by-nc/4.0/) license.



Corresponding Author:

Kinaryochi Wijaya ,
Master of Hospital Administration,
Universitas Pelita Harapan,
H Thamrin Boulevard 1100, Klp. Dua, Kec. Klp. Dua, Kota Tangerang, Banten 15811, Indonesia
Email: kinaryochiwijaya@gmail.com

INTRODUCTION

Health services are one of the factors that can increase patient satisfaction. So according to its duties, the hospital has the task of providing comprehensive individual health services. Quality service is carried out in realizing Indonesian health development which is oriented towards customer satisfaction. Health services and patient satisfaction have an impact on hospital quality. Based on data from the Central Bureau of Statistics, there were 3,072 hospitals in Indonesia in 2022. This number has increased significantly. Competition between hospitals in the present results in competition among health service providers. In realizing hospitals that can be competitive, both public and private hospitals always try to gain public trust by providing a quality health service system in improving quality, safety, and patient satisfaction, hospitals refer to service standards

based on hospital accreditation guidelines. ((KARS , 2020) KARS 2020; Kemenkes RI 2019; Kementerian Kesehatan Republik Indonesia 2019; Kim and Han 2012; Silow-Carroll et al. 2007).

Human resources act as planners, implementers and at the same time controllers of the realization of organizational goals. Therefore, human resources must always be considered, maintained and developed. Human resources at the Hospital in KEK are adjusted to the needs and capabilities of the services provided by the Hospital. The needs and capabilities of the services referred to are used as the basis in determining the number and qualifications of human resources by taking into account the workload analysis at the Hospital. Human resources that will provide services at the Hospital include; a) Permanent staff who work on a full-time basis; and b) Non-permanent staff. Permanent personnel and non-permanent personnel as referred to are personnel appointed and determined by the head/director of the Hospital (PERMENKES nomor 1, 2023). Human resources in hospitals include health workers (nurses, doctors, nutritionists, midwives, laboratorians, etc.) and other staff. In this review, the focus is on nurses because nurses have the largest number in hospitals that provide direct services to patients..

According to the Law of the Republic of Indonesia Number 38 of 2014 concerning Nursing, a Nurse is someone who has passed Nursing higher education, both at home and abroad recognized by the Government in accordance with the provisions of the Laws and Regulations. The main and most highlighted role of nurses and known by the public is as a perpetrator / provider of nursing care, nurses can provide nursing services directly and indirectly to clients, using a nursing process approach which includes; conducting assessments in an effort to collect correct data and information, establishing nursing diagnoses based on the results of data analysis, planning nursing interventions as an effort to overcome emerging problems and making steps / ways to solve problems, carrying out nursing actions in accordance with existing plans and evaluating based on client responses to nursing actions that have been carried out. (Undang-Undang Republik Indonesia, 2014).

Rumah Sakit TNI AD Tk. II Moh. Ridwan Meuraksa is a class B Kesdaam Jaya General Hospital under the jurisdiction of the Indonesian Army located on Jl. Raya Taman Mini 1 Pinang Ranti East Jakarta, which is accredited with Plenary status in 2022. Established on May 25, 1972 and ratified the name Moh. Ridwan Meuraksa as the name of the Rumkit on October 26, 1974 has a vision to become the first choice hospital and subscription of soldiers, civil servants, and their families in the Kodam Jaya area and the general public in DKI Jakarta. In organizing health services, excellent referral, and plenary, the Army Hospital Tk. II Moh. Ridwan Meuraksa has 15 installations, namely the Inpatient installation, Emergency Installation, Outpatient Installation, Obstetrics Installation, Pediatric Installation, Pharmacy Installation, Education Installation, Medical Rehab Installation, which is supported by the Department of Surgery and Anesthesia, Department of Internal Medicine, Heart and Lung, Department of Obstetrics and Gynecology, Department of Nerve and Soul, Dental and Oral Department, ENT Department, Eye Department, Skin and Sex Department. Equipped with 14 inpatient rooms, where there are 2 VIP wards, 2 internal medicine wards and 2 surgical wards separated between men and women, 1 healthy baby ward, 1 pediatric ward, 1 obstetric ward, 1 pulmonary ward and isolation, 1 neonate ward, 1 perinal ward, 1 ICU ward, 1 ICCU ward, and 1 delivery room. The working hours of TK. II Moh, Ridwan Meuraksa is divided into 2 shifts, namely from 07.00 - 15.00 for the morning shift, and 15.00 - 07.00.

Within the realm of the hospital profession, the nursing profession is of paramount importance as the occupation responsible for overseeing, supervising, and improving the well-being and progress of patients. Nurses, in their role as caregivers, often face work-related stress (Mariana et al., 2021).

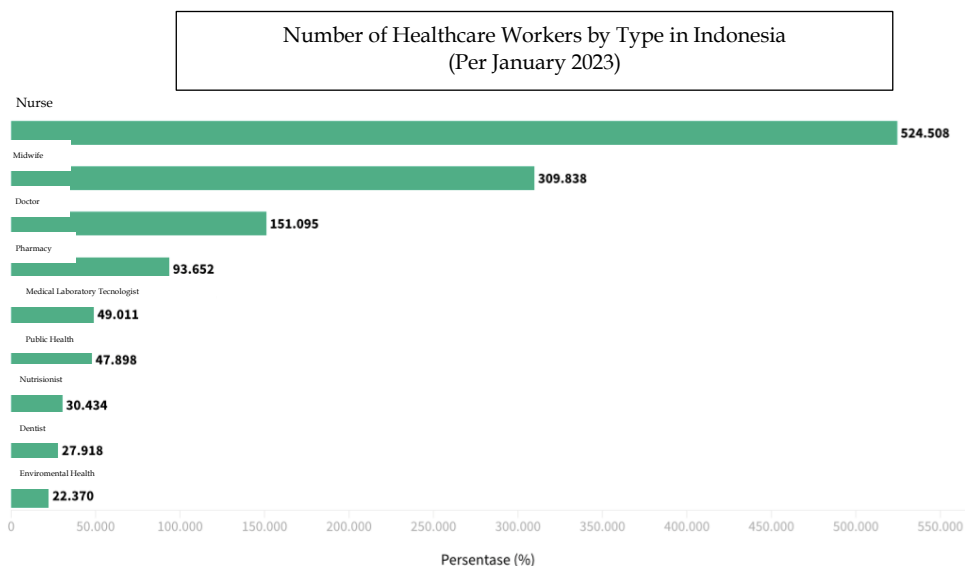


Figure 1.1 Number of Healthcare Workers by Type in Indonesia

Source: Ministry of Health (2023)

According to data provided by the Ministry of Health, there are currently around 1.5 million health workers and 150 thousand medical personnel in Indonesia. Statistics show that nurses make up the largest proportion of health workers, specifically covering a total of 524,508 individuals. Followed by 309,838 health workers who are specially trained as midwives, and 151,095 health workers who work as doctors. Around 93,652 individuals work in the health sector specifically in pharmacy. There are 30,434 individuals working in the field of nutrition as professionals. Currently, there are 27,918 health workers employed in dentistry, while 22,370 individuals work as environmental health workers.

Nurses play an important role locally and around the world because they are on the front lines every day caring for these patients. They can see what works and what can be done differently to provide more efficient and appropriate care, and they can provide ideas for change. Nurses are essential in dealing with health emergencies because they serve as a vital bridge between the patient and the rest of the healthcare team. Nurses must be able to work under pressure and deliver the best results in this highly risky work environment. A person with a high level of job satisfaction shows a positive attitude towards their job, whereas a person who is dissatisfied with their job shows a negative attitude towards their job.

Job satisfaction is one of the components that support the achievement of productivity. Job satisfaction can be defined as the general attitude and expectations of employees towards the company where they work (Arifin, 2012). Nurses who are satisfied with their jobs will stay in their work environment and will try to give their best for the organization, doing their work with sincerity. Job satisfaction does not only come from salary, competence and job stress but is caused by many factors. Nurses who have positive beliefs about their work abilities have an impact on job satisfaction. (De Simone et al., 2018).

One of the important things to consider that can be a factor supporting work productivity is workplace spirituality. Spirituality in the workplace is not just about religion. It is an organizational cultural value framework that encourages nurses' transcendent experiences through the work process, facilitating feelings of connection with others, providing a feeling of wholeness and happiness (Nurtjahjani, 2010). Spirituality in the workplace is a balancing of personal and professional life through efforts to integrate the value of personal life with working conditions and

a deep exploration of life by interpreting work. Hospitals that implement spirituality in the workplace see that every employee has spiritual needs, has a desire to find meaning and purpose in life at work, and has a desire to be part of the hospital (Siswanto, 2012). When hospitals have high spirituality, it is expected to have a positive impact on employee attitudes. He will try to work better, and form a more conducive work environment. Furthermore, he can control his work and increase the meaning of his work.

Good performance is one indicator of the success of an organization in achieving high work productivity. One of the components in improving the performance of an organization is organizational commitment that must be instilled in employees. According to Kreitner and Kinicki who state that management increases higher commitment. Furthermore, high commitment can facilitate the realization of high productivity. Supported by Sumarni's research which states that there is a positive influence of organizational commitment variables on nurse performance at PKU Muhammadiyah Bantul Hospital with a coefficient of determination ($r = 0.1063$). The effect of job satisfaction on performance at Wates Kulo Progo Hospital, the results of this study indicate that there is a positive influence between nurse job satisfaction on the performance of class III inpatient nurses at Wates Kulon Progo Hospital, which means that the more a nurse has job satisfaction, the better the performance will be (Nungki Ardiyani, 2021).

Based on the formulation of the problem, this research needs to be studied by using quantitative analysis with the title Effect of Job Satisfaction, Workplace Spirituality, and Organizational Citizenship Behavior on Work Productivity with Organizational Citizenship Behavior (OCB) in nurses at the Army Hospital TK. II Moh Ridwan Meuraksa Jakarta.

RESEARCH METHOD

Object and Research Method

The object of research related to this hospital management study is to test and analyze the effect of service quality as an independent variable on patient behavior in hospital services, namely brand image, patient perceived value, patient satisfaction, and patient loyalty as determining factors. dependent variable. Dependent variable. This research variable is the focal point because it is related to the problem behind conducting research on nurses at the TK Army Hospital. II Moh Ridwan Meuraksa Jakarta. The relationship between research variables can provide information obtained from analyzed empirical data so that conclusions can be drawn and drawn. (Sekaran & Bougie, 2020).

Likert Scale

There are four types of measurement scales, namely nominal scale, ordinal scale, interval scale, and ratio scale. In this study using two types of scales, namely a nominal scale and a discrete interval scale to determine the difference between each construct, so as to convert the data received from respondents through questionnaire question items in numerical form. This study uses measurement with a Likert scale. The Likert scale uses five points with levels from one (1), namely, strongly disagree, two (2), namely, disagree, three (3), namely, neutral, four (4), namely, agree, and five (5), namely, strongly agree. The advantage of choosing a questionnaire with a Likert scale is that it quickly understands how to answer questions and also makes it easier for respondents to convey their affirmation or agreement (Sekaran & Bougie, 2020).

Population and Sampling.

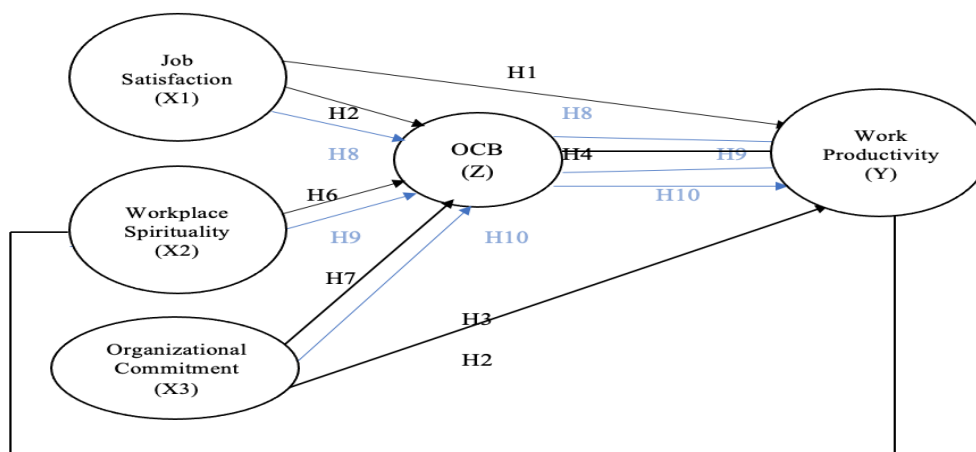
The sample is part of the population whose characteristics are to be investigated and can represent the entire population, so the number is less than the population. The population in this study were inpatient nurses at the TK Army Hospital. II Moh Ridwan Meuraksa Jakarta as many as 112 people. The samples taken as respondents in this study are those that meet the research inclusion criteria or criteria that need to be met by each member of the population who can be sampled, in this study are: Inpatient nurses at the Army Hospital TK. II Moh Ridwan Meuraksa Hospital Jakarta; Willing to be a research respondent; Nurses who did not fill out the questionnaire.

There are two main divisions of sampling design, namely probability sampling and non-probability sampling. Probability sampling is a sampling technique where elements in the population have an equal chance of being selected as subjects. Non-probability sampling is a sampling technique that does not provide an opportunity to be selected as a subject. This study uses a quota non-probability sampling method, where people who can fill out the questionnaire are people who can provide the information needed according to certain criteria that have been determined in the survey, as well as meeting the previous criteria, namely 160 respondents. (Bougie & Sekaran, 2020) One of the criteria in this survey is Nurses who work at Hospital X in July - October 2023. If the respondent has these criteria and voluntarily becomes a respondent to the survey, then the respondent can answer the questionnaire provided via google form.

RESULTS AND DISCUSSIONS

Research Flow

This research will analyze data using a multivariate analysis approach, because this research model has more than six variables and this research includes quantitative research (Sekaran & Bougie, 2020). There are seven variables with ten paths in this study so that an analysis method is needed that can test the effect between variables simultaneously on dependent variables. In this study, the analysis method with PLS-SEM as chosen.



Picture 1.2 Research Framework

a. *Workplace spirituality*

This theory will use the following variables:

1) *Meaningful work*

This variable is important because it shows the daily activities of nurses at work. With meaningful work, nurses work not only for money but are also able to find meaning and social value from the workplace.

2) *Sense of Community*

This variable is important because it relates to the nurse's sense of community towards coworkers. With a sense of community, nurses will feel that their existence is recognized in the community. So that they are able to have strong involvement in the hospital

3) *Organizational Values Alignment*

This variable is important because it relates to organizational alignment. With organizational values alignment, nurses will have value alignment at work so that they are able to apply the values and provisions determined by the hospital..

b. *Organizational citizenship behavior (OCB)*

This variable is important because it relates to the contribution made by employees not from coercion or on the basis of rewards, but the willingness of the employees themselves.

Outer Loading

The first step in assessing PLS-SEM data is to validate and evaluate the indicators measured in the outer model. Latent variable indicators will be tested. The outer loadings value should be more than 0.708, indicating that the construct can explain more than 50% of the indicator variation. Sarstedt and colleagues (2021) Some investigations show that outer loadings greater than 0.4 are tolerable. (Ertz et al., 2016; Hair et al., 2021; Hulland, 1999). The composite reliability and Cronbach's alpha values are then used to calculate construct reliability. A composite reliability between 0.70 and 0.95 implies a high level of reliability; however, values between 0.60 and 0.70 are also acceptable. Cronbach's alpha also has a cut-off value of 0.70; however, this is lower than composite reliability. After that, convergence validity is determined by examining the average variance extracted (AVE) value. The AVE value should be greater than or equal to 0.5. Once the reliability and validity test results are satisfactory, the process will proceed to the last stage, which is discriminant validity. The heterotrait-monotrait correlation ratio (HTMT), which should be less than 0.90 or 0.85, is considered to have discriminant validity. If it is more than 0.90, it indicates that discriminant validity is lacking. (Sarstedt et al., 2021).

Table 1. outer loading

	Job Satisfaction	Organizational Commitment	Organizational Citizenship Behavior	Work Productivity	Workplace Spirituality
JS1	0,891				
JS10	0,904				
JS2	0,883				
JS3	0,896				
JS4	0,857				
JS5	0,888				
JS6	0,896				
JS7	0,902				
JS8	0,902				
JS9	0,901				
OC1		0,901			
OC2		0,886			
OC3		0,873			
OC4		0,898			
OC5		0,898			
OC6		0,905			
OC7		0,903			
OC8		0,904			
OC9		0,911			
OCB1			0,877		
OCB10			0,889		
OCB2			0,879		
OCB3			0,880		
OCB4			0,898		
OCB5			0,897		
OCB6			0,878		
OCB7			0,883		
OCB8			0,895		
OCB9			0,899		
WP1				0,855	
WP10				0,885	
WP2				0,878	
WP3				0,883	
WP4				0,896	
WP5				0,866	
WP6				0,848	
WP7				0,893	

WP8	0,841	
WP9	0,895	
WS1		0,889
WS10		0,857
WS2		0,840
WS3		0,788
WS4		0,876
WS5		0,876
WS6		0,848
WS7		0,913
WS8		0,898
WS9		0,893

From the results above, all indicators of the loading model have a value greater than 0.50, which means that outer loading is acceptable. The next step to evaluate convergent validity, apart from being seen from factor loading, can be seen from the Average Variance Extracted (AVE) value which is said to be valid if the value is more than 0.50.

Reability Test

According to Ghozali, composite reliability is the part used to test the reliability value of indicators on a variable, a variable can be declared to meet composite reliability if it has a composite reliability value > 0.6. The reliability test with composite reliability can be strengthened by using Cronbach's alpha value. A variable can be declared reliable or meet Cronbach's alpha if it has a Cronbach's alpha value > 0.7 (Ekawati, 2020). Composite reliability testing is carried out to prove the accuracy, consistency and accuracy of the instrument in measuring constructs. There are two ways to test a construct so that it can be declared reliable, namely by looking at the Cronbach's alpha value and the composite reliability value of more than 0.70.

Table 2. Construct reliability

	Cronbach's Alpha	Composite Reliability
Job Satisfaction	0,971	0,975
Organizational Commitment	0,970	0,974
Organizational Citizenship Behavior	0,970	0,974
Work Productivity	0,966	0,970
Workplace Spirituality	0,964	0,968

From the table above, it can be seen that the calculation results on composite reliability for all constructs are more than 0.60. This shows that respondents are consistent in answering questions, so it can be concluded that all constructs have a good level of reliability. it can be concluded that all variables have good reliability.

Table 3. Construct Validity

	Average Variance Extracted (AVE)
Job Satisfaction	0,796
Organizational Commitment	0,806
Organizational Citizenship Behavior	0,788
Work Productivity	0,764
Workplace Spirituality	0,754

In the table, it can be seen that the AVE (Average Variance Extracted) value has a value greater than 0.50, which means that the value is valid and meets the requirements for the AVE value.

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 4. multikolinearity

INDIKATOR	VIF
JS1	4,293
JS10	4,765
JS2	3,991
JS3	4,414
JS4	3,546
JS5	4,577
JS6	4,874
JS7	4,461
JS8	4,871
JS9	4,532
OC1	4,752
OC2	4,424
OC3	3,850
OC4	4,663
OC5	4,349
OC6	4,803
OC7	4,883
OC8	4,993
OC9	4,813
OCB1	4,236
OCB10	4,932
OCB2	4,473
OCB3	4,006
OCB4	4,663
OCB5	4,808
OCB6	4,071
OCB7	4,654
OCB8	4,226
OCB9	4,865
WP1	3,461
WP10	4,945
WP2	4,307
WP3	4,162
WP4	4,707
WP5	3,986
WP6	3,517
WP7	4,707
WP8	3,624
WP9	4,753
WS1	4,521
WS10	3,384
WS2	3,684
WS3	2,677
WS4	3,680
WS5	4,192
WS6	3,195
WS7	4,989
WS8	4,813
WS9	4,828

The multicollinearity test uses the VIF value criterion < 5 , so it does not violate the multicollinearity test (Hair et al., 2017). The table shows that none of the indicators experience multicollinearity because the VIF value is < 5 . From these results, it is stated that there are no symptoms of multicollinearity.

Coefficient of determination (R-Square)

There are 2 dependent variables that are influenced by other variables, namely the OCB variable and the WP variable. The ability of the independent variables to provide almost all the information needed to predict variations in the dependent variable where the R-Square value must be greater than 0.500. Below is a table of the results of the estimation of the Coefficient of Determination (R-Square) using SmartPLS:

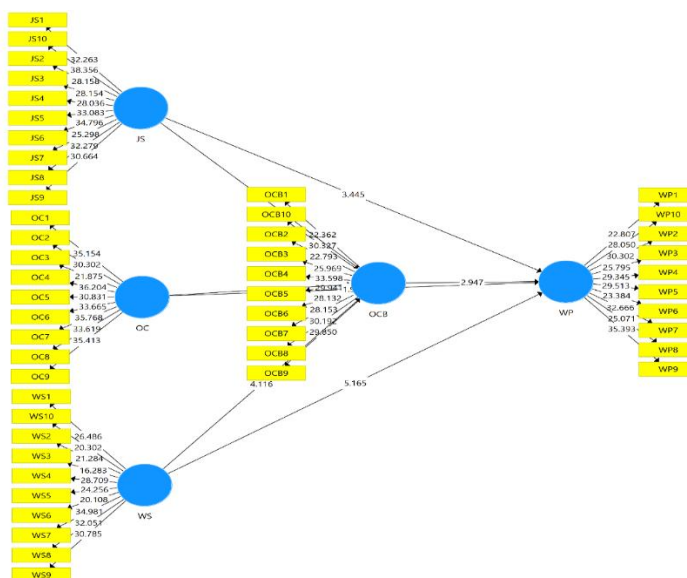
Table 5. R-Square

	R Square	R Square Adjusted
OCB	0,714	0,705
WP	0,791	0,783

In the table it can be seen that, the value of organizational citizenship behavior (OCB) is 0.714 and the value of work productivity (WP) is 0.791, which can be said that this value meets the requirements of the r-square value. Based on the table above, it can be explained as follows: (OCB) has an R2 (R-Square) value of 0.714, it can be interpreted that the construct validity (OCB) can be explained or influenced by the JS, OC, WS constructs by 71.4%. While the remaining 28.6% is explained by other variables not included in the research model. (WP) has an R2 (R-Square) value of 0.791, it can be interpreted that the construct validity (WP) can be explained or influenced by the OCB construct by 79.1%. While the remaining 20.9% is explained by other variables not included in the research model.

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.



Picture 1.3. Outer Model/output bootstrapping

Analysis of Direct Influence

Table 6. Direct Influence

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
JS -> OCB	0,267	0,281	0,097	2,764	0,006
JS -> WP	0,257	0,271	0,074	3,445	0,001
OC -> OCB	0,224	0,214	0,067	3,345	0,001
OC -> WP	0,106	0,105	0,054	1,988	0,047
OCB -> WP	0,216	0,210	0,073	2,947	0,003
WS -> OCB	0,474	0,466	0,115	4,116	0,000
WS -> WP	0,422	0,415	0,082	5,165	0,000

The effect of JS on WP resulted in t-statistics of $3.445 > 1.985$. DaWPt concluded that JS has a significant effect on WP. Based on this result, H1 which suspects that JS has a significant effect on WP, daWPt is accepted. The effect of JS on WP is positive, indicated by the original sample value of 0.257. This means that JS has a positive and significant effect on WP. The effect of WS on WP produces t-statistics of $5.165 > 1.985$. It can be concluded that WS has a significant effect on WP. Based on this result, H1, which suspects that WS has a significant effect on WP, daWPt is accepted. The effect of WS on WP is positive, indicated by the original sample value of 0.422. This means that WS has a positive and significant effect on WP. The effect of OC on WP produces t-statistics of $1.988 > 1.985$. It can be concluded that OC has a significant effect on WP. Based on this result, H1 which suspects OC has a significant effect on WP, daWPt is accepted. The effect of OC on WP is positive, indicated by the original sample value of 0.106. This means that OC has a positive and significant effect on WP.

The effect of OCB on WP resulted in t-statistics of $2.947 > 1.985$. DaWPt concluded that OCB has a significant effect on WP. Based on these results, H1 which suspects OCB has a significant effect on WP, daWPt is accepted. The effect of OCB on WP is positive, indicated by the original sample value of 0.216. This means that OCB has a positive and significant effect on WP. The effect of JS on OCB produces t-statistics of $2.764 > 1.985$. DaOCBt concluded that JS has a significant effect on OCB. Based on this result, H1 which suspects JS has a significant effect on OCB, daOCBt is accepted. The effect of JS on OCB is positive, indicated by the original sample value of 0.267. This means that JS has a positive and significant effect on OCB. The effect of WS on OCB produces t-statistics of $4.116 > 1.985$. DaOCBt concluded that WS has a significant effect on OCB. Based on this result, H1 which suspects WS has a significant effect on OCB, daOCBt is accepted. The effect of WS on OCB is positive, indicated by the original sample value of 0.474. This means that WS has a positive and significant effect on OCB. The effect of OC on OCB produces t-statistics of $3.345 > 1.985$. DaOCBt concluded that OC has a significant effect on OCB. Based on these results, H1 which suspects OC has a significant effect on OCB, daOCBt is accepted. The effect of OC on OCB is positive, indicated by the original sample value of 0.224. This means that OC has a positive and significant effect on OCB.

Analysis of mediation effect

Tabel 7. Mediation effect

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
JS -> OCB -> WP	0,058	0,058	0,028	2,063	0,040
OC -> OCB -> WP	0,048	0,046	0,023	2,091	0,037
WS -> OCB -> WP	0,102	0,098	0,043	2,396	0,017

The effect of JS on WP through OCB mediation produces t-statistics of $2.063 > 1.985$. It can be concluded that JS on WP through OCB mediation has a significant effect. Based on these results, H1, which suspects that JS on WP through OCB mediation has a significant effect, can be accepted. The effect of JS on WP through OCB mediation is positive, indicated by the original sample value of 0.058. This means that JS on WP through OCB mediation has a positive and significant effect. The effect of WS on WP through OCB mediation resulted in t-statistics of $2.091 > 1.985$. It can be concluded that

WS on WP through OCB mediation has a significant effect. Based on these results, H1, which suspects that WS on WP through OCB mediation has a significant effect, can be accepted. The effect of WS on WP through OCB mediation is positive, indicated by the original sample value of 0.048. This means that WS on WP through OCB mediation has a positive and significant effect. The effect of OC on WP through OCB mediation produces t-statistics of $2.396 > 1.985$. It can be concluded that OC on WP through OCB mediation has a significant effect. Based on these results, H1, which suspects that OC on WP through OCB mediation has a significant effect, can be accepted. The effect of OC on WP through OCB mediation is positive, indicated by the original sample value of 0.102. This means that OC to WP through OCB mediation has a positive and significant effect.

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, Based on the results of the research and discussion in Chapter IV, the following conclusions are obtained: Job Satisfaction on Work Productivity shows positive and significant results. Workplace Spirituality on Work Productivity shows a positive and significant effect. Organizational Commitment to Work Productivity shows positive and significant results. Organizational Citizenship Behaviour on Work Productivity shows positive and significant results. Job Satisfaction on Work Productivity shows a positive and significant effect 5. Workplace Spirituality on Work Productivity shows positive and significant results. Organizational Commitment to Work Productivity shows positive and significant results. Job Satisfaction to Work Productivity through Organizational Citizenship Behaviour variable shows positive and significant effect. Workplace Spirituality to Work Productivity through the Organizational Citizenship Behaviour variable shows positive and significant results. Organizational Commitment to Work Productivity through Organizational Citizenship Behaviour variable shows positive and significant results.

Behaviour variable shows positive and significant results. Based on the findings that show a positive and significant effect of Job Satisfaction, Workplace Spirituality, Organizational Commitment, and Organizational Citizenship Behaviour on Work Productivity, there are several managerial implications that can be taken. First, management needs to pay attention to and improve nurses' job satisfaction, recognising that a high level of satisfaction can contribute positively to work productivity. Second, the dimension of spirituality in the work environment needs to be considered, by encouraging spiritual values that can motivate nurses and improve their productivity. Third, efforts to build and maintain organisational commitment need to be strengthened, as high levels of commitment can be a key factor in improving work efficiency and effectiveness.

ACKNOWLEDGEMENTS

Kinaryochi Wijaya, Master of Hospital Administration, Faculty of Economics and Business, Universitas Pelita Harapan.

- Alhashedi, A. A. A., Bardai, B., Al-Dubai, M. M. M., & Alaghbari, M. A. (2021). Organizational citizenship behavior role in mediating the effect of transformational leadership on organizational performance in gold industry of saudi arabia. *Business: Theory and Practice*, 22(1), 39-54. <https://doi.org/10.3846/btp.2021.12774>
- Anvari, R., Barzaki, A. S., Amiri, L., Irum, S., & Shapourabadi, S. (2017). The mediating effect of organizational citizenship behavior on the relationship between workplace spirituality and intention to leave. *Intangible Capital*, 13(3), 615-639. <https://doi.org/10.3926/ic.906>

- Bodroastuti, Tri, and Argi Ruliji. (2016). Pengaruh Komitmen Organisasi dan Kepuasan Kerja terhadap Organizational Citizenship Behaviour (OCB) serta Dampaknya terhadap Kinerja Karyawan. *Jurnal Dinamika Ekonomi dan Bisnis*, 13(1).
- Dubey, P., Pathak, A. K., & Sahu, K. K. (2022). Analysing workplace spirituality as a mediator in the link between job satisfaction and organisational citizenship behaviour. *Management Matters*. <https://doi.org/10.1108/manm-12-2021-0003>
- Fahrudin, Ra., Edris, M., & Sunarno H Ag. (2023). Pengaruh Leadership Style, Organizational Commitment Dan Occupational Health And Safety Terhadap Work Productivity Menggunakan Job Satisfaction Sebagai Intervening Variable Studi Karyawan. *Jurnal Ekonomi, Manajemen Dan Akuntansi*. 2 (5): 345-360
- Hair, J. F., Hult, G. T. M., Ringle, C. M., & Sarstedt, M. (2019). *A Primer on Partial Least Squares Structural Equation Modeling (PLS-SEM) Second Edition. A Primer on Partial Least Squares Structural Equation Modeling (PLS-SEM) Second Edition (2 ed.)* (2nd ed.). Sage.
- Hutabarat, S. V. (2021). The Impact Organizational Culture, Employment Spirit And, Job Satisfaction On Employee Work Productivity. *Jurnal Mantik*, 5(2), 1229- 573 1236.
- Jannah, S. M., & Santoso, C. B. (2017). THE IMPACT OF WORKPLACE SPIRITUALITY ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR: THE ROLES OF ORGANIZATIONAL IDENTIFICATION AND PERCEIVED ORGANIZATIONAL SUPPORTS. *Asia Pacific Journal of Advanced Business and Social Studies*, 3(2), 13-20. <https://doi.org/10.25275/apjabssv3i2bus2>
- Junaidah Yusof, Hashim Fauzy Yaacob, & Siti Aisyah Abd Rahman. (2018). The relationship of workplace spirituality on organizational citizenship behaviour. *Sains Humanika*, 10:2, 31-39.
- Kartiko at al. (2023). Improving Teacher Job Satisfaction Through Organizational Commitment and Organizational Citizenship Behavior in The Digitalization Era. *Jurnal Manajemen Pendidikan Islam*. Vol 8 Issue (2)
- Maimunah, H. S. (2021). Pengaruh budaya organisasi, pelatihan dan kepuasan kerja terhadap produktivitas kerja pegawai pada dinas kependudukan dan pencatatan sipil Kabupaten Asahan. *Sains Ekonomi*.
- Mariana, A., Hadianto, B., Nur, N., & Suyanto, C. (2021). Workplace Spirituality, Perceived Organizational Support, and Organizational Citizenship Behavior. *Journal of Economics and Business*, 4(4). <https://doi.org/10.31014/aior.1992.04.04.390>
- Pasikhani, S. H., & Kuchesfahani, M. S. (2018). *The impact of workplace spirituality on organizational citizenship behavior (OCB) with the mediating role of organizational commitment in nurses of Rasht Hospitals, Iran*. www.japer.in
- Ramli, A., Prastawa, S., Bashori, B., & Sudadi, S. (2023). Analysis of the Role of Organizational Commitment as Intervening Variable in the Relationship Between Organizational Citizenship Behavior, Organizational Climate and Teacher Performance. *Journal on Education*, 6(1), 6140- 6146.
- Rathee, R., & Rajain, P. (2020). Workplace Spirituality: A Comparative Study of Various Models. *Jindal Journal of Business Research*, 9(1), 27-40. <https://doi.org/10.1177/2278682120908554>
- Ridlo, M., Wardahana, I. A., & Jessica, K. G. (2021). The effect of job satisfaction, workplace spirituality and organizational commitment on work productivity with organizational citizenship behavior (OCB) as intervening variable (Case study on Bank Muamalat Indonesia KC Solo). *Journal of Business and Banking*, 10(2), 249-264.
- Suswati, Endang, Indra Alhasani, and G. Budi Wahyono. (2021). Pengaruh Kompetensi dan Komitmen Organisasi Terhadap Kinerja Pegawai Melalui Organizational Citizenship Behaviour (OCB) sebagai Mediasi. *Jurnal Sosial dan Teknologi*, 1(9), 1-106.
- UTAMI, N. M. S., SAPTA, I. K. S., VERAWATI, Y., & ASTAKONI, I. M. P. (2021). Relationship between Workplace Spirituality, Organizational Commitment and Organizational Citizenship Behavior. *Journal of Asian Finance, Economics and Business*, 8(1), 507-517. <https://doi.org/10.13106/jafeb.2021.vol8.no1.507>
- Yusof, J., Yaacob, H. F., Aisyah, S., & Rahman, A. (2018). *The Relationship of Workplace Spirituality on Organizational Citizenship Behaviour*. www.sainshumanika.utm.my
- Zakaria. (2021). The Influence of Work Ethic, Job Satisfaction, and Organizational Citizenship Behavior (OCB) on Work Productivity of State Elementary School Teachers in Mawar Village, Banjarmasin City. *Hut Publication Business and Management* . Vol. 1, No 1