

The Effect Transformational Leadership, Job Satisfaction and Organizational Culture on Organizational Citizenship Behavior (OCB) : Organizational Commitment as an Intervening Variable

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ABSTRACT

The purpose of this research was to find out the impact of transformational leadership, the culture of the organization, and job satisfaction toward OCB with Organization Commitment as Intervening. This research was held in the Public Hospital of Dr. Achmad Mochtar Bukittinggi for 197 nurses who carry out in the inpatient department as respondents. The Data was analyzed using with SEM-AMOS. The result of this research was found that transformational leadership, the culture of an organization, and job satisfaction have a significant impact on OCB and Organization of Commitment. *Furthermore* organizational commitment is an intervening variable between transformational leadership, work satisfaction and organizational culture on OCB Nurses.

Keywords: *Transformational leadership, Culture of Organization, Job Satisfaction, Organization Commitment and OCB.*

1. INTRODUCTION

Hospital is service agencies that provided by a medical worker such as a medical doctor, nurses, and any others. Nurses, as the biggest number of health workers, have important roles for providing the services and the quality of productivity of health services in the health service organization. Nurs is the profession that has the closest interaction with the patient in the health sector, and nurs are the spearhead of health services.

The nurse who feels satisfaction at work will do their best with all of their abilities to give their best performance to the hospital where they work in. They make it by finishing their responsibility as best as they can, even the nurse who is satisfied will have the willingness to do more beyond their responsibility. Formally, This willingness was known as organizational citizenship behavior (OCB). Organizational citizenship behavior (OCB) is a

willingness to do a task beyond its main task or a willingness to do a task outside a predetermined formal task or role without formal requests and rewards from the organization [1].

OCB plays an important role in supporting the effectiveness of long-term organizational functions, including Dr. Achmad Mochtar Hospital Bukittinggi. In previous research, the variables that influence OCB are transformational leadership, job satisfaction and organizational culture, and organizational commitment as intervening.

OCB is behavior that has nothing to do with the reward system and with OCB can increase the effectiveness of organizational functions, [2]. According to Organ 1990 Organizational Citizenship Behavior (OCB) is characterized by individual behavior that will voluntarily contribute more to the organization where they work outside of their job duties[3].

To measure *Organizational Citizenship Behavior (OCB)* in this study took from the indicator by Chiang & Hsieh, with the following indicators (a) *Altruism*, (b) *Courtesy* (c) *Civic Virtue* (d) *Sportmanship* (e) *Awareness*, [4].

Transformational leadership is leadership that has the ability to be able to change the mindset of followers regarding their personal interests and motivate followers to work better. [5]. According to Bass, transformational leadership encourages subordinates to create new leadership perspectives because of intellectual stimulation. Leaders can build a personal point of view through motivation and inspiring charisma, namely being able to support and pay attention to subordinates with personal considerations. [6]

Transformational leadership can encourage good relations with direct subordinates such as attention, trust and support. On the other hand, employees will work well and adopt positive behavior [7]. Transformational leadership can be characterized in four sub-dimensions to describe how transformational leaders can influence their employees [8].

Researchers used the transformational management scale developed through Buil et al. namely (1) Communicating about the Company Vision, (2) treating the team of workers as individuals, helping and inspiring their development, (3) providing encouragement and popularity to the team of workers, (4) fostering trust, engagement, and cooperation among crew members, (5) inspires considering problems in new methods and question assumptions, (6) provides an explanation of his values and lives up to what he says, and (7) The leader fosters satisfaction and admiration in others and encourages staff to be competent. [5]

Job satisfaction is considered a complex emotional response. This emotional response is the result of stimulation, want, requirement, and expectations for the job compared by the employee leading to an emotional expression of satisfaction and unsatisfied. [9]

Job satisfaction has become an important concept in organizational research on employee reactions / responses about their jobs. Employees will feel satisfied at work if aspects of the job and aspects of

themselves get a reaction and vice versa if these aspects do not get a reaction then employees will not be satisfied. [10]

Job satisfaction is measured based on several statements in Chang, research by making the following modification:

Job satisfaction—The extent to which hospital employees, especially nurses, are satisfied with their jobs: (1) I feel happy working in this hospital. (2) I can do my job at the current hospital well. (3) I enjoy my work in this hospital. [11]

Organizational commitment is the continuous concern of the organization to provide work to employees who are loyal and committed because employees will try to work well [12].

Employee organizational commitment can be seen from how high the interest of employees to stay in the organization [13].

The indicators used in this study adopt the indicators from the study Mccunn, Kim, and Feracor (2018) namely (1) happy to spend the rest of his career with the organization, (2) discussing the organization with others, (3) being loyal to the organization, (4) feeling part of the organization, (5) being emotionally attached to the organization, (6) the organization is very meaningful, (7) a sense of belonging to the organization, and (8) being responsible for solving organizational problems [14].

Organizational culture is an organization's norms and expectations for the behavior of employees in their organization, both implicit norms, values and how to behave together as well as assumptions that can guide employee behavior in work units [15].

Organizational culture includes values, beliefs, and assumptions that are shared by all members of the organization and which facilitate them to share and direct behavior [16].

H5; Organizational culture has a significant effect on organizational commitment

Transformational leadership charisma refers to the characteristics of a leader that employees can trust, respect and follow [7]. Transformational leadership is leadership that changes the mindset of employees related to their personal interests such as morals, ideals, interests, and values, motivating them to work better than originally expected [5].

This study also proposes a hypothesis that:

H1: Transformational leadership has a positive and significant effect on organizational citizenship behavior (OCB).

Previous researchers found that job satisfaction has an effect on OCB. Job satisfaction has a positive and significant effect on Organizational Citizenship Behavior (OCB) [17], [3] and [18] stated that job satisfaction has a significant effect on OCB. Therefore, we propose a hypothesis that:

H2: Job satisfaction has a significant effect on organizational citizenship behavior (OCB).

The positive exchange experienced by employees will display a positive attitude by committing to a high level and this will motivate them by making more contributions to the organization, such as higher levels of OCB. [13]

Employees who have a high commitment will be involved in increasing value in the organization. This is in accordance with the desire to continue to work in accordance with organizational goals and help the company's achievement [19].

H3: Organizational commitment has a significant effect on organizational citizenship behavior (OCB)

To analyze the influence of transformational leadership styles on organizational commitment. The results of the study indicate that transformational leadership styles are very influential on employee organizational commitment [20]. Transformational leadership has a positive and significant effect on organizational commitment [6], [21], [22].

H4: Transformational leadership has a significant effect on organizational commitment

Previous researchers revealed that positive perceptions of organizational culture increase employee commitment [23]. Organizational culture has a significant effect on organizational commitment [24].

H5: Organizational culture has a positive and.

Based research conducted significant effect on organizational commitment that job satisfaction has a positive and significant effect on organizational commitment. [25], [12] and [26]. Therefore, we propose a hypothesis that:

H6: Job satisfaction has significant effect on organizational commitment

H7: Transformational leadership has significant effect on organizational citizenship behavior (OCB) which is influenced by organizational commitment.

H8: Organizational culture significant effect on organizational citizenship behavior (OCB) which is influenced by organizational commitment.

H9: Job satisfaction significant effect on organizational citizenship behavior (OCB) which is influenced by organizational commitment.

2. METHODS

This research was conducted at Dr. General Hospital. Achmad Mochtar Bukittinggi to see the description of the effect transformational leadership, organizational culture, and job satisfaction on Organization Citizenship Behavior (OCB) with organizational commitment as an intervention for inpatient nursing staff at dr. Achmad Mochtar Bukittinggi. Sampling was done by total sampling method of all nursing staff in the inpatient department as many as 197 people. The analysis technique used in this research is SEM AMOS analysis

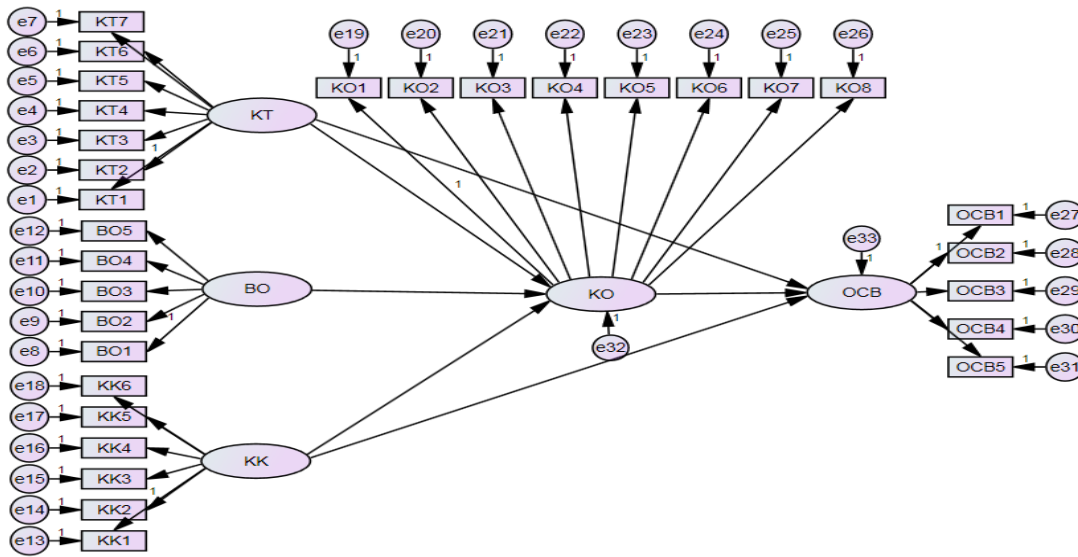


Figure 1 Analyses Model of SEM-AMOS

3. RESULTS AND DISCUSSIONS

Table 1. Result Hipotesis

				Estimate	S.E.	C.R.	P	Ket	
KO	<---	KK		.828	.096	8.585	***	Accepted	
KO	<---	BO		.133	.044	3.047	.002	Accepted	
KO	<---	KT		.096	.041	2.202	.028	Accepted	
OCB	<---	KO		.353	.090	3.921	***	Accepted	
OCB	<---	KK		.329	.093	3.525	***	Accepted	
OCB	<---	KT		.200	.044	4.571	***	Accepted	
OCB	<---	KO	<---	KK		.082	3.570	***	Accepted
OCB	<---	KO	<---	BO		.019	2.394	.016	Accepted
OCB	<---	KO	<---	KT		.016	2.010	.044	Accepted

all hypotheses are accepted, transformational leadership variables (X1), job satisfaction (X2) and organizational culture (X3) have a positive and significant effect on the OCB variable (Y)

To see the role of organizational commitment as an intervention, the Sobel test was conducted. From the calculation of the Sobel test calculator, the statistical

results of the Sobel test X1 against Y mediated by Z are $2.01046759 > 1.96$ or probability < 0.05 which concludes that organizational commitment (Z) is able to mediate the relationship of transformational leadership (X1) to OCB. . (Y). Organizational commitment is also an intervening variable on the effect of X2 on Y, as well as on X3 on Y. For more details, it can be seen in the following Sobel test table :

Input:		Test statistic:	Std. Error:	p-value:
a	0.096	Sobel test: 2.01046759	0.01685578	0.04438172
b	0.353	Aroian test: 1.96395774	0.01725495	0.04953499
s _a	0.041	Goodman test: 2.06044638	0.01644692	0.03935589
s _b	0.090	Reset all	Calculate	

Figure 2 Sobel test Transformational Leadership-Organization Commitment-OCB

Input:		Test statistic:	Std. Error:	p-value:
a	0.096	Sobel test: 2.01046759	0.01685578	0.04438172
b	0.353	Aroian test: 1.96395774	0.01725495	0.04953499
s _a	0.041	Goodman test: 2.06044638	0.01644692	0.03935589
s _b	0.090	Reset all	Calculate	

Figure 3 Sobel test Organizational Culture -Organization Commitment-OCB

Input:		Test statistic:	Std. Error:	p-value:
a	0.828	Sobel test: 3.57038392	0.08186347	0.00035646
b	0.353	Aroian test: 3.55066322	0.08231814	0.00038426
s _a	0.096	Goodman test: 3.59043691	0.08140625	0.00033012
s _b	0.090	Reset all	Calculate	

Figure 4 Sobel test Job satisfaction -Organization Commitment-OCB

Transformational leadership has a significant effect on *Organizational Citizenship Behavior* (OCB) of the Nursing Staff the Inpatient Dr. Achmad Mochtar Bukittinggi (H1). Transformational leadership has a significant effect on Organizational Citizenship Behavior (OCB) [27]. Transformational leadership charisma refers to the characteristics of a leader who can be trusted, respected, and followed by employees [7]. The head of the room who has high transformational leadership can increase the OCB of the nurse in charge

Job satisfaction has a significant effect on OCB (H2). This result is the same as the research conducted by previous researchers [17], [3],[18], [28], [29] which stated that job satisfaction had a significant effect on Organizational Citizenship Behavior (OCB).

Organizational commitment has a positive and significant effect on OCB (H3), in line with previous studies: [28], [3], [21]. Transformational leadership, organizational culture and job satisfaction affect organizational commitment, and organizational commitment can act as an intervention variable.

4. CONCLUSION

If the hospital wants to improve the Organization Citizenship Behavior (OCB) of the nursing staff, then it must have a Head of the Room as an extension of management who has a good transformational leadership spirit, and job satisfaction of nurses must also be a major concern for the hospital so that it can increase their OCB, Job satisfaction mainly is They feel comfortable working in hospitals as well as their opportunity to develop their expertise and independence in work and hospitals are expected to strengthen the existing organizational culture so that it can improve OCB and is expected to help increase Hospital Effectiveness.

AUTHORS' CONTRIBUTION

This research contributes to RSUD Dr Achmad Mochtar Bukitinggi, on how to improve OCB nurses. namely by having the head of the room who has a transformational leadership style, and seeks to increase the job satisfaction of nurses by providing opportunities for nurses to develop themselves through training

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