



# Organizational Commitment, Job Satisfaction and Organizational Citizenship Behavior on Hospital Employees

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**Abstract.** This study aims to determine the relationship of job satisfaction and organizational citizenship behavior among employees working at the Hospital in Cirebon, West Java with organizational commitment as a mediator variable. Job satisfaction is one of the things that can improve the behavior of OCB employees in hospitals and become an important role in the success of an organization. In addition, the existence of organizational commitment is expected to reduce turnover intentions. This study involved employees who worked at the Hospital in Cirebon, West Java, as many as 134 respondents. The data analysis method uses PROCESS mediation analysis models 4 version 3.4 for SPSS. The results of this study indicate that organizational commitment variable is not proven to provide a mediator effect on job satisfaction and OCB Based on the results of the study, the hypothesis in this study was accepted.

**Keywords:** job satisfaction · organizational citizenship behavior · organizational commitment

## 1 Introduction

The hospital is a health organization, but it cannot be denied that non-medical employees have an important role in achieving the goals of the hospital. This is because there are more non-medical employees than medical employees such as finance, human resources, laundry, purchasing, pharmacy, security and many other non-medical employees.

The desire of employees to carry out various tasks outside their responsibilities or the behavior of organizational citizenship can be influenced by several things, one of which is job satisfaction. Basically, there is no benchmark for assessing the job satisfaction felt by each employee, because the level of job satisfaction for each individual varies according to the values that apply to him. So according to [1] job satisfaction is a pleasant emotional state that comes from evaluating an achievement at work. [2] Mentions that there are 9 aspects of job satisfaction, namely pay, promotion, supervision, fringe benefits, rewards, coworkers, nature of work and communication. [3] Conducted research that found that leadership, task demands and career plateaus have a relationship with work stress, organizational commitment and OCB. The more satisfied employees

are with the supervisor's leadership, the easier it is for employees to show OCB behavior. Supervisors Leadership have an important role in achieving organizational citizenship behavior (OCB) by increasing the positive attitude of employees such as following all organizational policies (civic virtue).

In addition, if employees experience job/task demands that are in accordance with their abilities and expertise, employees will reconsider their work and are able to increase individual initiatives to help colleagues. Interpersonal communication that occurs between superiors and subordinates or with co-workers makes it easier for each employee to help each other (helping behavior). This is in line with research conducted by [4] that interpersonal communication has a positive and significant relationship to OCB. When communication is going well, logically the relationship between employees is well established, so that colleagues, superiors or subordinates are used to supporting each other and having a positive impact in every relationship.

Another thing that can increase organizational citizenship behavior (OCB) is factors within the organization, one of which is organizational commitment. Organizational commitment as an active relationship and the desire of employees to make a meaningful contribution to their organization. Employees who are committed to the organization not only carry out the tasks that have become their obligations but are also willing to display great efforts. So that the higher the employee's commitment to the organization, the lighter the employee's hand in helping each of his co-workers who feel they need help.

An employee's commitment to the organization is based on 3 aspects, namely affective commitment, normative commitment and continuance commitment. Employees who have been working for a long time and are in the organization usually have more sensitivity or awareness (conscientiousness) of the changes that occur in the organization. Employees who have been with the organization for a long time have an emotional attachment and are actively involved in it organization. In addition, a sense of responsibility and obligation to the organization will make employees survive and be loyal to the organization. Then, the existence of this normative commitment makes employees follow all policies (civic virtue) and regulations that have been made and then agreed to make employees more loyal to the organization. Considering everything that happens to the organization whether it is beneficial or detrimental to employees, it makes employees have to remain loyal and inevitably employees stay in the organization. This is because employees have received all the benefits of the organization so that employees must show reciprocity to the organization, namely by staying afloat.

In addition, job satisfaction can be seen as important to understand and is closely related to employee organizational commitment. Employees who have an emotional attachment to the organization, organizational recognition and organizational development will encourage the comfort felt by employees. Affective commitment is formed because of the suitability of salary and job availability. Employees who are able to survive in the organization because they need salary and other benefits. In addition, employees who are able to recognize both the organization and the work that will be carried out will result in the higher the affective commitment felt by employees, the higher the job satisfaction felt by employees. Continuing commitment can be expressed as a result of the benefits and sacrifices for employee involvement in becoming a member of an

organization and employees will tend to have high endurance or commitment. The more employees have full involvement with the organization, the more indirectly employees will be more responsible for their duties and responsibilities at work even though this is not their responsibility.

Basically, employees who are satisfied with their work feel comfortable and have high loyalty to the organization, so employees will show more work behavior that is outside the organization's targets. In addition, employees will carry out tasks that are not only the tasks that have become their obligations, but also do other work. Employees who are able to commit to the organization tend to help their colleagues to achieve the goals expected by the organization without comparing their abilities with other employees. The behavior carried out by these employees is called organizational citizenship behavior.

There is previous research which explains that organizational commitment is the main key when an organization wants its employees to be satisfied with their work and the organization's desire for employees to do other work outside of their responsibilities. When employees feel that all their needs and desires have been fulfilled by the organization, then automatically with full awareness employees will increase the commitment that is in them [5]. Research conducted by [6] found that organizational commitment as an intervening variable has significant results in the relationship between job satisfaction and nurse performance. This is because organizational commitment can be a mediator between job satisfaction and performance, the level of job satisfaction affects the level of organizational commitment and organizational commitment improves employee performance. In addition, organizational commitment directly has an influence on OCB behavior, organizational culture and organizational support [7]. So, based on the explanation above, the researcher assumes that organizational commitment is able to act as a mediator in the relationship between job satisfaction and organizational citizenship behavior in non-medical employees who work in hospitals.

## 2 Literature Review

### 2.1 Organizational Citizenship Behavior (OCB)

[8] describes OCB as behavior that is independent, not directly or explicitly rewarded formally and which as a whole encourages the effective functioning of the organization. Meanwhile, according to [9] explains that OCB behavior is behavior that is free and voluntary, this behavior is not based on role requirements or job descriptions. This behavior is a personal choice. In identifying OCB behavior, [10] explained that there are two concepts of OCB behavior, namely "in-role" and "extra-role". Extra-role behavior means that every employee is able to contribute to a job that is actually not his main job. A company in assessing whether employees have been able to provide maximum performance is quite difficult, different views and assessments between managerial and employees regarding performance. OCB is explained as a willingness to help colleagues who are overloaded at work, availability to exchange days off, always maintaining a supportive attitude and mutual respect or other positive attitudes.

[9] divided five dimensions of organizational citizenship behavior, such as:

- a) Altruism. Individuals help colleagues who are experiencing difficulties in doing their job. Individual who help initiatives and voluntarily to prevent a problem that will occur in work. A clear example of helping behavior in OCB is that employees participate in helping co-workers who are having difficulties or are having trouble with their duties.
- b) Sportsmanship. Tolerance behavior is an individual's willingness to appreciate or tolerate things that are unpleasant or things that cause discomfort. Individuals bring up tolerant behavior without coercion or without raising objections. An example of behavior from this dimension is not finding fault with the organization and not complaining about everything.
- c) Conscientiousness. Behavior that seeks to exceed the targets and expectations of the organization or company. Efforts made are voluntary, initiative and not the obligation of an employee.
- d) Civic Virtue. Behavior that shows voluntary participation in organizational activities. This behavior is carried out to support organizational functions in order to achieve the goals that have been set. The activities in question include attending meetings, participating in all activities that support the organization and knowing the latest issues concerning the organization.
- e) Courtesy. The courtesy dimension is that individuals carry out behaviors to protect and defend the organization, participate in achieving organizational goals and remain committed to the organization even though they are in adverse conditions. Not spreading disgrace from the organization to external parties is an example of behavior in this dimension.

## 2.2 Organizational Commitment

[11] define organizational commitment as the degree to which employees identify with the organization and are involved in the organization. [12] explained that employee commitment to the organization is a relative strength of individuals in identifying and engaging with the organization, which is characterized by acceptance of organizational values and goals, readiness and willingness to work hard and a strong desire to survive in organization. This will make employees feel connected to the organization. In addition, from this sense of belonging, employees will try to provide the best performance to achieve organizational goals. In line with the opinion of [13] explains that organizational commitment is most often defined as a strong desire to remain as a certain member, a desire to change hard according to the wishes of the organization and certain beliefs and acceptance of organizational values and goals.

[11] put forward 3 aspects of employee commitment to the organization, namely:

- a) Affective Commitment. Affective commitment is a state of employees related to emotional attachment, identification and involvement of employees in the organization. Employees who have high affective commitment feel that their organization is good and is used as part of their self-concept, so that employees are able to involve themselves actively and feel comfortable in the organization.

- b) Continuanace Commitment. Employees are aware of a condition that limits alternatives that are comparable to their organization so that employees feel the need to always consider the pros and cons if employees have to leave the organization. Continuanace commitment can be interpreted as a consistent attachment to activities.
- c) Normative Commitment. Normative commitment is a commitment that arises as a result of a socialization experience that emphasizes adherence to being loyal to an employer because of things he receives that makes employees feel obligated to reciprocate. That way employees are able to provide the best for the organization, can be loyal and follow all the rules contained in the organization.

### 2.3 Job Satisfaction

Job satisfaction is an affective or emotional response to various aspects of one's work. So that job satisfaction depends on the extent to which an aspect of work life is felt to be quite satisfied or is felt to be unsatisfied for various reasons. In addition, according to [1] job satisfaction is a pleasant emotional state that comes from evaluating an achievement at work. [2] explains that job satisfaction relates to how employees feel about their work and job satisfaction has an approach whether employees feel their physical needs are met.

Job satisfaction has 9 aspects according to The Job Satisfaction Survey (JSS) by [2], namely:

- a) Pay/Salary. Measuring employee satisfaction with respect to the salary received and the increase in salary.
- b) Promotions. This aspect measures the extent to which employee satisfaction relates to promotion policies, the opportunity to get a promotion. Promotion policy must be done fairly and equal opportunity for promotion.
- c) Supervision. This aspect measures employee job satisfaction with their superiors. The extent to which superiors support, understand and assess performance well.
- d) Fringe Benefits. This aspect measures the extent to which employees are satisfied with the additional benefits provided by the organization fairly and in proportion to what the employees have done.
- e) Contingent Rewards. This aspect measures the extent to which employees are satisfied with the rewards given by the organization for the work that has been done.
- f) Work Conditions. This aspect measures employee satisfaction with existing procedures and regulations within the organization
- g) Coworkers. This aspect measures employee satisfaction with colleagues. Co-workers who are fun and mutually supportive will have an impact on perceived job satisfaction.
- h) Nature of Work/Work itself. This aspect is directly related to the work itself such as opportunities for recreation, task variance, ability development, responsibility and work complexity.
- i) Communications. This aspect relates to the communication that takes place within the organization. With good communication, employees will more easily understand their duties, obligations and everything that happens in the organization.

## 2.4 Research Hypotheses

- a) Organizational commitment can act as a mediator in the relationship between job satisfaction and organizational citizenship behavior among non-medical employees working in hospitals.
- b) There is a relationship between job satisfaction and organizational citizenship behavior among non-medical employees working in hospitals.
- c) There is a relationship between organizational commitment and organizational citizenship behavior among non-medical employees working in hospitals.
- d) There is a relationship between job satisfaction and organizational commitment to non-medical employees working in hospitals.

## 3 Methodology

### 3.1 Participants

The participants in this study were 134 non-medical employees working in the hospital and based on the results of the research data retrieval, there is an overview of the demographic data possessed by the participants, such as gender, age and length of service.

### 3.2 Data Collection

Data were collected using three attitudes scales:

#### a) Job Satisfaction Scale

The measuring instrument used to measure job satisfaction is a scale compiled by [2] which measures 9 aspects, namely pay, promotion, supervision, fringe benefits, contingent rewards, operating conditions, coworkers, nature of work and communication. This scale uses the Job Satisfaction Survey (JSS) which is then adapted into Indonesian with the answer choices 1 “strongly disagree” to 6 “strongly agree”.

#### b) Organizational Commitment Scale

Organizational commitment will be measured using the scale put forward by Allen and Mayer, namely the Organization Commitment Questionnaire (OCQ). The scale consists of 24 items which include three dimensional components, namely affective commitment, normative commitment and continuance commitment. In this scale there are 15 favorable items and 9 unfavourable items. Based on the original scale, this scale uses a Likert scale with seven answer choices from strongly disagree to agree.

### c) **Organizational Citizenship Behavior Scale**

The scale of organizational citizenship behavior used is a scale adapted from aspects of OCB by [9]. The organizational citizenship behavior measurement tool is the result of an adaptation of the original scale belonging to [9] using English, then research translates the OCB scale into Indonesian. The dimensions contained in organizational citizenship behavior are altruism, awareness, sportsmanship, courtesy, civic virtue. This scale consists of 24 items consisting of 21 favorable items and 3 unfavorable items. Data were obtained using answer choices of 1 “strongly disagree”, 2 “disagree”, 3 “somewhat disagree”, 4 “doubtful”, 5 “somewhat agree”, 6 “agree”, 7 “strongly agree”.

### **3.3 Data Analysis**

Data were analyzed using PROCESS through the Statistical Product and Service Solution (SPSS) 21.0 for Windows program. PROCESS is a software used to perform mediation analysis using Ordinary Least Square Regression. Ordinary Least Square Regression is a multiple regression analysis method to determine the effect of one variable on another variable and this method is used to estimate a regression line by finding the minimum value for the sum of the squared errors between the predicted value and the actual value. Process analysis is known as a moderated mediation analysis which is used to describe or understand the conditional nature of a particular mechanism, in other words, a description of the mechanism of a variable that transmits its influence to other variables.

## **4 Results and Discussion**

### **4.1 Results**

Based on the results of the analysis of the hypothesis testing that has been done, it can be seen from the mediation analysis table, showing the total effect value of organizational commitment is  $\beta = 0.0552$  with an LLCI value = 0.0026 and an ULCI value of 0.1334. So that these results can prove that the organizational commitment variable can provide a mediating effect on the relationship between job satisfaction with organizational citizenship behavior (OCB) because the LLCI and ULCI values do not cross the zero threshold. If you look at path c' it shows an indirect effect on the regression analysis with a significant value ( $p$ ) = 0.4320 ( $p > 0.05$ ), it can be said that it is not significant with a value of  $\beta = 0.0531$  So it can be said that organizational commitment is proven able to provide an indirect effect on the influence between job satisfaction and organizational citizenship behavior (OCB). The major hypothesis or hypothesis 1 in this study is accepted.

In the analysis of path c, it was found that there was no direct influence between job satisfaction and organizational citizenship behavior (OCB) because if you look at the significance value ( $p$ ) = 0.0521 ( $p > 0.05$ ), it can be said that job satisfaction has no effect directly significant with a value of  $\beta = 0.1083$ . So that hypothesis (2) in this study was rejected. In path b, the results of the analysis show that there is no influence between organizational commitment and organizational citizenship behavior (OCB) with

a significant value ( $p = 0.1565$  ( $p > 0.05$ )) and a value of  $\beta = 0.1260$ . So it can be said that hypothesis (3) in this study was rejected.

Based on the results of the analysis test on path a, it is known that job satisfaction and organizational commitment have a direct and significant effect as seen from the significance value ( $p = 0.000$  ( $p < 0.050$ )) with a value of  $\beta = 0.4386$ . So it can be said that hypothesis (4) in this study is accepted. So it can be concluded based on these four statements that the variable organizational commitment can act as a mediator on job satisfaction and organizational citizenship behavior (OCB) among non-medical employees who work in hospitals. Therefore, the research hypothesis is accepted.

## 4.2 Discussion

These results support the research conducted by [14] which states that organizational commitment is able to mediate the relationship between salary satisfaction and turnover intention in a negative and significant way. This shows that the higher the salary satisfaction, the higher the organizational commitment of employees so that the desire of employees to leave the organization is lower. So it can be concluded that the more employees feel satisfied at work, the organizational commitment will be formed by itself and practically it will make it easier for employees to show organizational citizenship behavior.

There are two types of job satisfaction, namely satisfaction influenced by intrinsic motivation factors and extrinsic motivation factors. Intrinsic job satisfaction usually reflects work tasks and how employees are able to complete or overcome each task and responsibility. Meanwhile, extrinsic job satisfaction places more emphasis on aspects of work that have little to do with carrying out work tasks or are more related to the scope of the work itself. According to the two-factor theory from Herzberg [15] explains that in general employees attribute job satisfaction based on factors from within employees such as work achievement and being able to complete various work tasks. Conversely, to see job dissatisfaction will be attributed to external factors (external such as salary, peer support and supervision). With respect to intrinsic motivation and extrinsic motivation it will result in job satisfaction.

In line with the research conducted by [16] which stated that the conditions of intrinsic motivation and extrinsic motivation simultaneously have a strong effect on job satisfaction of PT employees. Semen Gresik.. It is proven that in this study job satisfaction factors originating from external sources such as the salary received greatly influence the extent to which employees are.

participate in the activities carried out by the organization. No matter how well the employees perform their duties and responsibilities or the intrinsic factors of job satisfaction have been fulfilled, there are other things that greatly affect the satisfaction felt by employees, namely the extent to which the state of the scope of work is able to provide satisfaction with work and will make it easier for employees to show organizational citizenship behavior.

However, research conducted by [17] states that job satisfaction of employees at the Kediri Regency Tourism Office cannot affect organizational citizenship behavior. Based on this research, there are several factors that cause organizational citizenship behavior such as organizational culture and organizational commitment. Organizational culture



which ultimately increases organizational citizenship behavior such as taking attendance when coming to work, using polite language while working and greeting colleagues.

In line with research conducted by [18] that the group of workers in the study had organizational commitments for only a short time without actually being part of the organization. In addition, the study said that even if a group of workers is committed, it will not affect OCB behavior. This happens because it is based on several factors such as age, gender, relationships with co-workers and depends on the time period or length of time the employee has worked.

The results of this study are supported by research conducted by [19] based on this research job satisfaction can occur because employees feel their needs and necessities of life have been fulfilled by the organization and employees always get a lot of experience working or socializing so that employees will more fully committed to the organization. Other research states that job satisfaction has a significant and directly proportional effect on organizational commitment, namely research conducted by [20]. In this study it was said that job satisfaction had a direct effect on organizational commitment, the higher the job satisfaction felt by the teacher, the positive effect on organizational commitment.

However, from the results of the research data on the organizational citizenship behavior questionnaire filled out by the respondents, it was found that the results of the organizational citizenship behavior questionnaire contradicted the data obtained during the interviews with the research subjects. The results of interviews with research subjects stated that most employees would reconsider doing a job outside their responsibilities if without instructions from superiors and not based on their own will or organizational citizenship behavior is still considered low. However, based on the results of the organizational citizenship behavior questionnaire from the respondents, the trend distribution was obtained at high and very high scores. In contrast to the results of the questionnaire variables of job satisfaction and organizational commitment, the distribution of trends is more in the middle. So, there is a possibility of social desirability. Social desirability is done because the subject wants to get social approval and acceptance which is to be achieved by doing something that is acceptable to the organization.

## 5 Conclusion

Based on the results of the research, it can be concluded that:

- a) Organizational commitment can play a role as a mediator in the relationship between job satisfaction and organizational citizenship behavior among non-medical employees working in hospitals,
- b) There is no relationship between job satisfaction and organizational citizenship behavior, this can happen because based on the results of the analysis test there are only a few aspects of job satisfaction that correlate with organizational citizenship behavior,
- c) There is no relationship between organizational commitment and organizational citizenship behavior because of the three dimensions of the organizational commitment variable, there is only one organizational commitment dimension that has influence or has a relationship to the organizational citizenship behavior variable.

Hospitals can pay attention to a more harmonious and comfortable work atmosphere for all non-medical and medical employees who work at the Hospital so that what will happen is employees will care more about their work and their colleagues.

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