

Did Job Satisfaction and Organizational Commitment Reinforce Hospital Employees Organizational Citizenship Behaviour During Covid-19 Pandemic?

Iyus Rustandi

Universitas Pasundan, Bandung, Jawa Barat, Indonesia

iyus.rustandi@unpas.ac.id

* corresponding author

ARTICLE INFO (8 pt)

ABSTRACT

Article history:

Received 10 Jan 2022

Revised 30 March 2022

Accepted 15 June 2022

Keywords:

Hospitals

Job Satisfaction

Organizational Commitment

Organizational Citizenship Behavior

Covid-19 Pandemic

The purpose of this study was to analyze the relationship between the variable Job Satisfaction and Organizational Citizenship Behavior and to analyze the relationship between the variables Organizational Commitment and Organizational Citizenship Behavior among hospital employees; during the covid-19 pandemic. This study uses a quantitative survey method, the respondents of this study were 350 hospital employees in Jakarta who were selected by simple random sampling method. Data analysis used Structural Equation Modeling (SEM) with SmartPLS 3.0 software as a tool. The data of this research was obtained by distributing online questionnaires which were distributed through social media. The conclusion of this study is that job satisfaction partially has a positive and significant effect on Organizational Citizenship Behavior, organizational commitment has a positive and significant effect on Organizational Citizenship Behavior.

Copyright © 2022 International Journal of Artificial Intelligence Research.

All rights reserved.

I. Introduction

In this era of Covid-19 pandemic, the industrial and digital revolution, to support the competitiveness of hospitals, human resources are required to have extra-role behavior apart from the formal tasks imposed by the hospital. The extra-role behavior can have a positive impact on the hospital. According to Al-Ahmadi et al. (2022) Organizational citizenship behavior (OCB) or also referred to as extra-role behavior is behavior that employees have in doing a job that is non-binding, voluntary, not related to the formal reward system given by the hospital, and is able to encourage increased effectiveness in an organization. OCB behavior is not a requirement that is written in a formal job description and apart from a binding contract with the hospital, but rather becomes the choice of each individual so that OCB behavior has a free and explicit nature. According to Li et al. (2022) and Setyorini et al. (2022) organizations certainly want human resources who have OCB behavior to improve their performance. According to Kim et al. (2022) ; Li et al. (2022) One of the efforts made by the hospital in order to improve employee OCB behavior is by paying attention to the factors that encourage OCB behavior such as job satisfaction and organizational commitment.

Job satisfaction is a form of employee attitude towards tasks related to colleagues, work environment, and awards received as a form of appreciation for their efforts. Employees who are satisfied with their work are able to complete the tasks assigned to them seriously and are done to the maximum extent possible and are responsible for the work assigned to them. According to Yasmin et al. (2022) employees can also have an attachment to their work so they are reluctant to leave the work they are doing. This is also proven in previous research conducted by Sa'adah et al. (2022); which shows that job satisfaction has a positive

and significant effect on OCB. In addition to job satisfaction, an important factor that can encourage the emergence of OCB behavior is organizational commitment. According to Uliyah et al. (2021) ; Yasmin et al. (2022) Employees with high organizational commitment have a strong attachment to the organization so that it can improve OCB behavior. Committed employees are less likely to leave the hospital even though they are not satisfied with their work, but tend to stay because the employee is loyal and willing to make sacrifices for the hospital.

Employees with a strong commitment to the hospital have a plan to stay in the organization and try more in doing the tasks assigned to them. This is a habit that organizations can rely on. Previous research conducted by Sumarsi, S. (2019) ; Suwandana et al. (2022); Uliyah et al. (2021); Yasmin et al. (2022) showed a positive and significant effect between organizational commitment to OCB. However, this is different from According to Sa'adah et al. (2022); Safitri et al. (2022) which states that organizational commitment has no significant effect on employee OCB behavior. In addition, employee commitment also tends to be low because employees are less loyal to the hospital, some employees choose to leave the hospital when there is another better hospital instead of maintaining their membership in the organization. Employees also do not feel they have an obligation to continue to stay at the hospital. Based on the phenomenon that occurred at Tiara Supermarket, this study aims to determine how the effect of job satisfaction and organizational commitment on OCB on hospital employees.

Relationship between Variables To improve employee OCB behavior, hospitals must pay attention to factors that can encourage the emergence of OCB behavior, namely job satisfaction and organizational commitment. The emotional response that arises when employees give an assessment of their work can determine job satisfaction or dissatisfaction. According to Sa'adah et al. (2022) ; Safitri et al. (2022) Job satisfaction is the satisfaction of employees regarding how the work they have done will have a positive influence on the organization. This job satisfaction will not be known if it is only seen from physical observations, but it will be known if employees express their satisfaction directly with their work. Job satisfaction can be seen from the good behavior shown by employees and makes employees obey the rules and provide the best performance. Employees with high job satisfaction tend to show good behavior or attitudes because employee expectations are in accordance with the actual work environment (Putra & Sudibya, 2018). This is in accordance with the research of Sumarsi, S. (2019); Suwandana et al. (2022); Uliyah et al. (2021); Yasmin et al. (2022) which gives the result that job satisfaction has a partial or simultaneous influence on employee OCB behavior.

H1: Job satisfaction has a positive and significant effect on employee OCB.

According to Nugraha et al. (2022) ; Purwanto , A. (2022) Organizational commitment is a form of psychological behavior that creates a relationship between employees and the hospital and has an impact on the decision to maintain membership in an organization. In addition, organizational commitment is also a condition in which employees identify themselves with the hospital and the goals of the hospital. According to Al-Ahmadi et al. (2022) ; Desky et al. (2020) Organizational commitment makes employees always take sides with the hospital and try to make the best contribution in an effort to achieve the goals of the hospital and tend not to leave the hospital. Wuttaphan (2022) when discussing organizational commitment, it also includes how close the relationship is between employees and the hospital and at the same time showing the level of loyalty and involvement of employees towards the hospital. Employees with high commitment will talk about positive things about their hospital, are willing to help other co-workers, do work that exceeds expectations, and carry out work with initiative and without coercion. Organizational commitment is very influential on employee OCB behavior because with organizational commitment, employees will always be active in giving their best efforts to

achieve hospital goals (Raditya & Rahardja, 2018). This is in line with Nadeak et al. (2021); Nasitin et al. (2021); Nugraha et al. (2022); Purwanto, A. (2022) which shows that organizational commitment has a positive and significant effect on employee OCB behavior. This shows that if the organizational commitment of employees increases, the OCB behavior shown by employees will also increase.

H2: Organizational commitment has a positive and significant effect on employee OCB.

II. Method

This study uses a quantitative survey method, the respondents of this study were 350 hospital employees in Jakarta who were selected by simple random sampling method. Data analysis used Structural Equation Modeling (SEM) with SmartPLS 3.0 software as a tool. The data of this research was obtained by distributing online questionnaires which were distributed through social media. The data analysis technique in this study uses Partial Least Square (PLS). PLS is a model of Structural Equation Modeling (SEM) with an approach based on variance or component-based structural equation modeling.

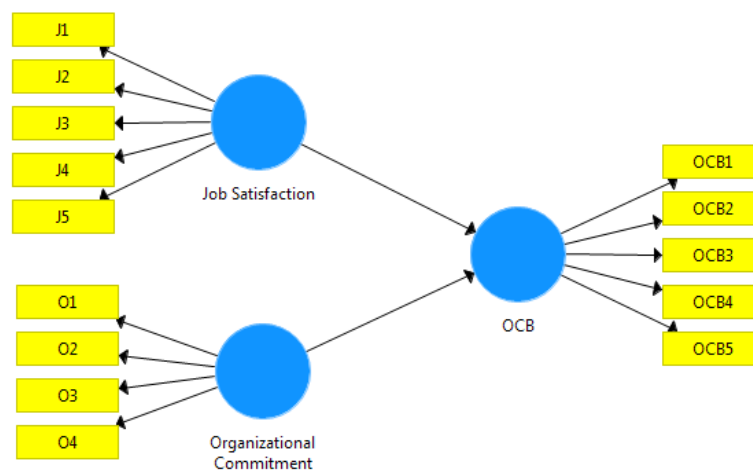


Figure 1. Research model

Based on the development of hypotheses, the hypothesis in this study is:

H1: Job satisfaction has a positive and significant effect on employee OCB.

H2: Organizational commitment has a positive and significant effect on employee OCB.

III. Result and Discussion

The measurement model or outer model shows how each indicator block relates to its latent variable. Evaluation of the measurement model through confirmatory factor analysis is to use the MTMM (MultiTrait-MultiMethod) approach by testing the convergent and discriminant validity. While the reliability test was carried out in two ways, namely with Cronbach's Alpha and Composite Reliability (Purwanto et al,2021).

A. Convergent Validity and b. Discriminant Validity

Convergent validity of the measurement model with reflexive indicators can be seen from the correlation between item scores/indicators and construct scores. Individual reflective measure is said

to be high if it has a correlation of more than 0.70 with the construct to be measured. However, at the research stage of the scale development stage, a loading of 0.50 to 0.60 is still acceptable (Purwanto et al,2021). Discriminant validity indicators can be seen in the cross loading between the indicators and their constructs. If the correlation of the construct with the indicator is higher than the correlation of the indicator with the construct other, then it shows that the latent construct predicts indicators in their block better than indicators in other blocks. Other methods to assess discriminant validity

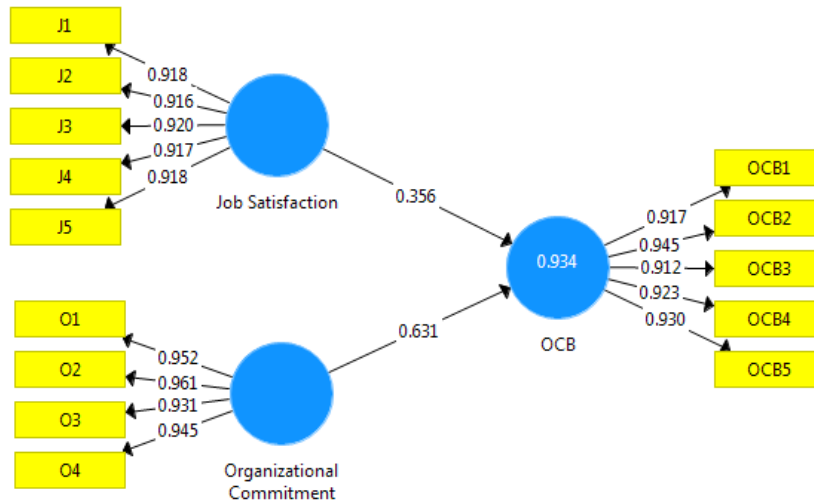


Fig 2. Validity and Reliability Testing

B. Reliability

In addition to the validity test, model measurement is also carried out to test the reliability of a construct. Reliability tests were carried out to prove the accuracy, consistency and accuracy of the instrument in measure the construct. In PLS-SEM using the SmartPLS 3.0 program, to measure the reliability of a construct with reflexive indicators can be done in two ways, namely with Cronbach's Alpha and Composite Reliability. The construct is declared reliable if the composite reliability and Cronbach alpha values are above 0.70 (Purwanto et al,2021).

Table 1. Reliability Test

	Alpha Cronbach	rho_A	Composite Reliability	Average Extracted Variance (AVE)
Job Satisfaction	0.743	0.712	0.745	0.854
Organizational Commitment	0.765	0.754	0.712	0.734
OCB	0.812	0.816	0.856	0.767

C. R-Square

In assessing the structural model, first assess the R-Square for each endogenous latent variable as the predictive power of the structural model. Tests on the structural model are carried out by looking

at the R-square value which is the goodness-fit test of the model. Changes in the value of R-Square can be used to explain the effect of certain exogenous latent variables on latent variables endogenous whether it has a substantive effect. RSquare values of 0.75, 0.50 and 0.25 can be concluded that the model is strong, moderate and weak. The R Square value of this study is 0.934 or 93.4%, meaning that the Job Satisfaction and Organizational Commitment variable contributes to the Organizational Citizenship Behavior variable by 93.4%, while the remaining 6.6% is influenced by other variables not discussed in this study.

D. Hypothesis test

Hypothesis testing using full model structural equation modeling (SEM) analysis with smartPLS. In the full model, structural equation modeling, in addition to confirming the theory, also explains whether or not it exists relationship between latent variables (Purwanto et al.2021). Hypothesis testing by looking at the calculated value of the Path Coefficient on the inner model test. The hypothesis is said to be accepted if the T statistical value is greater than T table 1.96 (α 5%), which means that if the T statistical value for each hypothesis is greater than T table then it can be declared accepted or proven.

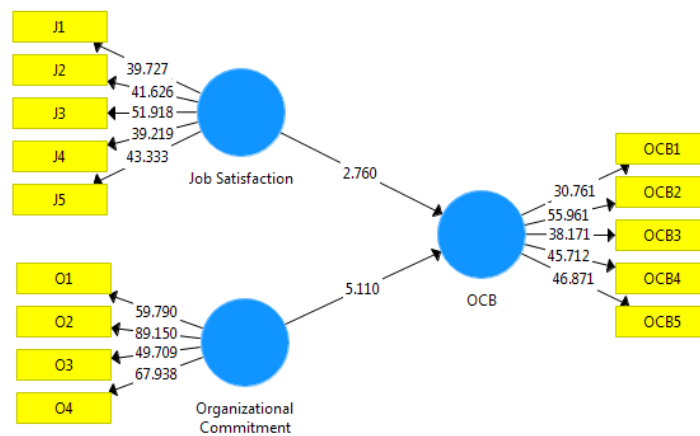


Fig 3. Hypotheses Testing

Table 2. Hypothesis Test

	Original Sample (O)	T statistics	P value	Result
Job Satisfaction-> OCB	0.227	2.760	0.000	supported
Org Commitment-> OCB	0.703	5,111	0.001	Supported

E. The Effect of Job Satisfaction on Organizational Citizenship Behavior (OCB)

The job satisfaction variable has a positive and significant effect on the OCB variable. These results are in line with research conducted by Watoni & Suyono (2019) which states that job satisfaction has a positive and significant effect on OCB. According to Al-Ahmadi et al. (2022) ; Desky et al. (2020); Kim et al. (2022) stated that the job satisfaction variable had a positive and

significant effect on the OCB variable. According to Nugraha et al. (2022); Purwanto, A. (2022) Job satisfaction seems logical if it is assumed to have a large influence on employee OCB behavior because satisfied employees tend to do work seriously, are willing to help their co-workers and are willing to do things at work. outside of the responsibility given to him to reciprocate the positive experience felt by the employee. In the results of the questionnaire, it is known that the job satisfaction indicator with the highest value comes from the employee's personal factors, namely the statement of the quality of work results. This means that the majority of employees always pay special attention to the quality of their work. Hospitals can do several things to increase job satisfaction such as providing proper facilities, providing motivation and encouragement as well as providing promotion opportunities in order to encourage employees to do their job as well as possible and even exceed the responsibilities given to them so that OCB behavior emerges. Hospitals need to build trust and improve welfare so that employees have job satisfaction, both satisfaction that comes from personal factors and from work factors such as satisfaction with the facilities provided by the hospital, motivation and encouragement given by superiors, as well as promotional opportunities provided by the hospital can encourage the employee to do the job as well as possible and even exceed the responsibilities given to him so that it creates OCB behavior.

F. The Effect of Organizational Commitment on Organizational Citizenship Behavior (OCB)

The commitment variable has a significant effect on the OCB variable in hospital employees. These results are in accordance with the research of Al-Ahmadi et al. (2022); Desky et al. (2020); Kim et al. (2022); Li et al. (2022) which shows that organizational commitment has a significant effect on OCB. The results of this study are in line with research conducted by Wahyuni & Supartha (2019) which shows that organizational commitment has a positive and significant effect on OCB. Commitment to employees should be able to foster positive behavior to do the best for the hospital where they work so that this will encourage OCB behavior in employees. According to Nasiatin et al. (2021) ; Nugraha et al. (2022); Purwanto, A. (2022) Hospital can take an approach, both from financial and non-financial aspects in order to form a good work environment, so that employees have a high work commitment, thus employees can work optimally even they will adhere to the responsibilities that have been assigned by the organization that reflect OCB behavior. The results of the study indicate that the highest value of the organizational commitment indicator is found in the normative commitment indicator, namely the statement of employee concern for the future of the hospital. Hospitals can do several things to increase organizational commitment, namely by conveying hospital goals to employees so that employees feel involved in achieving these goals. In addition, the hospital can give awards as a form of appreciation to employees who excel. It is important for hospitals to pay attention to the commitments that employees have so that employees feel part of the hospital, tend to stay in the hospital, and feel responsible for the fate of the hospital in the future.

Job satisfaction can be interpreted as the difference between something that is obtained and what is expected. The lower the gap between the two, then it shows that the individual is satisfied with his job (Purwanto *et al.*, 2022). In addition, job satisfaction is also an emotional form that has a positive nature and is the result of an assessment when employees do work. Job satisfaction is also a form of expression of employee satisfaction regarding how a job that is done can have a good impact on the organization. According to Yasmin et al. (2022) Factors that can have an influence on job satisfaction are personal factors and work factors. Personal factors are factors that arise from an employee and can affect job satisfaction. Meanwhile, job factors are factors that affect employee job satisfaction from the work itself. Employees with high job satisfaction often speak positively about the hospital, are willing to help their co-workers, and do the assigned tasks beyond expectations and tend to be more obedient when given assignments because they want to experience positive experiences that have been done before. Job satisfaction provides good energy for employees to do their best and are willing to keep their jobs.

According to Suwandana et al. (2022) Organizational commitment shows the level of confidence in employees regarding the goals and values of the hospital so that the employee does not have a desire for the hospital. Commitment is also the willingness of employees to align their personal behavior with the interests and goals of the hospital. In fact, there are some organizations that make organizational commitment a requirement to occupy a certain position. According to Yasmin et al. (2022) Organizational commitment can be seen from the actions taken by employees, such as if the

employee has a high commitment then the employee tends to have a positive view of the hospital and will maintain its presence in the organization. Three components are included in organizational commitment, among others: (1) affective commitment, related to organizational identification, employee involvement, and emotional attachment; (2) continuance commitment, related to awareness of the costs involved in leaving the organization; (3) normative commitment, related to feeling responsible for continuing to do work in the organization.

Organizational Citizenship Behavior (OCB) is a voluntary attitude shown by employees to be willing to carry out a job regardless of obligations and responsibilities and is carried out for the benefit of the organization. According to Yasmin et al. (2022) OCB behavior is a form of individual choice and initiative that has nothing to do with formal organizational rewards. This means that the behavior is not contained in the job description or job requirements so that if it is not carried out, the employee will not get punished. However, if done, it will have a good impact, namely increasing the effectiveness of the organization as a whole. According to Sa'adah et al. (2022) In OCB, there are five indicators, namely: (1) *altruism*, ie employees are willing to provide assistance even though it is not included in their responsibilities; (2) *conscientiousness*, ie employees give more effort than expected by the hospital; (3) *sportsmanship*, ie employees are able to have a positive influence on the organizational environment even though the situation is less than ideal; (4) *courtesy*, ie employees respect and are able to maintain good relations with other employees; (5) *civic virtue*, namely employees are willing to provide constructive input for the benefit of the hospital

IV. Conclusion

The conclusion of this study is that job satisfaction partially has a positive and significant effect on OCB, organizational commitment has a positive and significant effect on OCB. In terms of practice, hospitals should pay more attention to job satisfaction from their employees to improve OCB behavior which will improve employee performance so that they can help hospitals achieve goals. One way that can be taken to increase job satisfaction is by providing equal opportunities and an objective assessment of employees in terms of promotions. It is intended that employees feel treated fairly so that employees can feel job satisfaction and can improve OCB behavior which can help the overall performance of the hospital. However, organizational commitment also needs to be considered by the hospital because it is likely to have an impact on other variables such as hospital performance or employee turnover. High employee organizational commitment will improve the overall performance of the hospital or will reduce the employee turnover rate which can be detrimental to the hospital. The limitation of this study is that it has not been able to show the influence of organizational commitment variables on OCB because the results shown have weak significance. Further research is suggested to use a larger number of samples and may involve other variables such as organizational culture, transformational leadership, personality, organizational climate, and work involvement in the service, health, and manufacturing sectors.

References

- [1] Al-Ahmadi, AT, & Mahran, SM (2022). Organizational Citizenship Behavior and Job Satisfaction from The Nurses' Perspective. *Evidence-Based Nursing Research*, 4(1), 9-9.
- [2] Desky, H., Mukhtasar, MI, Arisa, Y., Dewi, IBM, Fahlevi, M., Nur, M., ... & Purwanto, A. (2020). Did trilogy leadership style, organizational citizenship behavior (OCB) and organizational commitment (OCO) influence financial performance? *Evidence from pharmacy industries. Systematic Reviews in Pharmacy*, 11(10), 297-305.
- [3] Kim, M., & Jang, J. (2022). The Impact of Employees' Perceived Customer Citizenship Behaviors on Organizational Citizenship Behaviors: The Mediating Roles of Employee Customer-orientation Attitude. *International Journal of Hospitality & Tourism Administration*, 1-26.
- [4] Li, Z., Liang, L., Zhang, X., & Li, J. (2022). Impact of environmentally specific transformational leadership on organizational citizenship behavior for the environment: the role of moral reflectiveness and leader group prototypicality. *Journal of Environmental Planning and Management*, 1-18.
- [5] Nadeak, M., Widodo, A., Asbari, M., Novitasari, D., & Purwanto, A. (2021). Understanding the Links between Coaching, OCB, and Individual Performance among MSME Employees. *International Journal of Social and Management Studies*, 2(4), 65-80.

- [6] Nasiatin, T., Sumartini, R., & Purwanto, A. (2021). Effect of knowledge sharing, leader member change, organizational citizenship behavior to hospitals performance. *European Journal of Molecular & Clinical Medicine*, 7(7), 6576-6590.
- [7] Nugraha, IGABA, & Dewi, ASK (2022). The Role of Job Satisfaction Mediating the Effect of Transformational Leadership on Organizational Commitment at Engineering Company. *European Journal of Business and Management Research*, 7(2), 96-99.
- [8] Purwanto, A. (2022). The Role of Transformational Leadership and Organizational Citizenship Behavior on SMEs Employee Performance. *Journal of Industrial Engineering & Management Research*, 3(5), 39-45.
- [9] Sa'adah, N., & Rijanti, T. (2022). The Role of Knowledge Sharing, Leader-Member Exchange (LMX) on Organizational Citizenship Behavior and Employee Performance: An Empirical Study on Public Health Center of Pati 1, Pati 2 and Trangkil in Central Java. *International Journal of Social and Management Studies*, 3(1), 112-131.
- [10] Safitri, D., & Sulistiyorini, D. (2022). The Influence of Meaningful Work and Organizational Citizenship Behavior on Job Performance of Employees in PT X Mojokerto. *KnE Social Sciences*, 333-345.
- [11] Sumarsi, S. (2019). Role of Knowledge Sharing, Transactional Leadership and Innovative Work Behavior in Tire Industry. *Journal of Industrial Engineering & Management Research*, 1(1a), 99-109.
- [12] Suwandana, IGM, Satrya, IGBH, & Riana, IG (2022). Organizational support as a predictor of organizational commitment and their effects on organizational citizenship behavior in non-star hotels. *Linguistics and Culture Review*, 6, 229-241.
- [13] Setyorini, T., Manafe, J. D., & Nino, I. J. (2022). The Role of Organizational Commitment and Organization Culture Toward Job Performance. *Jurnal Riset dan Aplikasi: Akuntansi dan Manajemen*, 5(3), 389-396.
- [14] Uliyah, I., & Ariyanto, S. (2021). The effect of organizational culture and employee competence on Organizational Citizenship Behavior (OCB) with work motivation as a mediation variable (Case study in Pekalongan District Land Office). *European Journal of Business and Management Research*, 6(5), 70-77.
- [15] Wuttaphan, N. (2022). Work Behavior and Organizational Citizenship Behavior of Frontline Workers during COVID-19 in Thailand. *The Journal of Behavioral Science*, 17(1), 58-71.
- [16] Yasmin, R., Mehmood, S., & Kashif, M. (2022). Combine Effect of Islamic Work Ethics and Psychological Capital on Job Performance and Organizational Citizenship Behavior. *Journal of Business Management Studies-JBMS*, 1(01), 53-72.