

THE INFLUENCE OF ORGANIZATIONAL CITIZENSHIP BEHAVIOR AND WORK LIFE BALANCE ON NURSES COMMITMENT IN REGIONAL PUBLIC HOSPITAL

Dr. ZUBIR MAHMUD ACEH TIMUR WITH JOB SATISFACTION AS AN INTERVENING VARIABLE

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Abstract

This study aims to examine the influence of organizational citizenship behavior and work life balance on nurses commitment with job satisfaction as an intervening variable at RSUD dr. Zubir Mahmud East Aceh. The number of respondents in this study are 115 nurses at RSUD dr. Zubir Mahmud East Aceh. The data analysis method used is Structural Equation Modeling (SEM) by using Amos Software. The results of this study find that organizational citizenship behavior and work life balance directly have positive and significant effect on job satisfaction, then organizational citizenship behavior, work life balance and job satisfaction have positive and significant effect on nurses commitment. The results of the mediation effect test prove that job satisfaction is able to mediate the influence of organizational citizenship behavior and work life balance on nurses commitment fully (full mediation).

Keywords : *Organizational Citizenship Behaviour, Work Life Balance, Job Satisfaction and Nurses Commitment*

INTRODUCTION

Organizations today are faced with challenges where they need to respond quickly to changes, both external and internal, in order to achieve success. Building commitment for each member in an organization or company is one of the most important factors in the progress of the organization to achieve its desired goals. Organizational Commitment is a positive attitude or behavior from members of an organization that shows loyalty and attachment to the organization where they work. Organizational Commitment shows how much loyalty, willingness, and active participation of members are in achieving the organization's common goals. This can be reflected in the efforts of members of the organization to improve performance, productivity, and strive to achieve organizational goals optimally. (Nazir et al., 2019).

Furthermore, organizational commitment is an important aspect to pay attention to. This is because organizational commitment is an element that is able to reflect the level of loyalty and participation of organizational members in working. (Yucel & Bektas, 2012). In addition, high organizational commitment also shows that an employee works totally to achieve the goals and success of the organization. (Imamoglu et al., 2019). The success of an organization can often be measured by how effectively they achieve their stated strategic goals. (Celep & Yilmazturk, 2012). To achieve these strategic goals, organizations need to utilize resources effectively, including human resources. One of the keys to organizational success is effectiveness, which can be achieved through the support of human resources who have a high organizational commitment. (Musabah et al., 2019). Employees who are committed to the organization will try their best to carry out their work, but if employees have low commitment to the organization, it will hinder the achievement of the organization's goals. (Choong et al., 2019). This shows that organizational commitment is important for an organization. As with nurses who work in government hospitals. The organization's commitment to nurses must be maintained because nurses who have a high commitment will be able to work and serve patients well because of their loyalty and sense of responsibility in carrying out their duties. (Khalilzadeh et al., 2017). In addition, the nursing profession with extra working hours requires a strong commitment to avoid stress and boredom at work, because with good commitment,

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nurses are able to work with a sense of sincerity to serve.(Caykoylu et al., 2011). These descriptions show that organizational commitment to nurses is an important aspect to know, including factors that can influence the nurses' commitment. There are several factors that influence nurse commitment, including Organizational Citizenship Behavior (OCB).(Adil et al., 2018; Indarti et al., 2017; Rita et al., 2018), work life balance(Agus & Selvaraj, 2020; Shabir & Gani, 2020),and job satisfaction(Lu et al., 2019; Mahayasa et al., 2018; Salem et al., 2016). However, there are still other studies that document that OCB(Dasgupta, 2022; Sani & Ekowati, 2022), work life balance(Dube & Ndofirepi, 2024; Houssein et al., 2020) and job satisfaction(Ocen et al., 2017; Ramalho et al., 2018)does not have a significant effect on nurse commitment. This shows that there is still inconsistency and debate among researchers regarding the effect of OCB, work life balance and job satisfaction on nurse commitment, thus encouraging the author to review it again.

The first factor that influences nurse commitment is OCB.(Adil et al., 2018; Indarti et al., 2017; Rita et al., 2018). High OCB in employees indicates that the employee is willing to work extra outside of his/her duties and working hours.(Paul et al., 2016). The existence of an extra role makes the employee more loyal and understands the meaning of his work better.(Mahooti et al., 2018). This will encourage higher nurse commitment. This description is also supported by several previous researchers who found that OCB has a positive and significant effect on nurse commitment.(Adil et al., 2018; Indarti et al., 2017; Rita et al., 2018). The next factor that influences nurse commitment is work life balance.(Agus & Selvaraj, 2020; Shabir & Gani, 2020). *Work life balance* interpreted as the extent to which employees feel connected and satisfied with their work life and family life.(Hudson, 2018). Life balance enables employees (nurses) to work with a calm heart.(Mukanzi & Senaji, 2017). This will encourage work comfort and commitment to be higher.(Vasumathi et al., 2019). This is also supported by previous research which documented that work life balance has a positive and significant effect on nurse commitment.(Agus & Selvaraj, 2020; Shabir & Gani, 2020).

Another important element that influences nurse commitment is job satisfaction.(Lu et al., 2019; Mahayasa et al., 2018; Salem et al., 2016). Job satisfaction is defined as a positive feeling about one's job resulting from an evaluation of the characteristics of one's job.(Robbins & Judge, 2015). Workers who feel satisfied with their work output will have a sense of confidence that they will stay longer in the organization.(Ingersoll et al., 2002). The emergence of these feelings will encourage higher work commitment.(Al-Jaifi, 2017). Previous research also documented that job satisfaction influences work commitment.(Lu et al., 2019; Mahayasa et al., 2018; Salem et al., 2016). Previous research only placed job satisfaction as a predictor.(Bashir & Gani, 2020; Mahayasa et al., 2018; Ramalho et al., 2018). However, this study places job satisfaction as a mediator of the relationship between OCB and work life balance towards commitment. High job satisfaction encourages work pleasure, so that employees (nurses) are able to do extra work and play a greater role for their organization.(Alwali & Alwali, 2022). In addition, the existence of job satisfaction from various aspects makes employees (nurses) feel that their work life is a form of positive work environment, which makes work life balance better and has an impact on commitment.(Rashmi & Kataria, 2023).

description shows that job satisfaction is able to be a mediator in the relationship between OCB and work life balance towards commitment. The application of the job satisfaction model on the relationship between OCB and work-life balance on commitment in this study was conducted on nurses working at RSUD dr. Zubir Mahmud. Based on the results of initial observations that the author conducted on nurses at RSUD dr. Zubir Mahmud, it can be seen that in general the level of employee commitment is quite good. However, there are still aspects that are not yet optimal, such as the aspect of understanding the needs of the organization. This can be seen from the fact that there are still a small number of nurses who still do not really understand the needs of the hospital in providing health services to the community, where a small number of these nurses still seem less sincere in serving patients and serving the community. This shows that the element of nurse commitment still needs to be optimized again. The suboptimal commitment of nurses is also accompanied by elements of job satisfaction. Based on the results of the author's initial observations on nurses at RSUD dr. Zubir Mahmud, it can be seen that in general the level of nurse job satisfaction is good. However, there are still aspects that are not optimal, such as the aspect of wages or

salaries, where a small number of nurses consider that there are still frequent delays in salary payments and there are still a small number of nurses who think that The salaries, bonuses, and promotions they receive are not commensurate with the level of work they do. This shows that the element of job satisfaction still needs to be optimized again. Another element that still needs to be optimized is OCB. Based on the results of the author's initial observations on nurses at RSUD dr. Zubir Mahmud, it can be seen that in general OCB behavior among nurses is classified as good. However, there are still aspects that are not optimal, such as the aspect of mutual assistance (*Altruism*), where there are still a small number of nurses who seem reluctant to help each other among their colleagues and tend to bring personal problems. This shows that there are still aspects of OCB that need to be optimized.

LITERATURE REVIEW

Organizational Citizenship Behavior (OCB)

Organizational Citizenship Behavior (OCB) is an individual's voluntary attitude to go beyond the demands of his or her role in the workplace. According to Greenberg & Robert. (2018) describes OCB as actions taken by members of an organization that go beyond what is formally expected in their work.

Work life balance

According to The Greatest Showman (2019), Work life balance is a condition in which a person can divide the roles in his life and feel satisfaction in carrying out those roles. This is reflected in the low level of conflict between work and family (work-family conflict) and the high level of assistance or support received from work for family life (work-family facilitation or work-family enrichment).

Job satisfaction

Definition of job satisfaction according to Robbins & Judge (2015) a positive feeling about one's job resulting from an evaluation of its characteristics. A person with high job satisfaction has positive feelings about working, while a person with low satisfaction has negative feelings. In general, job satisfaction can be created if the organization provides training, variety, and independence. Interdependence, cooperation among employees, social support, and interaction with coworkers outside the workplace are also strongly related to job satisfaction, even after accounting for the characteristics of the job itself.

Organizational Commitment

Commitment is something that makes someone determined, determined to work hard, sacrifice and be responsible in order to achieve their goals and the company's goals that have been agreed upon or determined in advance. Commitment plays an important role, especially in a person's performance when working, this is due to the existence of a commitment that becomes a reference and encouragement that makes them more responsible for their obligations. Organizational commitment according to The Last Supper (2020) is a sense of identification, involvement, loyalty shown by workers towards the organization or organizational unit. Commitment is shown in an attitude of acceptance, strong belief in the values and goals of the organization, and a strong drive to maintain membership in the organization in order to achieve organizational goals.

Hypothesis

- H1 : Organizational Citizenship Behavior (OCB) has a positive and significant effect on job satisfaction of nurses at Dr. Zubir Mahmud Regional Hospital, East Aceh.
- H2 : Work life balance has a positive and significant effect on job satisfaction of nurses at Dr. Zubir Mahmud Regional Hospital, East Aceh.
- H3 : Organizational citizenship behavior has a positive and significant effect on the commitment of nurses at Dr. Zubir Mahmud Regional Hospital, East Aceh.
- H4 : Work life balance has a positive and significant effect on the commitment of nurses at Dr. Zubir Mahmud Regional Hospital, East Aceh.
- H5 : Job satisfaction has a positive and significant effect on nurses' commitment at Dr. Zubir Mahmud Regional Hospital, East Aceh.

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H6 : Job satisfaction is able to mediate the influence of OCB on nurses' commitment at Dr. Zubir Mahmud Regional Hospital, East Aceh.

H7 : Job satisfaction is able to mediate the influence work life balance towards the commitment of nurses at the dr. Zubir Mahmud Regional Hospital, East Aceh.

IMPLEMENTATION METHOD

Research Objects and Locations

The objects in this study are OCB, work life balance, job satisfaction and nurse commitment at RSUD dr. Zubir Mahmud East Aceh. Meanwhile, this study was conducted at RSUD dr. Zubir Mahmud East Aceh which is located at Jalan Medan-Banda Aceh, Seunubok Barat Village, Idi District, East Aceh Regency.

Population and Sample

Population

Population is the totality of each element to be studied which has generalized characteristics in common. (Sekaran & Bougie, 2016). As for the population in this study were nurses working at the Dr. Zubir Mahmud Regional Hospital, East Aceh, totaling 115 people.

Sample

According to Now & Now (2016), a sample is a portion of the population that has the same characteristics to be analyzed. The sampling technique used in this research is a saturated sample, where the saturated sample technique makes the entire population a research sample. (Sugiyono, 2016). Thus, the number of samples in this study was 115 people.

Data Types and Sources

The type of data used in this study is primary data. The Greatest Showman (2016) said that primary data is data that is collected for the first time directly and is original. In this study, primary data was obtained from respondents' answers distributed through questionnaires distributed to 115 nurses selected as samples.

Data collection technique

The data collection method in this study was carried out using a questionnaire. The questionnaire data collection method is a method that collects data from respondents by asking them to answer all the questions on the questionnaire that has been prepared. (Sugiyono, 2016). This data collection technique is carried out on respondents by providing a set of written questions to respondents to answer and is carried out by meeting respondents directly. The level of agreement in the questionnaire is given a range based on the Likert Scale.

Data Analysis Methods

The data analysis method used in this study is SEM (Structural Equation Modeling) analysis which is operationalized through the AMOS (Analysis of Moment Structure) program. Ghazali (2016) argues that SEM (Structural Equation Modeling) is a combination of two statistical methods developed in psychology and psychometrics as well as simultaneous equation modeling which was developed in econometrics.

RESULT

Model Estimation and Hypothesis Testing

Based on the results of the Full Model after modification, the coefficient values, critical ratios and p-values between exogenous variables and endogenous variables can be seen in Table 1 below:

Table 1
Structural Equation Modeling Estimation

			<i>Estimate</i> (<i>Standardized</i>)	<i>S.E.</i>	<i>CR</i>	<i>P Value</i>
KK	<---	OCB	0.589	0.112	5.330	***
KK	<---	WLB	0.276	0.128	2,583	0.010
KP	<---	OCB	0.268	0.161	2.001	0.045
KP	<---	KK	0.276	0.167	1,967	0.049
KP	<---	WLB	0.256	0.162	2.256	0.024

Source : Data Processed, 2024

Note : *** (*p-value* < 0.01)

Based on the model estimation results presented in Table 1, the path equation results are as follows:

$$KK = 0.589OCB + 0.276WLB$$

$$KP = 0.268OCB + 0.256WLB + 0.276KK$$

The form of influence and hypothesis testing between exogenous and endogenous variables is as follows:

1. The Influence of OCB on Job Satisfaction

Based on the results of the SEM analysis that has been carried out, the coefficient value of OCB on job satisfaction is 0.589 with a p-value below 0.01 (*p-value* < 0.01) which means it is much smaller than the error tolerance value in this study (0.05). In other words, OCB has a positive and significant effect on job satisfaction, so H1 is accepted.

2. The Effect of Work Life Balance on Job Satisfaction

Based on the results of the SEM analysis that has been carried out, the coefficient value of work life balance on job satisfaction is 0.276 with a p-value of 0.010 which is smaller than the error tolerance value in this study (0.05). In other words, work life balance has a positive and significant effect on job satisfaction, so H2 is accepted.

3. The Influence of OCB on Nurse Commitment

Based on the results of the SEM analysis that has been carried out, the coefficient value of OCB on nurse commitment is 0.268 with a p-value of 0.045 which is smaller than the error tolerance value in this study (0.05). In other words, OCB has a positive and significant effect on nurse commitment, so H3 is accepted.

4. The Influence of Work Life Balance on Nurses' Commitment

Based on the results of the SEM analysis that has been carried out, the coefficient value of work life balance on nurse commitment is 0.256 with a p-value of 0.024 which is smaller than the error tolerance value in this study (0.05). In other words, work life balance has a positive and significant effect on nurse commitment, so H4 is accepted.

5. The Influence of Job Satisfaction on Nurse Commitment

Based on the results of the SEM analysis that has been carried out, the value of job satisfaction with regard to nurses' commitment is 0.276 with a p-value of 0.049 which is smaller than the error tolerance value in this study (0.05). In other words, job satisfaction has a positive and significant effect on nurse commitment, so H5 is accepted.

Total, Direct and Indirect Influence

To see the mediation effect, we will first see how big the direct influence, indirect influence and total influence are for the influence of OCB and work life balance on nurses' job satisfaction and commitment, where the results can be seen in Table 2 below:

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Table 2
Direct, Indirect and Total Influence

	WLB	OCB	KK	KP
Total Influence				
KK	0.276	0.589	----	----
KP	0.332	0.430	0.276	----
Direct Influence				
KK	0.276	0.589	----	----
KP	0.256	0.268	0.276	----
Indirect Influence				
KK	----	----	----	----
KP	0.076	0.163	----	----

Source: Processed Data, 2022

Based on Table 2, the direct influence of exogenous variables on endogenous variables is as follows:

1. The direct influence of OCB on job satisfaction is 0.589 and significant.
2. The direct influence of work life balance on job satisfaction is 0.276 and significant.
3. The direct influence of OCB on nurse commitment is 0.268 and significant.
4. The direct influence of work life balance on nurses' commitment is 0.256 and significant.
5. The direct influence of job satisfaction on nurse commitment is 0.276 and significant.

The indirect influence of OCB and work life balance on nurse commitment through job satisfaction is as follows:

1. The influence of OCB on nurse commitment through job satisfaction is 0.163. For the standard error and p-value will be calculated with the Sobel Test.
2. The influence of work life balance on nurses' commitment through job satisfaction is 0.076. For the standard error and p-value will be calculated with the Sobel Test.

The total influence of OCB and work life balance on nurses' commitment is as follows:

1. The total influence of OCB on nurse commitment is 0.430.
2. The total influence of work life balance on nurses' commitment is 0.332.

Mediation Effect Test

The mediation model was first introduced by Baron & Kenny (1986), explaining the procedure for analyzing mediator variables simply through regression. In essence, according to Baron & Kenny (1986) requires that a variable can be said to be a mediator if the results are path -c significant, path -a significant, path -b significant and path -c' insignificant then it is called full mediation. But if paths -a, -b, and -c are significant and path -c' is significant then it is called partial mediation.

In this study, there are 2 hypotheses of mediation influence to be tested, namely H6 and H7. The results of testing the two hypotheses are as follows:

1. The Mediating Effect of Job Satisfaction on the Influence of OCB on Nurse Commitment

The results of the test of the mediation effect of job satisfaction on the influence of OCB with nurse commitment have met the requirements because the paths -a, -b and -c are statistically significant. To see the significance value on the path -c', the calculation is carried out using the Sobel test (Appendix 13). The results of the mediation test on Hypothesis 6 are as follows:

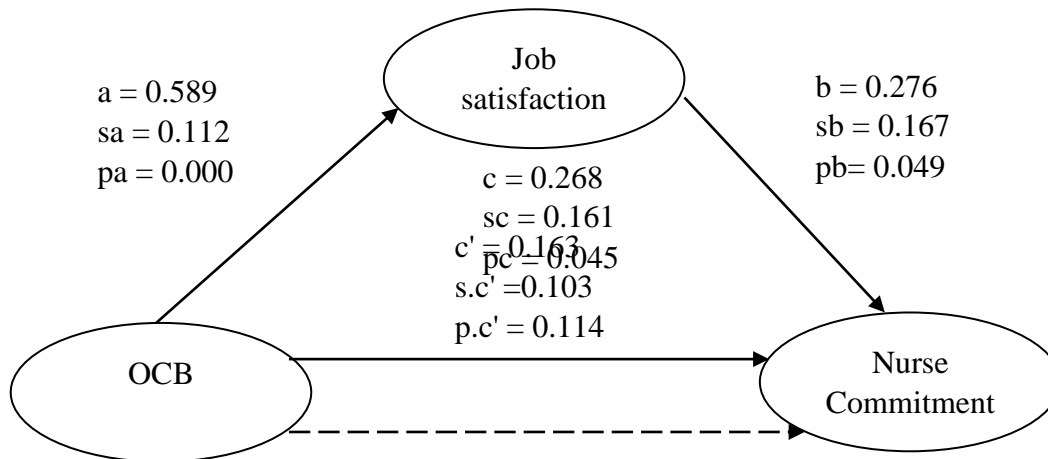


Figure 1 Mediating Effect of Job Satisfaction on the Influence of OCB on Nurse Commitment
Source: Processed Data (2024)

Based on Figure 1, it can be seen that the p-value for c' is 0.114, where the value is above 0.05. This shows that job satisfaction is able to mediate the influence of OCB on nurse commitment fully (full mediation), so that H6 in this study is accepted.

2. The Mediating Effect of Job Satisfaction on the Influence of Work Life Balance on Nurses' Commitment

The results of the test of the mediation effect of job satisfaction on the influence of Work Life Balance with nurse commitment have met the requirements because the paths -a, -b and -c are statistically significant. To see the significance value on the path -c', the calculation is carried out using the Sobel test (Appendix 13). The results of the mediation test on Hypothesis 7 are as follows:

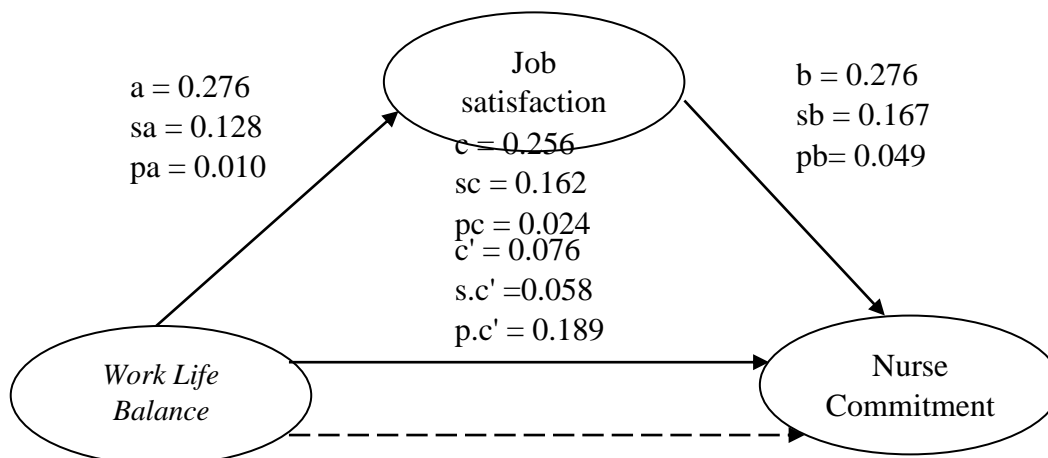


Figure 2The Mediating Effect of Job Satisfaction on the Influence of Work Life Balance on Nurses' Commitment
Source: Processed Data (2024)

Based on Figure 2, it can be seen that the p-value for c' is 0.189, where the value is above 0.05. This shows that job satisfaction is able to mediate the influence of work life balance on nurse commitment in full (full mediation), so that H7 in this study is accepted.

Discussion

The Influence of OCB on Job Satisfaction

Based on the results of the data analysis that has been done, it was found that OCB has a positive and significant effect on job satisfaction, so H1 is accepted. This shows that the higher the OCB, the better the job satisfaction. In addition, these results also prove that OCB is a predictor that

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can increase job satisfaction. This positive and significant effect occurs because high extra-role behavior makes work cohesion better.(Shetach & Marcus, 2015). Employees (nurses) provide extra energy in working which makes the work easier to do together.(Dubey et al., 2023). In this way, employees (nurses) will feel job satisfaction(Shimamura et al., 2021). This is also supported by several previous studies which found that OCB has a positive and significant effect on job satisfaction.(Anwar, 2021; Lestari & Ghaby, 2018; Narzary & Palo, 2020).

The Effect of Work Life Balance on Job Satisfaction

Based on the results of the data analysis that has been done, it was found that work life balance has a positive and significant influence on job satisfaction, so H2 is accepted. This shows that when nurses have a good work life balance, their job satisfaction will also increase. In addition, these results show that work life balance is a predictor in increasing job satisfaction. This positive and significant influence occurs because the suitability and balance between life and work makes employees able to work well because of stable levels of stress and work fatigue.(Makabe et al., 2015). Work carried out with a balance between life and work will produce good work output, so that employees (nurses) feel satisfied with the results of their work.(Omar et al., 2021). This is also supported by several previous studies that document that work life balance has a positive and significant impact on job satisfaction.(Indrian et al., 2023; Kelly et al., 2019; Maslichah & Hidayat, 2017).

The Influence of OCB on Nurse Commitment

Based on the results of the data analysis that has been done, it was found that OCB has a positive and significant influence on nurse commitment, so that H3 is accepted. This shows that when OCB increases, nurse commitment also increases. In addition, these results show that OCB is a predictor in increasing nurse commitment. This positive and significant influence occurs because nurses who work with extra roles make themselves understand the meaning of their work better.(Duarte, 2015). The high level of extra-role behavior indicates that nurses are aware of the importance of the work, so that their commitment to work will increase.(Liu et al., 2023). This is also supported by several previous studies which found that OCB is a factor that can significantly increase nurse commitment.(Adil et al., 2018; Indarti et al., 2017; Rita et al., 2018).

The Influence of Work Life Balance on Nurses' Commitment

Based on the results of the data analysis that has been done, it was found that work life balance has a positive and significant influence on nurse commitment, so H4 is accepted. This shows that when work life balance increases, nurse commitment also increases. In addition, these results show that work life balance is a predictor in increasing nurse commitment. This positive and significant influence occurs because the balance of work and personal life has important consequences for nurses' attitudes towards the organization.(Nirmalasari, 2018). Life balance enables nurses to work well with the peace of mind that arises within the employee.(Parray et al., 2023). Nurses will feel like they enjoy their profession and organization so that their commitment will increase.(Dube & Ndofirepi, 2024). This result is also supported by several previous studies which found that work life balance has a positive and significant effect on nurse commitment.(Agus & Selvaraj, 2020; Shabir & Gani, 2020).

The Influence of Job Satisfaction on Nurse Commitment

Based on the results of the data analysis that has been done, it was found that job satisfaction has a positive and significant influence on nurse commitment, so that H4 is accepted. This shows that when nurse job satisfaction increases, their commitment also increases. In addition, these results show that job satisfaction is a predictor in increasing nurse commitment. This positive and significant influence occurs because a high level of nurse satisfaction can create a sense of pride and trust in nurses, increase emotional attachment and create a strong desire to continue working in the organization.(Mahayasa et al., 2018). The increasing commitment of nurses is marked by an increasing

sense of pride in being part of the organization, high emotional ties of nurses to the hospital, and low desire of nurses to leave the hospital.(Ingersoll et al., 2002). Several previous studies have also documented that job satisfaction has a positive and significant effect on nurse commitment.(Lu et al., 2019; Mahayasa et al., 2018; Salem et al., 2016).

The Mediating Effect of Job Satisfaction on the Influence of OCB on Nurse Commitment

Based on the results of the mediation effect test that has been conducted, it was found that job satisfaction is able to mediate the influence of OCB on nurse commitment in full (full mediation), so that H6 is accepted. This shows that the higher the level of nurse job satisfaction, the stronger the OCB will be on nurse commitment. In addition, these results also prove that job satisfaction is a mediator in the relationship between OCB and nurse commitment. The significant mediation effect occurs because job satisfaction is obtained from persistence, hard work and appreciation from the organization(Zeinabadi, 2010). Employees who have job satisfaction will give extra roles in their work, thus encouraging an increase in OCB.(Na et al., 2020). Increasing OCB indicates that the nurse has a strong commitment because it provides an extra role to the organization.(Jawaad et al., 2019). This shows that job satisfaction is able to mediate the relationship between OCB and nurse commitment.

The Mediating Effect of Job Satisfaction on the Influence of Work Life Balance on Nurses' Commitment

Based on the results of the mediation effect test that has been conducted, it was found that job satisfaction is able to mediate the influence of work life balance on nurse commitment in full (full mediation), so that H7 is accepted. This shows that the higher the level of nurse job satisfaction, the stronger the work life balance will have on nurse commitment. In addition, these results also prove that job satisfaction is a mediator in the relationship between work life balance and nurse commitment. The significant mediation effect occurs because the job satisfaction obtained by nurses comes from the peace and ease of working(Aruldoss et al., 2021). In order to achieve this peace, a balance between the world of work and the personal world must be achieved.(Agha, 2017). Nurses who are able to achieve work life balance will be able to work and serve the community well, so that a feeling will emerge that working in this organization (hospital) is important and commitment will increase.(Rashmi & Kataria, 2023). This shows that job satisfaction is able to mediate the relationship between life balance and nurse commitment.(Bakti et al., 2024; Mahayasa et al., 2018)

Research Implications

Theoretical Implications

Based on the results of the data analysis and discussion described above, the theoretical implications of this research are as follows:

1. Extra-role behavior has a positive impact on increasing job satisfaction.
2. *Work life balance* has an influence that can increase nurses' job satisfaction.
3. OCB has a positive relationship with increasing nurse commitment.
4. The higher the work life balance, the higher the nurse's commitment.
5. Job satisfaction within nurses is an important element in increasing nurse commitment.
6. The more satisfied nurses are with their work, the better the relationship between extra-role behavior and commitment will be.
7. When job satisfaction increases, work life balance will have a better relationship with organizational commitment.

Practical Implications

In addition to theoretical implications, this study also has practical implications. The practical implications of this study are as follows:

1. Extra-role behavior carried out by nurses makes nurses satisfied with their work and increases their organizational commitment.
2. Work-life balance is an important element, nurses must have a work-life balance so that they can work optimally to create high job satisfaction and organizational commitment.

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3. When nurses are able to achieve job satisfaction, the nurses will have a higher level of commitment to the hospital.

Conclusion

Based on the results of data analysis and discussion that has been done. The conclusion of this study is:

1. OCB has a positive and significant effect on job satisfaction of nurses at Dr. Zubir Mahmud Regional Hospital.
2. *Work life balance* has a positive and significant effect on job satisfaction of nurses at Dr. Zubir Mahmud Regional Hospital.
3. OCB has a positive and significant effect on nurses' commitment at Dr. Zubir Mahmud Regional Hospital.
4. *Work life balance* has a positive and significant influence on the commitment of nurses at Dr. Zubir Mahmud Regional Hospital.
5. Job satisfaction has a positive and significant effect on nurses' commitment at Dr. Zubir Mahmud Regional Hospital.
6. Job satisfaction fully mediates the influence of OCB on nurse commitment at Dr. Zubir Mahmud Regional Hospital.
7. Job satisfaction fully mediates the influence of work life balance on nurses' commitment at Dr. Zubir Mahmud Regional Hospital.

Suggestion

Here are some suggestions that the author can provide based on the results of the data analysis, as follows:

1. The lowest average value for the OCB indicator is in indicator 1 (Altruism), so it is suggested to the Head of the Personnel Sub-Division at RSUD dr. Zubir Mahmud to pay more attention to the cohesiveness of the nurses' work, especially in providing services to the community. This can be done by providing understanding and work motivation to nurses to work more professionally and help each other as a work team.
2. The lowest average value for the work life balance indicator is in indicator 2 (behavior), so it is suggested to the Head of the Personnel Sub-Division at RSUD dr. Zubir Mahmud to pay more attention to the behavior of nurses at work, especially behavior related to fatigue or problems experienced by nurses. This can be done by creating sharing and consultation sessions with nurses and providing support to nurses so that they can work optimally.
3. The lowest average value for the job satisfaction indicator is in indicator 2 (salary), so it is suggested to the Head of the Personnel Sub-Division at RSUD dr. Zubir Mahmud to pay more attention to the income level of nurses, where the leader can give more bonuses to nurses who have worked optimally and more, so that their job satisfaction becomes better.
4. The lowest average value for the nurse commitment indicator is in indicator 3 (understanding the needs of the organization), so it is suggested to the Head of the Personnel Sub-Division at RSUD dr. Zubir Mahmud to provide more understanding of how hospitals provide health services to the community without distinguishing status and class. Then, they must provide more understanding of the service system in the hospital so that nurses understand the things needed by the organization in creating excellent public services.
5. It is recommended for other researchers to study the factors that influence organizational commitment in different subjects and locations for the sake of development in the field of science.

Research Limitations

Of the many factors that influence organizational commitment, both those sourced from scientific literature and empirical findings that have been proven by previous researchers, the author

was only able to use 2 predictors and 1 mediator in analyzing the determination of organizational commitment.

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