

THE INFLUENCE OF TRANSFORMATIONAL LEADERSHIP, JOB SATISFACTION AND ORGANIZATIONAL COMMITMENT ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR IN HOSPITAL EMPLOYEES LANGSA REGIONAL GENERAL

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Abstract

This study was conducted to examine the influence of Transformational Leadership, Job Satisfaction and Organizational Commitment on Organizational Citizenship Behavior in Langsa Regional General Hospital. This type of research uses a quantitative method, data collection uses a questionnaire containing questions and statements by distributing the information of the employees concerned at the Langsa Regional General Hospital. The population in this study are employees with civil servant status at the Langsa Regional General Hospital which totals 547 employees. Meanwhile, the number of samples in this study is 72 employees. The data analysis method used is a multiple linear regression analysis technique using SPSS 26. Data analysis uses classical assumption tests, partial tests (t-tests) and determination coefficient tests. The results of the study show that Transformational Leadership, Job Satisfaction and Organizational Commitment have a positive and significant effect on Organizational Citizenship Behavior in Langsa Regional General Hospital Employees.

Keywords: *Transformational Leadership, Job Satisfaction, Organizational Commitment, Organizational Citizenship Behavior.*

INTRODUCTION

The recent era of globalization has brought about dynamic and complex changes in the business environment that encourage organizations to change the role of human resource functions in the organization. From the complexity of health problems at the Langsa Regional General Hospital related to the effectiveness and efficiency of services. Employee contributions to the organization will be higher if the organization can provide what employees want. The behavior of employees expected by the organization and demanded by the organization is not only in-role behavior, but also extrarole behavior called Organizational Citizenship Behavior. As an organization engaged in community service, of course, the organization expects employees who can work beyond expectations for the success of the company. Organizational Citizenship Behavior (OCB) or also known as extra-role behavior is the behavior of employees in carrying out work that is non-binding, voluntary, not related to the formal reward system provided by the company, and is able to encourage increased effectiveness in an organization (Dinniatty & Fitriani, 2019). OCB behavior is not a requirement written in formal job descriptions and is separate from binding contracts with the company, but rather a choice of each individual so that OCB behavior has a nature that is free from explicit (Dewi & Riana, 2018). Some examples of OCB are behavior in helping coworkers who are having difficulties at work, preventing threats of danger that can harm the company, behavior in maintaining cleanliness and comfort of the workplace, complying with rules and procedures in the workplace, or completing work beyond the required standards, even volunteering for extra tasks. With OCB, employees make profound contributions beyond the demands of their roles in the workplace and performance rewards. OCB behavior can exceed the performance

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indicators required by a company in a formal job description (Mohammad *et al*, 2019). OCB characteristics reflect positive employee behavior that goes beyond the roles, tasks, and job descriptions required by the organization. Employees with OCB do not expect to receive appreciation from the organization or positive behaviors, but they show these behaviors voluntarily and spontaneously. (Chahal & Winoto, 2019) stated that OCB can reduce employee absenteeism, employee turnover, employee retention, and increase employee job satisfaction and loyalty. As we know, organizations engaged in the service sector such as hospitals really need employees who have roles outside their jobs so that they can work more effectively in achieving organizational goals, but this has not been realized because there are still employees of the Langsa Regional General Hospital who take actions that are not in accordance with existing regulations such as arriving late, chatting during working hours, playing with cellphones while working, and can also be seen from the attitude of employees who only do their own tasks and responsibilities without having the desire to help other coworkers, who have a greater workload and tend to work individually and this can be triggered by differences in each individual which includes experience, knowledge, training and awareness of the work attitudes they have. This shows that the level of OCB among Langsa General Hospital employees still needs special attention.

In ideal conditions, employees of the Langsa Regional General Hospital (RSUD) should have an OCB role by demonstrating voluntary behavior to carry out other tasks or work outside their own responsibilities and obligations in order to achieve organizational goals. Therefore, to increase OCB, there need to be factors that influence it, including transformational leadership, organizational commitment and job satisfaction. This is because OCB plays an important role in the reciprocal process in the organization (Maharani *et al*, 2017). An important factor that can encourage the emergence of OCB behavior is organizational commitment (Sengkey *et al*, 2018). Employees with high organizational commitment have a strong attachment to the organization so that they can increase OCB behavior (Maulana, 2020). Committed employees are less likely to leave the company even though they are dissatisfied with their jobs, but tend to stay because The employee is loyal and willing to make sacrifices for the company (Raditya & Rahardja, 2018). Employees with a strong commitment to the company have a plan to stay in the organization and try harder to do the tasks given to them. This is a habit that can be relied on by the organization (Kurniawan, 2020). Organizational commitment is the extent to which individuals identify themselves with the organization and are actively involved in the organization, as well as their reluctance to leave the organization (Yusuf & Syarif, 2018). If the majority of employees in the organization have this kind of view and attitude, the impact can create a positive and supportive work environment (Rofiqah *et al.*, 2020). The phenomenon of organizational commitment that occurs at Langsa Hospital in terms of cooperation between employees and leaders can be said to be good, but there is still a lack of employee concern for the organization which results in employees working just to work without any more effort to be able to provide the best results. In this case, if employees have a high sense of commitment to Langsa Hospital, then employees will work optimally to advance the organization.

Kinicki (2018) defines job satisfaction as an attitude and emotional response of a person to various aspects of their work. Lockey (2019) also defines it as an emotional response that comes from what they have given to the organization and what they expect from the organization. Job satisfaction reflects a person's feelings towards their work. This can be seen in the possessive attitude of employees towards their work and everything they face in their work environment. Job satisfaction is a driving factor to improve employee performance which in turn will contribute to improving organizational performance. Employee job satisfaction is influenced by factors, namely fair and appropriate remuneration, appropriate placement according to expertise, the weight of the work, the atmosphere of the work environment, equipment that supports the implementation of the work and the attitude of the leader in his leadership and the attitude of the work is monotonous or not (Gorda, 2020). The phenomenon of job satisfaction at Langsa Regional Hospital is quite good in terms of the appropriate salary received by employees, the work done is in accordance with the job description and good coworkers, but there are still employees who feel that the criteria and procedures for promotion are unclear so they are dissatisfied with their work environment. Some employees may feel that promotions are based more on political factors or personal relationships than on work performance, which can create dissatisfaction and injustice. As a result, this affects the overall motivation and performance of employees,

and creates tension in the work environment. Another factor that plays a role in the formation of OCB is the leadership factor. Transformational Leadership has a close relationship with the availability of employees to engage in OCB. Leaders who set an example for their subordinates to carry out OCB will motivate their subordinates to carry out OCB. The trust and liking of subordinates towards the leader will increase the enthusiasm and efforts of subordinates to work better so as to achieve the goals set by the company (Nurjannah et al, 2020).

Transformational leadership style is a style where leaders try to change employees to pursue organizational or business goals rather than personal goals. Transformational leadership style is leaders trying to build self-confidence, act as moral agents, focus their supporters on themselves goals that go beyond the immediate goals of the work group. Transformational leadership style tends to develop intrinsic motivation, high self-confidence, commitment and loyalty from their followers (Adnan & Aiyub, 2021).

transformational leadership as a leader who inspires followers to overcome their self-interest, which has a profound and extraordinary effect on followers (Safrianti, 2022). According to Alkhatani (2019), Transformational Leadership is a process in which people engage with others, and create relationships that increase motivation and morality in leaders and followers. The phenomenon of transformational leadership at Langsa Hospital is quite good with a charismatic leader, but there are still many employees who are less enthusiastic in completing the work assigned to them, this is due to the lack of values of enthusiasm in working that must be obtained from a leader.

The role of leaders who are less than optimal in encouraging employees to come up with good assumptions or ideas causes employees to be uncreative and innovative, leaders are still lacking in providing individual attention to their employees such as treating employees individually, training and giving advice. According to WHO (World Health Organization), the definition of a Hospital is an integral part of a social and health organization with the function of providing complete services (Comprehensive), healing of diseases (curative) and prevention of diseases (Preventive) to the community. The hospital is also a training center for health workers and a medical research center. According to Azwar (2019), a Hospital is an organizational tool consisting of professional medical personnel who are organized and have permanent medical qualifications that provide medical services, continuous nursing care, diagnosis and treatment of diseases suffered by patients.

LITERATURE REVIEW

The Influence of Transformational Leadership on Organizational Citizenship Behavior (OCB)

Srirang (2020) stated that transformational leadership is one of the factors that influences OCB behavior. Meanwhile, the relationship between transformational leadership and OCB is suspected to have a positive influence. This means that the more the organization implements transformational leadership, the more employee OCB will increase. Leaders who implement a transformational leadership style will tend to motivate their subordinates to work with high initiative, oriented towards achieving organizational goals, give authority in several jobs, and always encourage their subordinates to work beyond their personal responsibilities. Transformational leadership has a partial positive effect on employee OCB, so it can be said that by increasing transformational leadership, employee OCB can also increase (Krishnan, 2018). Cici Viorina Lestari & Oscar Jayanegara (2023), conducted a study on nurses at XYZ Hospital Lampung with 178 respondents. The results of their study showed that transformational leadership has a positive and significant effect on OCB.

The Influence of Job Satisfaction on Organizational Citizenship Behavior (OCB)

Luth (2019) job satisfaction is the feeling of workers or employees related to their work, namely feeling happy or unhappy, as a result of the individual's assessment of their work. Managers are advised to increase job satisfaction with the aim of getting a higher level of commitment, then high commitment can facilitate the realization of higher productivity. Chusnul Izha & Agus Frianto (2022), conducted a study on 58 retail company employees and found that job satisfaction had an effect on OCB.

The Influence of Organizational Commitment on Organizational Citizenship Behavior (OCB)

Akbar et al (2020), stated that OCB can be influenced by several factors, including organizational commitment, job satisfaction, role perception and leadership behavior. Commitment is one of the important factors that reflects the level of sincerity of an employee in contributing to the progress of the organization in which he/she works. OCB in an organization will be formed if the organization has employees who have a high commitment to their organization. Research conducted by Nurjannah et al (2020), at the Inspectorate General of the Ministry of Education and Culture with 96 employee respondents showed that organizational commitment greatly influences OCB.

Conceptual is a relationship that will theoretically connect between research variables, namely between independent variables and dependent variables that will be observed or measured through research that will be carried out (Sugiyono, 2018). Based on the literature review, the phenomena that have been described above, and the results of previous studies that have been put forward by these researchers as a basis for formulating hypotheses to help researchers in conducting research. The conceptual framework in the study can be seen in the picture

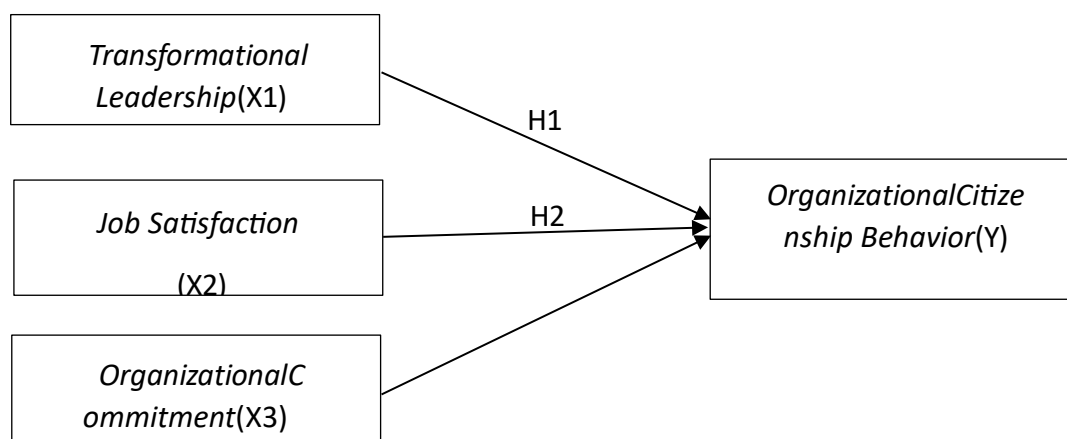


Figure 1 Conceptual Framework

Hypothesis

- H1: It is suspected that Transformational Leadership has a positive and significant influence on the Organizational Citizenship Behavior of employees at Langsa Regional General Hospital.
- H2: It is suspected that job satisfaction has a positive and significant influence on the Organizational Citizenship Behavior of employees at Langsa Regional General Hospital.
- H3 : It is suspected that organizational commitment has a positive and significant influence on the organizational citizenship behavior of employees at Langsa Regional General Hospital.

METHOD

The object of research is a scientific target to obtain data with the purpose and usefulness of something objectively, validly and reliably about something (Sugiyono, 2018). The object in this study was the employees of the Langsa Regional General Hospital (RSUD). The research location is a place or location of research described by the existence of elements, namely behavior, location, and activities that can be observed (Nasution, 2017). The location of the research was conducted at the Langsa Regional General Hospital on Jl. General Ahmad Yani No.1, Gampong Jawa, Langsa City District, Langsa City, Aceh. Population is a collection of data that has the same characteristics and becomes the object of inference, Inferential statistics are based on two basic concepts, population as all data, both real and imaginary, and sample, as part of the population used to make inferences (approaches/descriptions) to the population from which it comes. According to Sugiyono (2017), population is a generalization area consisting of objects or subjects that have certain qualities and characteristics that are determined

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by researchers to be studied and then conclusions drawn. According to Arikunto (2017), population is all subjects in a study. In this study, the population is all employees of Langsa Regional Hospital who have Civil Servant (PNS) status, totaling 547 employees. According to Sugiyono (2017), a sample is part of the number and characteristics of the population, samples taken from the population must be truly representative. Sample size is the number of samples that will be taken from a population. In this quantitative research, the sample is part of the number and characteristics of the population (Sugiyono, 2021). In this case, the researcher uses the sample formula from Yamane in Sugiyono's book, 2021.

The sampling technique in this study was Proportional stratified random sampling used with the aim of obtaining a representative sample by looking at the population of employees at the Langsa Regional General Hospital (RSUD), which consists of several heterogeneous (not the same) divisions. So the researcher took several employees from several divisions to be used as samples. The number of samples taken in the study was 85 employees with PNS status, with each sample for the division level having to be proportional to the population. Data type is the plural form of datum. Data is a collection of facts or figures or anything that can be trusted to be true so that it can be used as a basis for drawing a conclusion, several types of data are quantitative, qualitative and mixed. The type of data used in this study is quantitative data, namely data in the form of numbers or qualitative data that is scored (scoring) (Sugiyono, 2015). In this study, quantitative data was used, namely by providing questionnaires to respondents or employees of the Langsa Regional General Hospital (RSUD) in Langsa City. The data collection technique in this study used a survey technique through the distribution of questionnaires. According to Sugiyono (2017), a questionnaire is a data collection technique that is made by providing a set of questions or statements that are done by giving a set of statements or written statements to respondents to answer.

RESULTS AND DISCUSSION

Normality Test

The Kolmogorov Smirnov test normality test in the table above shows the Asymp. Sig. (2-tailed) value of .200c,d. This shows that the significant value is greater than the level value of $\alpha = 0.05$, therefore it can be concluded that the residual value data of the regression model in this study is normally distributed.

Heteroscedasticity Test

The results of the heteroscedasticity test in the table above show that the points on the scatterplot graph do not have a clear or regular distribution pattern and the points are spread above and below zero on the Y axis. It can be concluded that there is no heteroscedasticity in the regression model.

Multicollinearity Test

The multicollinearity test in the table above shows that the tolerance value obtained in transformational leadership is 0.999 with a VIF value of 1.001, then the tolerance value obtained in job satisfaction is 1.000 with a VIF value of 1.000, and the tolerance value obtained in organizational commitment is 0.999 with a VIF value of 1.001. This shows that the tolerance value is greater than 0.10 and the VIF is less than 10, meaning that there is no multicollinearity between the independent variables.

Multiple Linear Regression Analysis

Multiple Linear Regression Test Results

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	1,960	1,271		2,636	.000
Transformational Leadership	.082	.036	.234	2.109	.010
Job Satisfaction	.135	.044	.383	3,745	.000
Organizational Commitment	.113	.035	.325	3.224	.002

Source: Data processing results (2024).

R2 Determination Coefficient Test

The coefficient of determination (adjusted r-square) value obtained was 0.647. This shows that OCB (Y) of employees at Langsa Regional General Hospital (RSUD) is influenced by Transformational Leadership (X1), Job Satisfaction (X2), and Organizational Commitment (X3) by 64.7%. While the remaining 35.3% of OCB of employees at Langsa Regional General Hospital (RSUD) is influenced by other variables not used in this study. Therefore, it can be concluded that OCB (Y) of employees at Langsa Regional General Hospital (RSUD) has a strong correlation or relationship with the variables Transformational Leadership (X1), Job Satisfaction (X2), and Organizational Commitment (X3).

The Influence of Transformational Leadership on Organizational Citizenship Behavior (OCB)

Based on the results of data analysis, the regression coefficient was obtained with a positive value of 0.082 with a t-value of 2.109 > t-table of 1.996 and a significance level of 0.01 < 0.05. This means that the transformational leadership variable (X1) has a positive and significant partial effect on OCB (Y). Therefore, the hypothesis stating that transformational leadership has a positive and significant effect on OCB of employees at the Langsa Regional General Hospital (RSUD) is accepted (H1 is accepted). In this case, it can be concluded that the role of leaders in inspiring employees by providing understanding and support to employees, because leaders are people who are able to influence others, through communication both directly and indirectly with the intention of moving people to be willing to work optimally with full understanding, awareness and pleasure in order to realize the vision and mission of the Langsa Regional General Hospital (RSUD). This is also reinforced by research conducted by Izzatunnisa et.al (2021) which explains that transformational leadership has a positive and significant effect on employee OCB. This is also in line with research conducted by Wongkar et al (2018) and Danubrata & Khasanah (2021) which also stated that transformational leadership has a positive and significant effect on OCB.

The Influence of Job Satisfaction on Organizational Citizenship Behavior (OCB)

Based on the results of data analysis, the regression coefficient is obtained with a positive value of 0.135 with a calculated t value of 3.745 > t table of 1.996 and a significant level of 0.00 < 0.05. This means that the job satisfaction variable (X2) has a positive and significant partial effect on OCB (Y). Therefore, the hypothesis which states that job satisfaction has a positive and significant effect on the OCB of employees at the Langsa Regional General Hospital (RSUD) is accepted (H2 is accepted). Job satisfaction or job satisfaction is an emotional attitude that is pleasant and loves one's job. This attitude is reflected in work morale, discipline and work performance. Job satisfaction is enjoyed in work, outside of work, and a combination of inside and outside of work (Hasibuan, 2018). Job satisfaction will affect OCB, because if employees work with all their heart and the company does not hesitate to give rewards, or salaries that are in accordance with their work, then employees will feel satisfied with what they do. Having good superiors and coworkers will also make employees improve their performance and feel satisfied. If employees are satisfied with the Hospital, then employees are happy to do OCB, for example by helping other employees' work that has not been completed. So from this statement it can be said that job satisfaction greatly supports the achievement of the goals or concept of OCB. This is also reinforced by previous research conducted by Kurniawan (2022) which states that job satisfaction affects employee OCB. This is also in line with research conducted by Satyawan et.al (2017), Astri & Hayati (2024), Wijaya et.al (2024) and Sephanie et.al (2024), which states that job satisfaction has a positive and significant effect on OCB.

The Influence of Organizational Commitment on Organizational Citizenship Behavior (OCB)

Based on the results of the data analysis, the regression coefficient was obtained with a positive value of 0.113 with a calculated t value of 3.224 > t table of 1.996 and a level of significant at 0.02 < 0.05. This means that the organizational commitment variable (X3) has a positive and significant partial effect on OCB (Y). Therefore, the hypothesis stating that organizational commitment has a positive and significant effect on OCB of employees at the Langsa Regional General Hospital (RSUD) is accepted (H3 is accepted). With the existence of organizational commitment, it will have a positive impact on employees of the Langsa Regional General Hospital (RSUD). Because high organizational commitment is needed in the Hospital, because a sustainable organization really needs employees who have a high level of commitment. One of the keys to the success of an organization is the performance of the

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employees themselves. This is also reinforced by previous research conducted by Rohma & Rinaldi (2023), where in their research they concluded that organizational commitment has a positive and significant effect on OCB. Research conducted by Sihombing et.al (2023) and Sugesti & Saqila (2020) also stated that organizational commitment has a positive and significant effect on OCB.

CONCLUSION

1. Transformational leadership has a positive and significant effect on employee OCB at Langsa Regional General Hospital (RSUD) with a large t-value of the Transformational leadership variable being $2.109 > 1.996$ t-table with a significant value of 0.01.
2. *Job satisfaction* has a positive and significant effect on the OCB of employees at the Langsa Regional General Hospital (RSUD) with a large t-value of the job satisfaction variable being $3.745 > 1.996$ t-table with a significant value of 0.00.
3. *Organizational commitment* has a positive and significant effect on employee OCB at Langsa Regional General Hospital (RSUD) with the t-value of the organizational commitment variable being $3.224 > 1.996$ t-table with a significant value of 0.02.

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