



## Determinant of Job Satisfaction and Organization Citizenship Behavior in Dki Jakarta Hospital Government

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### ABSTRACT

The purpose of this research is to find out and to prove empirically whether Transformational Leadership and nursing workload to job satisfaction and its implications on organization citizenship behavior (OCB) nursing DKI Jakarta Hospital Government. To find answers to these questions, there were 7 hypothesis in this study: Transformational leadership and nursing workload or entirely have an influence on the job satisfaction of nursing DKI Jakarta Hospital Government, as well as the style of transformational leadership, nursing workload and job satisfaction partially or entirely affect the OCB of nursing DKI Jakarta Hospital Government. The research method was descriptive verification, with a total population of 731 nursing. Number of samples obtained by the method of estimation using rule of thumb with calculation of  $5 \times 43 = 215$  respondents. Where as the research instrument used is observation, literature study and questionnaire. With questionnaire scoring using Likert scale 1–5. The analysis technique used was descriptive statistical analysis to describe the data collected without intending to create generally accepted conclusions or generalization. Descriptive analysis was performed using SPSS 22.00 program. The model used in this study was a model of causality or correlation effect. To test the hypothesis proposed in this study, the analysis technique used was structural equation modeling, operated through LISREL 8.70 program. Based on the analysis, this study used Sub-Structural Equation of  $R^2$  0.44 or 44% and structural equation of  $R^2$  0.70 or 70%, while 30% is affected by other variables that were not explored in this research. Therefore, it was proven that the transformational leadership, nursing workload and job satisfaction significantly influenced partially or entirely OCB of nursing DKI Jakarta Hospital Government.

**Keywords:** Transformasional Leadership, Nursing Workload, Job Satisfaction, Organization Citizenship Behavior

**JEL Classifications:** M12, M54, N75

### 1. INTRODUCTION

Quality health services nowadays have become the demands of all parties, including the community as service users, with the increase of community groups who are capable, educated, and master the information, the problem of service quality becomes an absolute demand. In the last two decades there has been a shift in the meaning of hospital health services, from a public service to a service that is individualistic, the hospital is increasingly required ability to provide quality health services for the community. The hospital should be aware from the outset about the current concept

change, where patients not only demand medical success but also satisfaction with the quality of health services provided (Curth et al., 2014).

The dominant factor affecting the quality of health services in the hospital one of them is human resources. According to the (Sussman, 2012) nurses and midwives are professional medical personnel who occupy the highest number, ie 80% of the total employees in the hospital. Nurses are “The caring profession” that has an important position in producing quality health care at the hospital, because the services provided by the approach-

socio-spiritual biopsiko a unique service into its own advantages compared to other services (Leung et al., 2016).

Job description to guide nurses in performing their duties on a regular basis which should be completed within a certain time on a work shift, also makes the workload for nurses. Can be seen from the number of nurses who are in the table with the number of patient beds per room (Thrun, 2014).

In one of the above examples, such as the intensive care unit room, the number of nurses with the number of bed 194 and the number of nurses is 731. It is known that the dependence rate of ICU patients is categorized as a full dependency ratio of 1 to 1, where 1 bed (1 patient) is handled by 1 nurse, then the intensive care unit with 194 bed room should have 731 nurses assuming 194 nurses in the morning, 194 afternoon nurses, 194 night nurses and 194 nurses off night. With patient bed sheets always filled. Inadequate human resources can be expected to make workload high and high workload can also be a factor of low organizational citizenship behavior (OCB) nurses.

The attitude of the nurse's conduct is done voluntarily, sincerely, gladly without having to be governed and controlled by hospital management in providing good service according to (Harwiki, 2016) declared the term OCB.

Many factors that affect the OCB are not performing well, among others, can be caused by workload nurse. The workload to be done by the nurse in various situations to help the patient, regardless of or disaggregate the patient's criteria. High work load will cause nurses fatigue that can lead to work irregularities which could potentially lead to a decline in job performance.

According to (Cycyota et al., 2016), factors affecting the OCB include: Individual dispositions and individual motives, group cohesiveness, employee attitudes (organizational commitment and job satisfaction), transformational leadership, and organizational justice.

In order for the nurse's extra role or OCB behavior to be properly demonstrated, the effectiveness of a leader's role is necessary. The quality of the leader is often regarded as the most important factor that determines the success or failure of the organization. To be an effective leader, a leader must be able to influence all the employees he leads through positive ways to achieve organizational goals. Gençer and Samur, 2016 stated that in the era of global competition, many organizations shifted their leadership style paradigm from transactional leadership to transformational leadership as a way to achieve strategy and goals.

Another factor that can affect OCB and service quality is job satisfaction. Job satisfaction is a positive feeling about one's work which is the result of an evaluation of its characteristics (Jin et al., 2016). Job satisfaction should be the main determinant of OCB an employee. Satisfied employees seem to tend to speak positively about the organization, helping other individuals and passing normal expectations in their work.

## 2. LITERATURE REVIEW

### 2.1. OCB

Robbins argues that OCB is an optional behavior that is not part of an employee's formal employment obligation, but it supports the effective functioning of the organization (2006). Or with another OCB is an employee behavior that exceeds the mandatory role, which is not directly or explicitly recognized by a formal reward system (Harwiki, 2016).

Thrun (2014) says OCB is a voluntary conduct in the workplace conducted by employees freely that are outside the terms of one's work and the organization's requirements so that nothing in the organization's reward system which if implemented by the employee will improve the function of the organization.

The term OCB (Harwiki, 2016) which presents five primary dimensions of OCB:

1. Altruism
2. Conscientiousness
3. Sportmanship
4. Civic Virtue
5. Courtesy.

### 2.2. Job Satisfaction

Oswald (1997) provides a comprehensive definition of job satisfaction that includes reaction or cognitive, effective, evaluative and stated that job satisfaction is a happy emotional state or positive emotion derived from a job assessment or a person's work experience

Jin et al. (2016) defines job satisfaction as a person's perception of various aspects of the job. Understanding perceptions can be the feelings and attitudes of people to their work. Feelings and attitudes can be positive or negative. If a person feels and is positive about his work, he is satisfied with his work. If he feels and behaves negatively about his work, he is not satisfied with his work

The dimension of job satisfaction is related to the determinants of job satisfaction (Lecturer, 2018). Are as follows:

1. Work it self
2. Relationships with superiors
3. Workers
4. Promotion
5. Pay.

### 2.3. Transformasional Leadership

Gençer and Samur (2016) also argues that transformational leadership as a leader who inspires his followers to transcend their personal interests and that is capable of bringing profound and extraordinary impact on his followers

SME (2016) suggests that transformational leaders have good vision, restorative skills, and good impression skills to use them to develop strong emotional ties with their followers. Transformational leaders are believed to be more successful in encouraging organizational change because of the emotion of followers and their willingness to work to realize the vision of the leader.

Bass et al. (Gençer and Samur, 2016) defines the dimension of transformational leadership in 4, that is:

1. Idealized influence
2. Inspirational motivation
3. Intellectual stimulation
4. Individualized consideration

#### 2.4. Workload Nursing

Workload is the average activity frequency of each job within a certain timeframe (Johnson, 2015). Workload is closely related to the productivity of health workers.

High work load can lead to nurse fatigue and can lead to work irregularities that will lead to a decline in job performance, nurse work fatigue can also have an impact on the nursing care provided is not optimal. Thrun (2014) said the high workload can have an effect on the decrease of personal performance of hospital.

Which affects nurse workload to be high or can not be seen from several things among others (Chung, 2011):

1. Number of patients treated
2. Patient's dependency level
3. Method of nursing assignment system
4. Type of nursing action
5. Average time to perform nursing actions.

### 3. METHODOLOGY

#### 3.1. Location and Time of Study

The location of the study was at 5 Regional Government Owned Hospital in Jakarta. Namely National Dr. Cipto Mangunkusumo in Central Jakarta, Hospital of Infectious Diseases Prof.dr. Sulianti Saroso in North Jakarta and RSJPD Harapan Kita in West Jakarta, Persahabatan Hospital in East Jakarta and Fatmawati Hospital in South Jakarta. The research period used February 2017–July 2017.

#### 3.2. Population and Sample

##### 3.2.1. Population

The number of nurses ICU Government Hospital in the Region of DKI Jakarta amounted to 731 nurses.

##### 3.2.2. Sample

Samples to be taken in this study as much as  $5 \times 43$  indicators = 215 respondents from the total population of 731 employees. As for the sample trials of 30 respondents.

#### 3.2. Data collection Technique

In this research, the sampling technique used is Proportional Random Sampling Techniques in which sampling is done randomly so that each individual in the population either individually or together have equal opportunity to be able to sample but still taking into account the proportionality of sample obtain representative data.

#### 3.4. Hypothesis Testing Design

1. First part, data analysis with qualitative approach based on data extracted from the field;
2. Second part, data analysis with quantitative approach with

structural equation modeling (SEM) statistic with software LISREL 8.70.

## 4. RESULT AND DISCUSSION

This test is performed on seven hypotheses proposed in Chapter III by comparing the critical ratio (CR) value or the tcount value obtained from the printed LISREL 8.70. The proposed hypothesis will be accepted if the value of CR or t value > t table (0.05). The t table value based on the statistics table is 1.96.

#### 4.1. Result of Regression Equation

Sub-structural equations (standardized estimates):

$$KK = 0.49*KT + 0.23*WP, \text{ Errorvar.} = 0.56, R^2 = 0.44$$

(0.16)	(0.11)	(0.16)
3.03	2.07	3.58

Structural equations (standardized estimates):

$$OCB = 0.58*KK + 0.31*KT + 0.033*WP, \text{ Errorvar.} = 0.30, R^2 = 0.70$$

(0.17)	(0.11)	(0.084)	(0.077)
3.30	2.85	0.39	3.94

In sub-structural equation it can be seen that the influence of transformation leadership to job satisfaction of 0.49 units, meaning that every effort to increase one unit of transformation leadership will increase employee job satisfaction of 0.49 units. Similarly for nurse workload variable has regression coefficient equal to 0.23 unit mean every effort increase one workload unit nurse will increase employee work satisfaction equal to 0.23 unit. While the coefficient of determination of 0.44 units, meaning transformational leadership variables and workload nurses can explain by 0.44 or 44% influence on job satisfaction, while the rest of 0.56 or 56% influenced by other factors not examined including factors identified and unidentified factors (Jin et al., 2016; Thrun, 2014).

In structural equation it can be seen that the influence of transformational leadership towards OCB is 0.31 unit, meaning every effort to increase one transformational leadership unit will increase OCB equal to 0.31 unit.

For nurse workload variable has regression coefficient equal to 0.33 unit, meaning every effort to increase one workload unit of nurse will increase OCB equal to 0.33 unit. Job satisfaction variable has regression coefficient equal to 0.58 unit, meaning every effort to increase one unit of job satisfaction will increase OCB employee equal to 0.58 unit. While the coefficient of determination of 0.70 units, meaning transformational leadership variables, workload nurses and job satisfaction can explain by 0.70 or 70% influence on OCB employees, while the rest of 0.30 or 30% influenced by other factors that do not researched including factors that have been identified and that have not been identified.

From Figure 1 full sem model diagram that has been fit can be known the results of testing of goodness of fit (GOF) which

**Table 1: Test GOF with full model SEM**

No	Kriteria	Cut off value (Nilai Batas)	Hasil	Kesimpulan
1	Chi square ( $P \geq 0.05$ ) significance probability	$\geq 0.05$	0	Tidak fit
2	GFI	$\geq 0.90$	0.7	Marginal fit
3	AGFI	$\geq 0.90$	0.67	Tidak fit
4	CFI	$\geq 0.90$	0.99	Fit
5	NNFI/TLI	$\geq 0.90$	0.99	Fit
6	RMSEA	$\leq 0.08$	0.04	Fit
7	NFI	$\geq 0.90$	0.95	Fit

Source: Primary data processed researcher with lisrel 8.7. GOF: Goodness of fit, SEM: Structural equation modeling

**Table 2: Conformity test of structural model variables**

Persamaan struktural		Koefisien	Standar	Nilai t hitung/F	Hasil Uji (thitung $\geq 1.96$ )
Variabel Laten Endogen	Variabel Laten Eksogen/Endogen	Jalur	error	hitung	
Kepuasan Kerja (KK)	Kepemimpinan Transformatif (KT)	0.49	0.16	3.03	Signifikan (Partial)
	Workload Perawat (WP)	0.22	0.11	2.07	Signifikan (Partial)
	Kepemimpinan Transformatif (KT) dan Workload Perawat (WP)	$R^2=0.44$	0.16	3.58	Signifikan (Partial)
OCB	Kepemimpinan Transformatif (KT)	0.31	0.17	2.85	Secara Bersama-sama Signifikan (Partial)
	Workload Perawat (WP)	0.03	0.11	-0.39	Tidak Signifikan (Partial)
	Kepuasan Kerja (KK)	0.58	0.084	3.30	Signifikan (Partial)
	Kepemimpinan Transformatif (KT), Workload Perawat (WP) dan Kepuasan Kerja (KK)	$R^2=0.70$	0.077	3.94	Signifikan (Partial) Secara Bersama-sama

Sumber: Data primer diolah peneliti dengan lisrel 8.7. OCB: Organization citizenship behavior

indicates that the model is really fit or significant, as in the following Table 1 and Figure 1.

**4.1.1 Testing criteria**

1. To test the hypothesis partially,  $H_0$  is rejected if the value of CR or t count  $\geq 1.96$ .
2. To test jointly used the criteria of feasibility test of GOF SEM.

Table 2, because the value of  $\gamma = 0.49$  or tcount =  $3.03 > 1.96$  (see sub-structural equation) then  $H_0$  is rejected and  $H_1$  accepted, so the conclusion is “there is influence between transformational leadership to nurse work satisfaction at Government Hospital in DKI Jakarta.” Because the value of  $\gamma = 0.23$  or tcount =  $2.07 > 1.96$  (see sub-structural equation) then  $H_0$  is rejected and  $H_1$  accepted, so the conclusion is “There is influence between workload nurse to nurse work satisfaction at Government Hospital in DKI Jakarta. In table 4.26 full model SEM feasibility test indicates that the full model of SEM is significant, it can be concluded that “there is influence of transformational leadership and workload nurse increase nurse work satisfaction at Government Hospital in DKI Jakarta Region. Because the value of  $\gamma = 0.31$  or tcount =  $2.85 > 1.96$  (see structural equation) then  $H_0$  is rejected and  $H_1$  accepted, so the conclusion is “there is a transformational leadership influence on OCB nurses at Government Hospital in DKI Jakarta. Because the value of  $\gamma = 0.03$  or tcount =  $-0.39 < 1.96$  (see structural equation) then  $H_0$  is rejected and  $H_1$  accepted, so the conclusion is “no effect of nurse workload on nurse OCB at Government Hospital in DKI Jakarta. Because the value of  $\gamma = 0.58$  or tcount =  $3.3 > 1.96$  (see structural equation) then  $H_0$  is rejected and  $H_1$  accepted, so the conclusion is “there is a positive influence and significant job satisfaction on OCB nurses at Government Hospital in DKI Jakarta. In Table 2 in the full model SEM feasibility test indicates that the full model of SEM is significant, it can be concluded that “there is influence of transformation leadership and workload

nurse through job satisfaction increase OCB nurse at Government Hospital in DKI Jakarta (Chung, 2011; Leung et al., 2016; Thrun, 2014).

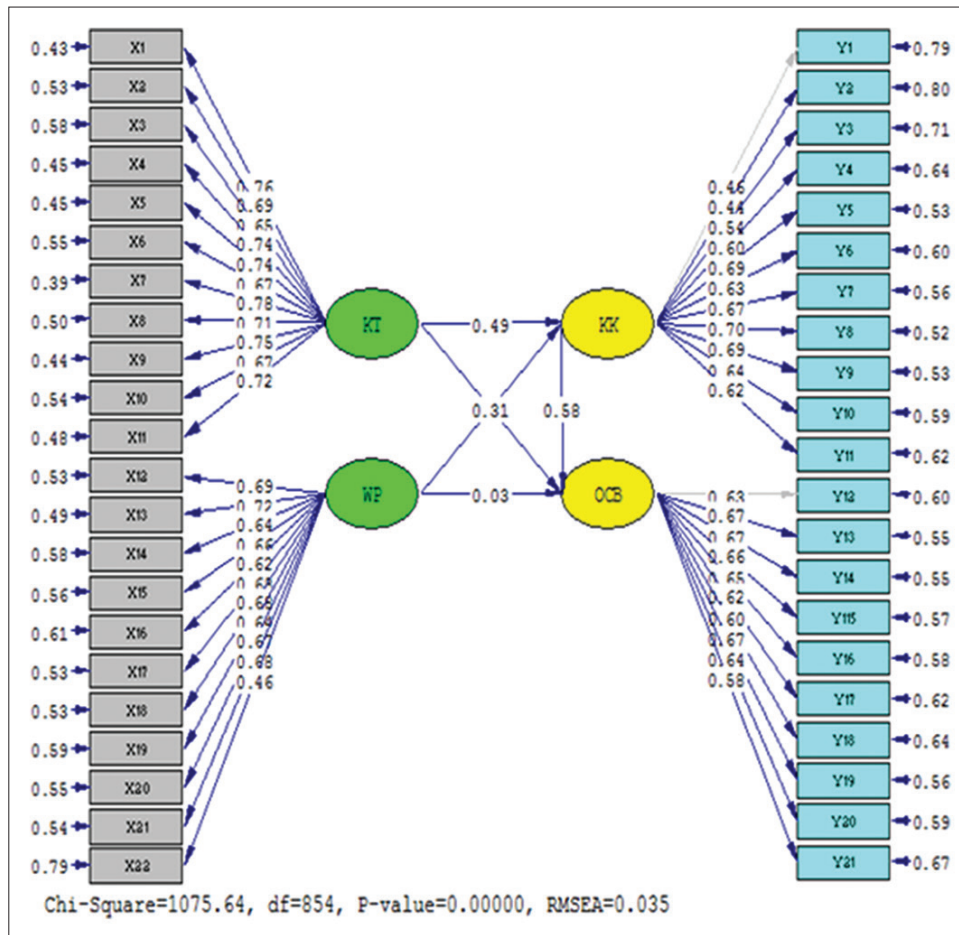
**5. CONCLUSIONS**

Based on the results of sub-structural equations Transformational leadership has a positive and significant influence on nurses’ job satisfaction, a very influencing dimension is the dimension of intellectual stimulation in a leader’s statement appreciating the ideas of his subordinates. Viewed from the age of nurses between 30 and 40 years old where age is the productive age. At that age ideas for the development of agencies to the better direction are numerous, and the idea can be implemented in activities or programs hospital with a young physical condition with a considerable level of experience. Leaders should simultaneously see the ability of their subordinates in providing ideas for the development of the hospital. With the rapid technological advancement of hospitals must be able to adapt to the challenges of technological progress, the appreciation of subordinate ideas is one factor employees feel valued, and will lead to the achievement of nurse job satisfaction. For nurse workload, the leader should be able to see and be sensitive to the burden of each nurse. The high number of patients can make a high workload for nurses, the leader should be able to see the needs of nursing staff, not to the number of patients can not be handled by the lack of number of nursing personnel (HR planning appropriate and appropriate). With the fulfillment of the above requirements will greatly support job satisfaction in the nursing environment and formed a good behavior against the nurse.

Based on the structural results Job satisfaction is effectively able to increase OCB nurses, research results show the strongest



**Figure 1:** Diagram full model structural equation modeling\_fit (standardized coefficient)



dimension is job satisfaction towards colleagues. It identifies that nurses prefer to work with colleagues in completing their tasks. Nurses are satisfied with co-workers in terms of working together to complete the task. The task will become lighter and quickly resolved quickly, if done together leaders in this case must be able to determine the appropriate method of nursing. Many nursing methods provide nursing care.

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