

Analysis of Determinants of Organizational Citizenship Behavior of Professional and Non-Professional Staff in North Sumatra Hospitals: Structural Equation Model Approach

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Received Date : 14.08.2024

Revised Date : 15.10.2024

Accepted Date : 21.10.2024

ABSTRACT

Organizational Citizenship Behavior (OCB) includes voluntary behavior beyond formal duties, considered necessary for increasing organizational effectiveness and efficiency. In the hospital context, these behaviors can significantly impact service quality and patient satisfaction. This study aims to analyze the determinants of Organizational Citizenship Behavior (OCB) among professional and non-professional staff in hospitals in North Sumatra using the Structural Equation Model (SEM) approach. Data was collected through a survey of several professional and non-professional staff in several hospitals in North Sumatra and analyzed using SEM to understand the causal relationship between variables. The results of data analysis confirm that transformational leadership, proactive personality, employee engagement have a positive and significant effect on organizational citizenship behavior. The research results are hoped to provide valuable insights for hospital management in designing strategies to facilitate and increase OCB among employees, thereby supporting overall organizational goals.

Keywords : Transformational Leadership; Proactive Personality; Employee Engagement; Organizational Citizenship Behavior; Staff in Hospitals

ABSTRAK

Organizational Citizenship Behavior (OCB) mencakup perilaku sukarela yang melampaui tugas-tugas formal, dianggap penting untuk meningkatkan efektivitas dan efisiensi organisasi. Dalam konteks rumah sakit, perilaku ini dapat berdampak signifikan pada kualitas layanan dan kepuasan pasien. Penelitian ini bertujuan untuk menganalisis determinan Organizational Citizenship Behavior (OCB) di kalangan tenaga profesi dan non-profesi di rumah sakit di Sumatera Utara menggunakan pendekatan Structural Equation Model (SEM). Data dikumpulkan melalui survei terhadap sejumlah tenaga profesi dan non-profesi di beberapa rumah sakit di Sumatera Utara dan dianalisis menggunakan SEM untuk memahami hubungan kausal antar variabel. Hasil analisis data mengkonfirmasi transformational leadership, proactive personality, employee engagement berpengaruh positif dan signifikan terhadap organizational citizenship behavior. Hasil penelitian diharapkan dapat memberikan wawasan yang berguna bagi manajemen rumah sakit dalam merancang strategi untuk memfasilitasi dan meningkatkan OCB di kalangan karyawan, sehingga mendukung pencapaian tujuan organisasi secara keseluruhan.

Kata Kunci : Kepemimpinan Transformasional; Kepribadian Proaktif; Keterlibatan Karyawan; Perilaku Kewarganegaraan Organisasi; Staf di Rumah Sakit

INTRODUCTION

Hospitals as health institutions have high complexity, where various professional and non-professional personnel work together to provide quality health services to patients (Wang et al., 2022);(Torlak et al., 2021). However, in the face of increasingly complex demands and intense competition, there are challenges in improving organizational performance and employee welfare. First, in the dynamic and often demanding hospital environment, low organizational citizenship behavior (OCB) can lead to a lack of concern for tasks outside of direct responsibilities, which can hinder productivity and the overall quality of health services (Liu et al., 2023);(Che et al., 2021). Second, a lack of understanding of the factors that influence OCB among professional and non-professional personnel can lead to confusion in roles and responsibilities and a lack of motivation to make the extra contributions necessary to ensure organizational success (Berberoglu, 2018).

Transformational leadership can inspire and motivate employees through a clear vision, providing emotional support, and encouraging innovation and positive change (Nastavia Putri & Lista Meria, 2022);(Gurmani et al., 2021). Transformational leaders can encourage employees to go beyond their formal duties and contribute more deeply to the organization. Previous research on OCB shows that transformational leadership has a significant influence on OCB (Yang et al., 2020);(Widisatria & Nawangsari, 2021);(Marmosa, 2022). Transformational leaders, who can inspire and motivate employees through a clear vision and emotional support, are often successful in encouraging employees to go beyond their formal responsibilities. These studies found that when employees feel support and motivation from a transformational leader, they are more likely to engage in behaviors that benefit the organization, such as helping coworkers and contributing to increased team efficiency (Efendi et al., 2023);(Butarbutar et al., 2022). By inspiring and motivating subordinates, transformational leaders encourage employees to behave proactively to support organizational success through voluntary actions and initiatives that exceed the demands of their jobs (Nastavia Putri & Lista Meria, 2022);(Gurmani et al., 2021). Through their influence, transformational leaders shape an organizational culture that promotes OCB as an integral part of the organization's identity and values (Yang et al., 2020);(Marmosa, 2022).

Employees with a proactive personality tend to engage in OCB more quickly because they are naturally driven to make more significant contributions and look for ways to increase organizational effectiveness (Zhang et al., 2022);(Hartini et al., 2021). In the hospital context, professional and non-professional staff with a proactive personality are expected to be more active in finding solutions, providing better services, and helping their colleagues. Proactive personality has also been widely researched in the context of OCB (Peng et al., 2020);(Wang et al., 2022);(Torlak et al., 2021). Employees with a proactive personality tend to be more active in seeking opportunities to improve their performance and that of the organization. Studies show that individuals with high initiative and who do not hesitate to take independent action often engage in more OCB. They are more likely to help coworkers, look for ways to improve work processes and take on additional responsibilities without being asked. In the hospital context, medical and non-medical personnel with a proactive personality can play a crucial role in ensuring smooth operations and optimal service (Che et al., 2021);(Bhawna et al., 2023). (Nadeem et al.,

2021). In doing so, they establish a work culture that promotes OCB as a natural response to a work environment that facilitates initiative and collaboration (Nadeem et al., 2021);(Zaman & Bilal, 2021).

Previous research shows that employees who feel emotionally involved and committed to their work are likelier to exhibit OCB (Na-Nan et al., 2021);(Khairy et al., 2023). This engagement is often influenced by various factors, including job satisfaction, a sense of belonging to the organization, and positive interpersonal relationships in the workplace. Engaged employees tend to be more motivated to make additional contributions, whether in the form of time, effort, or ideas, all of which can improve organizational performance (Zúñiga et al., 2022);(Edwar & Sulastri, 2023);(Sofiyani et al., 2022). Results from previous research also indicate that employee engagement has a positive long-term impact on organizations. Engaged employees tend to be more satisfied with their jobs, have higher loyalty to the organization, and demonstrate better performance (Shams et al., 2020);(Sun & Yoon, 2022). In hospitals, high levels of engagement among medical and non-medical personnel can increase employee retention, reduce turnover, and create a positive work culture. Therefore, strategies to increase employee engagement should be a priority for hospital management who wish to increase OCB and achieve organizational goals effectively (Jung & Yoon, 2021);(Liu et al., 2023). Apart from that, employee engagement also plays a role in forming a work culture that supports OCB by promoting collaboration, trust, and mutual support between colleagues (Priscilla et al., 2021);(Khairy et al., 2023). Therefore, based on several previous research results, we can develop a hypothesis: H1: Transformational leadership influences organizational citizenship behavior; H2: Proactive personality influences organizational citizenship behavior; H3: Employee engagement affects organizational citizenship behavior.

Research on OCB of professional and non-professional staff in North Sumatra hospitals using a structural equation modeling (SEM) approach is very important in improving the quality of health services and organizational welfare. In a complex hospital environment and the involvement of various professional and non-professional personnel, understanding the factors that influence OCB is crucial. OCB has been proven to improve organizational performance, improve interpersonal relationships, and encourage innovation. By understanding the factors that influence OCB, hospital management can take appropriate steps to improve organizational performance, improve employee welfare, and optimize the health services provided to the community. This research will provide an in-depth and scientific view of the factors that influence OCB in North Sumatra hospitals so it can become a basis for developing more effective and sustainable managerial policies and practices. Thus, this research has significant urgency in the context of increasing effectiveness, efforts to improve the quality of health services, organizational welfare in hospitals, and the sustainability of the health service system in North Sumatra.

RESEARCH METHOD

This research uses a library and field research design with a quantitative approach. The research focused on Simalungun Regency and Pematangsiantar City in North Sumatra as research locations. Simalungun District and Pematangsiantar City were chosen because they both have a variety of hospitals that represent important health organizational

contexts in this study. The population in this study consisted of professional and non-professional staff who worked in hospitals in Simalungun Regency and Pematangsiantar City in North Sumatra. Professional personnel include doctors, nurses, pharmacists, and other medical personnel, while non-professional personnel include administrative staff, cleaners, and other service personnel. The sample size will be determined by considering the population size, level of confidence, and the desired margin of error to obtain reliable results that can be used as a basis for generalization. The sampling method used in this research is the convenience sampling method; this technique was chosen because it is the fastest method due to time constraints, and anyone who accidentally meets the researcher can be used as a sample if that person is deemed suitable as a data source. The estimated number of samples will be adjusted to the statistical requirements for valid and reliable analysis. According to (Turner, 2020), if the population size is unknown, then the sample size can be determined from 5-10 times the number of indicators used in a single construct. This research used 19 indicators from 4 existing variable dimensions, so the number of research samples obtained was $19 \times 10 = 190$.

The data analysis technique uses the SEM method with Partial Least Squares Modeling (PLS-SEM). A Structural Equation Model (SEM) approach based on Partial Least Square was carried out for hypothesis testing. PLS-SEM is a powerful statistical method for testing complex conceptual models and will provide an in-depth understanding of how these determinants interact to shape OCB in the hospital environment (Ghozali, 2014). The Structural Equation Model (SEM) approach will be used to analyze the relationship between key variables in the research, such as transformational leadership, proactive personality, and employee involvement with OCB. Furthermore, the measurement of research variable indicators is summarized in the variable operational definition table, which can be explained in Table 1:

Table 1. Operational Definition of Research Variables

Variable	Code	Items	Adapted From
Transformational Leadership	TL1	Idealistic Influence	(Gurmani et al., 2021);(Yang et al., 2020)
	TL2	Inspirational Motivation	
	TL3	Intellectual Stimulation	
	TL4	Individual Consideration	
Proactive Personality	PP1	Initiative	(Zhang et al., 2022);(Nadeem et al., 2021)
	PP2	Anticipation	
	PP3	Independence	
	PP4	Courage	
	PP5	Creativity	
Employee Engagement	EE1	Opportunity to Grow	(Sun & Yoon, 2022);(Zúñiga et al., 2022)
	EE2	Work-Life Balance	
	EE3	Physical Resources	
	EE4	Role Clarity	
	EE5	Rewards	
Organizational Citizenship Behavior	OCB1	Altruism	(Wang et al., 2022);(Che et al., 2021)
	OCB2	Conscientiousness	
	OCB3	Courtesy	
	OCB4	Sportsmanship	
	OCB5	Civic Virtue	

Source: Processed Data, 2024

In accordance with the explanation in Table 1, operational definitions of research variables are very important because they provide clarity about how the variables under study will be measured and observed in the research context. This definition ensures that abstract concepts can be translated into indicators that can be measured empirically, thereby facilitating the process of collecting valid and reliable data. The operational definition of transformational leadership variables consists of idealistic influence, inspirational motivation, intellectual stimulation, and individual consideration. The proactive personality variable is measured by the dimensions of initiative, anticipation, independence, courage and creativity. The employee engagement variable is measured by the dimensions of opportunities for growth, work-life balance, physical resources, role clarity, and rewards. The final dimension of Organizational Citizenship Behavior is measured by the dimensions of altruism, prudence, politeness, sportsmanship and civic virtue.

RESULTS AND DISCUSSION

Table 2. Descriptions of Research Respondents

Categories	Details	Amount	Percentage (%)
Gender	Men	75	39.48
	Woman	115	60.52
Age (years)	20-29	55	28.94
	30-39	65	34.22
	40-49	53	27.89
	50-59	17	8.95
Level of education	High school	72	37.89
	Bachelor	90	47.37
	Masters	28	14.74

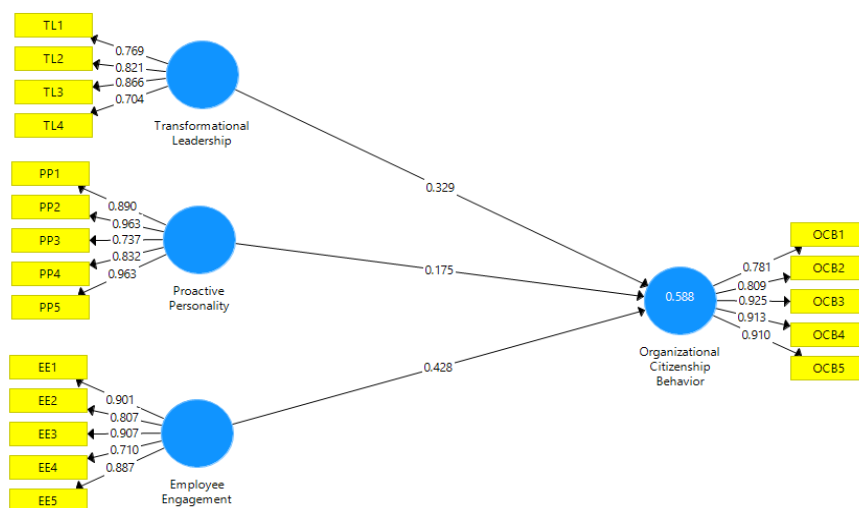
Source: Processed Data, 2024

Respondents in this study consisted of 190 people divided into several demographic categories. As can be seen in Table 2, based on gender, the majority of respondents were women with 115 people (60.52%), while there were 75 men (39.48%). In terms of age, the largest group was those aged 30-39 years with 65 respondents (34.22%), followed by the 20-29 year old group with 55 people (28.94%). The 40-49 year age group had 53 respondents (27.89%), while the smallest group was respondents aged 50-59 years with 17 people (8.95%). In terms of education level, the majority of respondents had a bachelor's degree with a total of 90 people (47.37%), followed by respondents with a high school education of 72 people (37.89%). Respondents with postgraduate (master's) education amounted to 28 people (14.74%). This demographic data shows that the majority of respondents are women aged 30-39 years with a minimum education level of a bachelor's degree, which reflects variations in experience and educational background.

Outer Model Measurement

The results of the data obtained from the research questionnaire were processed using the SmartPLS version 3.2.9 application with processing guidelines (Juliandi, 2018). The validity and reliability tests were conducted to measure the outer model. The loading

factor determines a convergent validity testing and AVE with the condition that the loading factor is above 0.7 and the AVE value is 0.5(Hair, 2014). The model reliability test, according to(Hair, 2014), is seen from the value of Cronbach's alpha and composite reliability (CR), which has a value higher than 0.7. The following will show an explanation of the measurements of the outlier model, which is presented in Figure 1 and Table 3:



Source: Processed Data, 2024

Figure 1. Outer Model Display

Table 3. Outer Model Measurement Results

Construct/item	Code	Outler Loadings	Cronbach's alpha	CR	AVE
Transformational Leadership			0.800	0.870	0.628
Idealistic Influence	TL1	0.769			
Inspirational Motivation	TL2	0.821			
Intellectual Stimulation	TL3	0.866			
Individual Consideration	TL4	0.704			
Proactive Personality			0.925	0.945	0.776
Initiative	PP1	0.890			
Anticipation	PP2	0.963			
Independence	PP3	0.737			
Courage	PP4	0.832			
Creativity	PP5	0.963			
Employee Engagement			0.898	0.926	0.715
Opportunity to Grow	EE1	0.901			
Work-Life Balance	EE2	0.807			
Physical Resources	EE3	0.907			
Role Clarity	EE4	0.710			
Rewards	EE5	0.887			
Organizational Citizenship Behavior			0.918	0.939	0.756
Altruism	OCB1	0.781			
Conscientiousness	OCB2	0.809			
Courtesy	OCB3	0.925			
Sportsmanship	OCB4	0.913			
Civic Virtue	OCB5	0.910			

Source: Processed Data, 2024

In the validity test presented in Table 3, it was obtained that the value of each loading factor on the indicators of the variables of transformational leadership, proactive personality, employee engagement, and organizational citizenship behavior was above 0.7 and 0.5 for the average variance extracted (AVE) value. Furthermore, for Cronbach's alpha value and composite reliability, the value for each variable was above 0.7, which shows that all research variables had good reliability values. With these sound values, it can be used as an overview that the condition of the relationship between variables was also good so that further tests can be carried out.

Inner Model Measurement

Inner model measurement was carried out by bootstrapping research data using SmartPLS 3.2.9. There were two results obtained from bootstrapping; the first was the significance of the two related variables and the study's R-square. The R-square value is the value that shows the ability of exogenous variables to build endogenous variables. According to (Chin et al., 2008), there are three categories of R-square values: if the R-square value is 0.19, the relationship between exogenous variables forming endogenous variables is weak; if it is 0.33, it means that the relationship is moderate, and if the value is 0.67, it means that the relationship is strong. Meanwhile, (Sarwono, 2016) stated that if the R-square value is more than 0.67, the relationship between endogenous and exogenous variables is solid.

Table 4. Calculation results of the R-Square value

Notes	R Square	R Square Adjusted
Organizational Citizenship Behavior	0.588	0.481

Source: Processed Data, 2024

Judging from Table 4 on the R-square value for the endogenous variable organizational citizenship behavior (OCB), the value obtained is 0.588, the value of which ranges from 0.33-0.67, this shows that the ability of the exogenous variables to explain endogenous variables is moderate. Next, to prove the hypothesis testing, a significance test is carried out to determine the relationship between the exogenous variables and the endogenous variables. A significant criterion is seen in the p-value. With a significance level of 5%, if the p-value between exogenous and endogenous variables is less than 0.05, it means that the exogenous variable has a significant effect on the endogenous variable; conversely, if the value is more significant than 0.05, it means that the exogenous variable does not have a significant effect on building the endogenous variable. The following are the results of the hypothesis test explained in Table 5:

Table 5. Hypothesis Test Results

Hypothesis	Coefficient	t-count	P-Value	Conclusion
Transformational Leadership>>Organizational Citizenship Behavior	0.329	4,836	0,000	Accepted
Proactive Personality>>Organizational Citizenship Behavior	0.175	4,355	0,000	Accepted
Employee Engagement>>Organizational Citizenship Behavior	0.428	6,892	0,000	Accepted

Source: Processed Data, 2024

Based on the results of the processed data presented in Table 5, it is known that the influence of transformational leadership on OCB has obtained positive and significant results with a p-value of 0.000, below 0.05. Furthermore, the influence of proactive personality on OCB obtained positive and significant results with a p-value of 0.000, which was below 0.05. Likewise, positive and significant results were obtained for the influence of employee engagement on OCB with a p-value of 0.000, which was below 0.05. Overall, from the three hypotheses built to test the direct influence between variables, the conclusion was that all hypotheses were declared accepted.

Discussion

This research concludes that transformational leadership has a positive and significant effect on OCB. Transformational leaders encourage employees to identify and achieve higher goals through a clear and compelling vision. In hospitals, leaders who show concern and support for employee well-being can create a work environment conducive to voluntary behavior, such as helping coworkers, keeping the work environment tidy, and showing initiative that benefits the organization. Research by (Nastavia Putri & Lista Meria, 2022);(Gurmani et al., 2021), found transformational leadership has a positive and significant effect on OCB. Transformational leadership also increases OCB by establishing strong and positive relationships between leaders and employees. Transformational leaders often communicate deeply, provide constructive feedback, and validate employee contributions. This creates a higher sense of ownership and commitment among employees, both professional staff, such as doctors and nurses, and non-professional staff, such as administrative staff. When employees feel appreciated and recognized, they tend to be more eager to contribute more than expected. Additionally, transformational leaders emphasize the personal and professional development of employees. They provide training, mentoring, and skills development opportunities to help employees feel more competent and confident. This development is significant in the hospital because medical and non-medical personnel need to continue improving their skills to meet high health service standards. Employees will feel more motivated to contribute beyond their job description with this support.

This research concludes that a proactive personality has a positive and significant effect on OCB. Employees with a proactive personality do not just wait for instructions but actively look for opportunities to contribute more. They take the initiative to help coworkers, improve work processes, and participate in organizational activities beyond their formal job description, thereby increasing OCB in the hospital. In addition, individuals with proactive personalities have a future orientation and focus on continuous

development and improvement. They tend to think of new ways to increase efficiency and effectiveness in their work. This may mean looking for innovative methods to improve patient care or administrative workflows in hospitals. Research by (Che et al., 2021);(Bhawna et al., 2023), found proactive personality has a positive and significant effect on OCB. This proactivity helps improve service quality and creates a dynamic work environment where all employees are motivated to give their best. A proactive personality is also associated with high levels of internal motivation. Proactive employees usually have a strong sense of responsibility and intrinsic motivation to achieve higher goals. They feel responsible not only for their tasks but also for the success of the team and the organization as a whole. In hospitals, professional and non-professional personnel with internal solid motivation tend to engage in OCB, such as providing extra help to patients or co-workers, without expecting additional rewards.

The results of this research conclude employee engagement has a positive and significant effect on OCB. Studies show that employees who feel emotionally engaged are more likely to exhibit volunteer behaviors that support hospital operations, such as helping coworkers, contributing to additional projects, and participating in activities that increase organizational efficiency. Employee involvement in the hospital context also positively impacts job satisfaction and a sense of belonging to the organization. When employees feel involved in the goals and values of the organization, they are more motivated to give their best in their work. This creates a more positive and harmonious work environment and improves the quality of service provided to patients. Research by (Jung & Yoon, 2021);(Liu et al., 2023), found employee engagement has a positive and significant effect on OCB. Engaged employees tend to care more about the hospital's overall success and are better prepared to collaborate with coworkers to achieve shared goals. Additionally, employee engagement is critical in increasing OCB by strengthening interpersonal relationships and team cooperation. When employees feel involved and valued, they are more likely to share knowledge, provide support, and collaborate with others without expecting immediate reward. In hospitals, where coordination between departments and teams is critical to providing quality care to patients, employee involvement can facilitate better and more effective collaboration.

CONCLUSION

The study also found that transformational leaders are key in strengthening organizational values and broadening employees' perspectives on their responsibilities to patients and coworkers. Transformational leaders help shape a positive and inclusive work culture in hospitals by instilling values such as integrity, caring, and collaboration. This improves the quality of services provided, reduces conflict, and increases team cohesion between professional and non-professional staff. Overall, the new findings from this study underscore the importance of transformational leadership in creating a work environment that supports OCB in hospitals. By inspiring, motivating, and empowering employees, transformational leaders strengthen relationships between individuals in the organization and improve operational effectiveness and the quality of services provided. Therefore, developing and strengthening transformational leadership in North Sumatra hospitals can be an effective strategy for improving organizational performance and meeting complex needs in the health sector.

This study also found that a proactive personality is closely related to high intrinsic motivation. Employees with a proactive personality feel internally driven to give their best in their work. They tend to have a strong sense of responsibility for the success of the organization and the quality of services provided to patients in the hospital. This contributes to OCB because they are more motivated to make additional contributions that benefit the team and the organization. Overall, the new findings from this study underscore the importance of a proactive personality in supporting OCB in the hospital setting. Hospitals can create a work culture that supports innovation, collaboration, and high performance by developing proactive personalities among professional and non-professional personnel. Therefore, strengthening a proactive personality can be an effective strategy to improve operational efficiency and provide better patient services in line with the demands of today's dynamic healthcare environment.

This study also reveals that employee engagement is important in increasing job satisfaction in hospitals. Employees who feel involved in the organization's goals and values are more satisfied and motivated to give their best. This creates a positive and harmonious work environment and contributes to increasing productivity and the quality of services provided to patients. Overall, these findings show that employee engagement is not just an indicator of job satisfaction, but is also the key to building an inclusive and proactive work culture in hospitals. By increasing employee engagement through effective communication, recognition of their contributions, and growth opportunities, hospitals can strengthen OCB, increase operational efficiency, and provide better health services to the community.

RECOMMENDATIONS

For future research development, several aspects need to be considered. First, it is important to expand the scope of research by integrating more potential determinants, such as other psychological factors that may contribute to volunteer behavior in the hospital work environment. This can provide a more holistic understanding of how transformational leadership, proactive personality, and employee engagement influence OCB. Additionally, future studies could explore the impact of contextual variables specific to the health sector, such as work pressure, professional ethics, and morality on decision making. This helps deepen understanding of factors that moderate the relationship between main variables such as transformational leadership, proactive personality, and employee engagement with OCB in hospitals. No less important, future research development must pay attention to methodological aspects that allow for more accurate and representative data collection. This includes using valid and reliable measurement instruments for each variable studied and adequate sampling techniques to obtain a representative sample of the North Sumatra hospital employee population.

ACKNOWLEDGEMENTS

On this occasion, the writing team would like to express their deepest gratitude to the DRTPM Kemdikbudristek for the funding budget provided for the National Competitive Beginner Lecturer Research Scheme implementation year 2024 with main contract number 103/E5/PG.02.00.PL/2024 dated 10 June 2024 and derivative contract 071/LL1/AL.04.03/2024 dated 20 June 2024. The writing team would also like to express

their deepest thanks to all parties involved in the process of completing the research and writing the article, as well as to the entire academic community of the Sekolah Tinggi Ilmu Ekonomi Sultan Agung who have provided support to our team.

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