

FACTORS RELATED WITH ORGANIZATIONAL CITIZENSHIP BEHAVIOR AT PASIRIAN GENERAL HOSPITAL'S EMERGENCY DEPARTMENT

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ABSTRACT

Pasirian General Hospital is a brand new hospital that officially operated since six months ago. One of the important units that plays big role in the society's service in Pasirian General Hospital is the emergency department. The purpose of this research is to find factors related to organizational citizenship behavior (OCB) in emergency department of Pasirian General Hospital. The type of this research is observational analytic with cross sectional approach. This research was conducted at Pasirian General Hospital's emergency department involving 31 employees. The independent variables of this research consist of job satisfaction, organizational commitment, and motivation. The dependent variable is organizational citizenship behavior (OCB). The data was analyzed with Pearson's statistic test to know the correlation between variables. There is a significant correlation between organizational commitment and OCB ($r=0.682$). A significant correlation was also found between motivation and OCB ($r=0.713$). Meanwhile, based on statistical analysis result, it's known that job satisfaction's variable has no significant correlation with OCB ($r=-0.199$). This research still need further evaluation on job satisfaction, organizational commitment, motivation and organizational citizenship behavior (OCB) owned by emergency department's employees of Pasirian General Hospital.

Keywords: Commitment, motivation, organizational citizenship behavior.

INTRODUCTION

Nowadays, organizations are required to move quickly, adaptively, precisely, and efficiently. Human resource is one of the important driving factors of an organization. External organizational conditions, such as globalization, investment climate change, labor conditions, government regulation, and so on are factors beyond the control of the organization. Organizations expect maximum individual performance to achieve organizational goals, since essentially individual or group performance is ultimately affecting the overall progress of the organization. Organizational productivity is needed by the organization in order to remain exist. One factor affecting individual performance that will also affect organizational performance is called organizational citizenship behavior (OCB).

According (Mangkunegara, 2007) employee performance in carrying out it's duties is inseparable from personal factors and environmental factors of the organization. Good employee performance will be realized when they carry out the work, employees have commitment and OCB (organizational citizenship behavior) to the company. High work's performance comes from the commitment and OCB that gives strong bonds between employees and the company so as to carry out the obligations well in accordance with the role and position in the company.

OCB is defined as extra-work-related behavior beyond routine tasks that is determined by job descriptions or measured in formal evaluations (Bateman, 1983) OCB is also needed in cooperation among employees to create a solid team. OCB also can improve organizational effectiveness so that the organization's performance gets even better. Organization should know several factors that can create OCB on their employees. According to (Robbins & Judge, 2013) the facts show that organizations that have employees who have good organizational citizenship behavior (OCB) will perform better than other organizations. People who display organizational citizenship behavior (OCB) are referred to as good citizens.

OCB related with the manifestation of an employee as a social being. OCB is a form of volunteer activity from members of organizations that support organizational functions. This behavior is usually expressed in the form of actions that show selflessness and giving attention to the others. Employees with OCB will control their own behavior so they be able to choose the best behavior for the benefit of the organization. Successful organizations need employees who are willing to do more work than they do and work out what the company expects. OCB on employees deserves special attention and appreciation so that employees continue to be encouraged to do OCB. Such behavior is like helping a colleague, obeying the rules and procedures at work, and volunteering for extra tasks.

Employee who contributes to organizational effectiveness by doing things beyond their duties or their leading role are assets for the company. Examples of employees' OCB actions within the company are volunteering for extra work activities, assisting co-workers, and he provides positive comments about the company. OCB is an organizational value because although OCB is not seen as a traditional performance measure, OCB can still affect organizational performance by supporting existing task activities and influencing performance evaluations. Employees showing OCBs, such as helping others or making innovative suggestions, receive higher performance ratings (Luthans, 2006).

Health insurance, career development, and the atmosphere of the workplace is found as constraints that can limit the achievement job satisfaction. Organization needs special attention, so that it can support the work of its main employee related to the workplace atmosphere (Larasati & Haksama, 2016). Job satisfaction is also an important factors that related to OCB, while motivational factors also have an important influence on determining leadership in performance improvements that capture market opportunities (Sholihah & Haksama, 2014).

Emergency department is an important part of a hospital that provides early treatment for patients suffering from illness and injury, which can threaten its survival. Emergency department organizations are multidisciplinary, multiprofessional and integrated with a functional organizational structure consisting of elements of leadership and executing elements responsible for implementation service to emergency patients at Emergency department with full authority led by a Responsible Physician. Due to the operational nature of Emergency department that must be fast, precise and time-limited, the ideal Emergency department depends greatly on human resources, good work procedures, support facilities to support diagnostic processes, drug support and medical consumables adequate, clear patient entrance and exit passages, ready-to-use operation rooms and support of ambulance transportation focusing on the safety of patients.

Pasirian General Hospital is a brand new hospital officially operated since August 2017 in Lumajang Regency. It's currently a D type hospital. Pasirian General Hospital is a hospital that managed by local government. One of the goals that want to be achieved by the management of Pasirian General Hospital is to improve the quality of human resources there. As a new hospotal, Pasirian General Hospital need a lot to improve, such as improving room facility, medical care

service quality, and the most important is also improving the quality of the health employee (Haksama, 2017). It's an important matter to deal with challenges in the present and future. The purpose of this research is to find several factors related to organizational citizenship behavior (OCB) at Pasirian General Hospital's emergency department.

MATERIALS AND METHODS

The type of this research is an analytic research. The design of this research using cross sectional approach is with independent variables and dependent assessed once at one time and data is collected only once. This research was conducted at Pasirian General Hospital's emergency department, Lumajang Regency, East Java. The population of the research is all of the employee of Pasirian General Hospital's Emergency unit. The sample of the research are 31 employees. The research was conducted on January 2018. The variables of this research consist of three independent variables and one dependent variable. The independent variables of this research consist of job satisfaction, organizational commitment, and motivation. The dependent variable is organizational citizenship behavior (OCB). The instrument used in this research is check list and closed questionnaire both through interview technique to get more accurate and in-depth information. The reason for choosing the use of this questionnaire as an instrument in research because it is relatively easy and fast. Primary data collection was done by distributing questionnaires to all of employees at Emergency department of Pasirian General Hospital. The secondary data is a technique of study documentation conducted by researchers using employment data that available in Pasirian General Hospital.

Data collection procedure is a series of activities undertaken in obtaining data in the field. This data collection procedure is done with the initial stages of explaining the intention and purpose of the research undertaken and continued by describing the benefits obtained by the respondents while following this research. After all explanations are submitted to the respondent starting from the intent and purpose up to the confidentiality and security of the identity of the respondent, then each respondent is required to fill out the willingness sheet to be the respondent (informed consent) signed by the respondent in question. After the respondent signs the willingness sheet, the questionnaire filling can be done.

Prior to data processing, research variables were scored in accordance with the answer on each choice of answers for each question provided. Data analyzed by using IBM SPSS Statistics 25 using Pearson's statistic test to find the correlation between dependent and independent variables. Statistical significance for quantitative analysis was determined at $\alpha \leq 0.05$.

RESULT AND DISCUSSION

Based on the research, data about employee's characteristics of Emergency department on Pasirian General Hospital were obtained. It's classified generally on table 1.

Table 1: Employee's characteristics of Pasirian General Hospital's Emergency department

Employee's characteristics	n	%
Gender		
Male	16	51.6
Female	15	48.4
Type of employee		
Doctor	5	16.1
Nurse	14	45.2
Nurse assistant	4	12.9
Transporter	3	9.7

Ambulance driver	2	6.5
Emergency Instalation Unit admission	3	9.7
Age		
<25 years old	11	35.5
25-30 years old	17	54.8
>30 years old	3	9.7
Job satisfaction		
Moderate	28	90.3
High	3	9.7
Organizational commitment		
Moderate	2	6.5
High	29	93.5
Motivation		
Moderate	4	12.9
High	27	87.1
Organizational citizenship behavior		
Moderate	4	12.9
High	27	87.1

Based on table 1, it is known that the job satisfaction of employees belong to the moderate category because 90.3% employees is categorized as moderate level of job satisfaction. Most of the employee's commitments are high at 93.5%. The motivation of the officers is high 87.1%, as well as the OCB owned by employees are categorized as high at 87.1%.

Cross tabulation between job satisfaction and organizational citizenship behavior (OCB) can be seen on table 2.

Table 2: Crosstab between job satisfaction and Organizational citizenship behavior (OCB)

Job satisfaction	Organizational citizenship behavior			
	Moderate		High	
	n	%	n	%
Moderate	3	75.0	25	92.6
High	1	25.0	2	7.4
Total	4	100.0	27	100.0

Based on table 2, it is known that employees with moderate level of job satisfaction have a high OCB at 92.6%. These results provide information that employees still have a high OCB despite the perceived job satisfaction is moderate.

Cross tabulation between organizational commitment and organizational citizenship behavior (OCB) can be seen on table 3.

Table 3: Cross tabulation between organizational commitment and organizational citizenship behavior (OCB)

Organizational commitment	Organizational citizenship behavior			
	Moderate		High	
	n	%	n	%
Moderate	2	50.0	2	7.0
High	0	50.0	27	93.0
Total	2	100.0	29	100.0

Based on table 3, it is known that employees who have high organizational commitment as well as high OCB at 93.0%. These results provide information that the higher the organizational commitment, the higher the OCB.

Cross tabulation between motivation and organizational citizenship behavior (OCB) can be seen on table 4.

Table 4: Cross tabulation between motivation and organizational citizenship behavior

Motivation	Organizational citizenship behavior			
	Moderate		High	
	n	%	n	%
Moderate	3	75.0	1	3.7
High	1	25.0	26	96.3
Total	4	100.0	27	100.0

Based on table 4, it is known that high motivated employees that have high OCB are 96.3%. These results provide information that the higher the motivation that employees have in working, their OCB is also higher.

The statistical analysis results that have been tested the correlation between dependent variable and independent variables. The results of statistical analysis can be seen in table 5.

Table 5: Correlation between job satisfaction, organizational commitment, and motivation with organizational citizenship behavior (OCB)

Independent variables	r	P value
Job satisfaction	-0.199	0.282
Organizational commitment	0.682	0.000
Motivation	0.713	0.000

Based on table 5, obtained $p < 0.05$ for organizational commitment and motivation variables. It can be concluded that there is a significant correlation between organizational commitment and OCB ($r = 0.682$). A significant correlation was also found between motivation and OCB ($r = 0.713$). Meanwhile, based on statistics analysis result, it's known that $p > 0.05$ for job satisfaction's variable, so it can be concluded that there is no significant correlation between job satisfaction and OCB.

The results of this research indicate that there is no significant correlation between job satisfaction and OCB. This result is different with research conducted by (Junaidah, 2015). It shows that there is a significant correlation between job satisfaction and OCB. Research conducted by (Mohammad, Habib, & Alias, 2011) shows job satisfaction has a positive correlation with OCB. In this research, job satisfaction is not preventing employees to have higher OCB. The lack of significant correlation between job satisfaction and OCB in this research can be caused by the newly operated Pasirian General Hospital. The new employees will surely seek loyalty to the organization. It is necessary to evaluate employee's job satisfaction because if managements don't pay attention to employee's job satisfaction, it might hinder or eliminate the OCB.

The results of the research indicate a significant correlation between organizational commitment and OCB. This Research is supported by the research conducted by (Lin & Chang, 2015) which shows that there is a positive correlation between job commitment and OCB on hospital's nurses. This research shows that employees at Pasirian General Hospital's Emergency department feel happy when they are working and trying to achieve unit's target. It's indicated that by strengthening organizational commitment can greatly increase employee's OCB in work. Research conducted by (Huang, You, & Tsai, 2012) shows hospitals can improve OCB by supervising organizational commitment of their employees. Organizational commitment and OCB have a significant influence with employee's performance.

The result of the research shows that there is a significant correlation between employee's motivation and OCB. This research is have the similar result with research conducted by (Junaidah, 2015) which shows that there is a significant correlation between motive to achieve and OCB. These results suggest that highly motivated employees can have strong OCB at work. This behavior emerges because of the motive to show good performance to the manager. The results of this research are similar with the research conducted by (Organ, 2006) and (Novelia, Swasto, & Ruhana, 2016) that shows factors that influences the emergence of OCB are disparity of employee. Individual disparities consist of personality, ability, experience, training, knowledge, honor's ignorance, motivation, individual's needs and individual's values.

CONCLUSION

The result of the research shows the significant correlation between organizational commitment and motivation with organizational citizenship behavior (OCB). Meanwhile job satisfaction does not indicate a significant correlation with organizational citizenship behavior (OCB). This research still need further evaluation on job satisfaction, organizational commitment, motivation and organizational citizenship behavior (OCB) owned by emergency department's employees of Pasirian General Hospital. The research was conducted about six months after the hospital newly operated, so the results of this research need to be monitored again with also considering the working period of employees that might influence the development of this research variable. It is necessary to conduct further research on factors that might be related to organizational citizenship behavior (OCB) such as length of services, and perceived organizational support.

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