

The Influence of Organizational Commitment on Organizational Citizenship Behavior on Nurses at USU Hospital

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Abstract – Every organization must have a strategy in achieving success, human resources have a very important role. Organizational citizenship behavior on every employee really helps the organization or company in achieving company goals, organizational citizenship behavior can be created if employees are committed to the company so that they contribute highly to work. This study aims to determine the effect of organizational commitment on organizational citizenship behavior possessed by nurses at Universitas Sumatera Utara Hospital. This study involved 160 nurses at the University of North Sumatra Hospital. Measuring instruments used in this study are the scale of organizational citizenship behavior and the scale of organizational commitment. The result of simple regression analysis shows that organizational commitment has a positive and significant effect on organizational citizenship behavior. Organizational commitment makes a positive contribution to organizational citizenship behavior. The implication of this research is that the hospital can maintain or increase the commitment of the nurses so that it can affect the organizational citizenship behavior that will be displayed.

Keywords - Organizational Citizenship Behavior, Organizational Commitment.

I. INTRODUCTION

Today the number of industries / companies in Indonesia is increasing, resulting in an increasingly competitive situation. The development of hospital business which is very fast now causes hospital business competition to become very sharp, so that maximum management is needed. The USU hospital as one of the hospitals under North Sumatra's government has a function to provide optimal health services to the public or existing patients. At present, it is not only the presence or treatment of doctors who are most prioritized in providing health services within the hospital. However, nursing care services are also no less prioritized because nurses face to face 24 hours a day with patients (Karch, 2011). In this case, nurses are the spearhead of the hospital which is one of the key services of the hospital. With the many tasks that must be done and the number of patients who are erratic, it also allows the patient explosion (overload) so that it will affect the behavior or performance of nurses.

During an internship at USU's hospital, researchers

discovered a phenomenon related to work behaviors in nurses and complaints felt by patients. Researchers found complaints from patients and families of patients who took medication while in USU hospitals such as nurses' attitudes that were less friendly, less alert and long in serving patients. For this, according to what researchers found in the field. Previously researchers also conducted observations and interviews with USU hospital employees such as nurses, and also other non-health employees. Work behavior found by researchers is like nurses who have less initiative in helping other nurses when facing a large number of patients. This also ultimately affects the relationship that is not good among fellow nurses so as to make the team less effective at work and this also has an indirect impact on the less than optimal service felt by the patient. In addition, there is also the behavior of nurses who incite other nurses not to help their coworkers. There are also nurses who are unwilling to accompany or help nursing students who are doing internships at USU Hospital in providing services such as putting infusions on patients. Where, this relates to patient complaints about nurses who are less skilled in performing

services.

The work behaviors of nurses at USU hospitals indicate behavior that does not reflect organization citizenship behavior (OCB). The concept of OCB itself was first put forward by Dennis Organ (1988). Organ (2006) defines OCB as individual behavior that is free to be determined, is not directly related to the formal reward system and as a whole can support organizational functions effectively and efficiently. OCB can arise from various factors in the organization, including because of job satisfaction from employees (Organ, Podsakoff & MacKenzie, 2006; Robbin & Judge, 2013), Leadership (Organ, Podsakoff & MacKenzie, 2006; Robbin & Judge, 2013), and organizational commitment (Kinicki, Cole, Digby, Koziol & Kreitner., 2010).

Luthans (2006) defines organizational commitment as a strong desire to remain as a member of a particular organization; the desire to try hard according to the wishes of the organization; and certain beliefs, and acceptance of organizational values and goals. This organizational commitment reflects a collection of feelings and beliefs that these people own the organization as a whole (Rini, 2013).

This commitment can be a driving force in the creation of OCB in employees, this is because employees who are committed will have the willingness to show a large business (Mowday, Porter, and Steers, 1982). In addition, employees who have organizational commitment will work dedicatedly. High organizational commitment will make employees have a positive outlook and will do the best for the benefit of the organization or where he works (Allen Meyer & Smith, 1993). This is also in line with one of OCB's dimensions, namely conscientiousness. Employees will assume that the most important thing that must be achieved is the achievement of tasks in the organization. Conversely, employees who are not committed tend not to care about organizational goals, break the rules, and lose the passion at work.

OCB in the work environment, is inseparable from how the commitment is in the employee so that the commitment of employees who are driving in the creation of OCB in the organization. In Rini's (2013) study it is also known that organizational commitment has a positive and significant effect on OCB. This means that when employees have organizational commitment in carrying out their work, then they have a good OCB. Organizational commitment owned by employees will make OCB increase and affect productivity. Therefore, organizational commitment must also be possessed by every nurse who later is expected to foster OCB's attitude to improve the quality of hospital services.

II. STATEMENT OF THE PROBLEM

How does organizational commitment affect organizational citizenship behavior at USU Hospital nurses?

III. LITERATURE REVIEW

A. Organizational Citizenship Behavior

OCB was first popularized by Organ and then developed by other figures. Organ (2006) defines OCB is the behavior of individuals who have the freedom to choose, which is indirectly or explicitly recognized by the formal reward system and contributes to the effectiveness and efficiency of organizational functions. OCB is free and voluntary, because such behavior is not required by role requirements or job descriptions, which are clearly demanded under contract with the organization but as a personal choice. There are five important dimensions in organizational citizenship behavior (OCB) according to Organ (2006), namely:

a. Altruism

Employees' behavior helps their coworkers who experience difficulties without thinking about personal benefits. This dimension refers to giving help that is not an obligation that is borne.

b. Courtesy

Courtesy is a behavior that aims to maintain good relationships among employees in order to avoid interpersonal problems. This dimension leads to respect and respect for each other among fellow employees.

c. Civic virtue

Civic Virtue is an individual's involvement in an organization's activities and cares about the survival of the organization. This dimension refers to the responsibility given by the organization to employees or employees to improve the quality of the occupations that are occupied. Members actively participate in thinking about organizational life or behavior that shows responsibility for organizational life to improve organizational goals.

d. Sportmanship

Behavior that tolerates less than ideal conditions in an organization without raising objections. A person who has a high level of sportmanship will improve a positive work climate among employees, employees will be more polite and cooperate with others so that it will create a more conducive and pleasant work environment. An individual is not only able to endure dissatisfaction but he must also remain positive and be willing to sacrifice his own interests for the group.

e. Conscientiousness

Behavior that is shown by the seriousness of employees at work, where employees work beyond the work description that has been set and expected by the organization or do things that benefit the organization beyond the minimum requirements needed.

B. Organizational Commitment

Mowday, Porter, and Steers (1982) suggest that organizational commitment can be defined as an active relationship and the desire of employees to make a meaningful contribution to their organization. Robbins and Judge (2008) define commitment as a condition in which an individual sits with the organization and its goals and desires to maintain its membership in the organization. Aspects of organizational commitment are identification, involvement and loyalty (Steers & Porter, 1982). These aspects can be explained as follows:

a. Identification

Identification is an understanding of organizational goals as the basis of employee commitment to the organization. Employee identification can be seen through the employee's trust in the organization, the similarity of personal values and organizational values and the pride of being part of the organization.

b. Involvement

Involvement is the willingness of employees to get involved and try seriously in the organization. This involvement is adjusted to the roles and responsibilities of the work in the organization. Employee involvement or participation in organizational activities is also important to note because the involvement of employees causes them to be willing and happy to work well with leaders or with fellow colleagues.

c. Loyalty

Loyalty is a strong desire to stay in the organization and become part of the organization. Loyalty to this organization is an evaluation of commitment which also shows an emotional attachment between employees and the organization. Employee loyalty to the organization means someone's willingness to maintain relations with the organization, if necessary at the expense of his personal interests without expecting anything.

C. Organizational commitment to organizational citizenship behavior (OCB)

Robbins and Judge (2015) states that organizational citizenship behavior can arise from various factors in the organization, including because of the high organizational commitment of employees. Employees who feel more committed to the organization have habits that can be relied upon, they plan to stay longer in the organization, and devote more effort or effort at work. This will encourage the emergence of organizational citizenship behavior (OCB), which is behavior beyond what the company has standardized.

Organizational commitment can also be interpreted as the degree to which an employee will side with the organisation or where they work, there is a willingness to use their business seriously for the sake of achieving

organizational interests and have a strong desire to remain part of the organization. Organizational commitment owned by this employee will show the involvement and loyalty of employees towards their organization or company.

In connection with this loyalty, then a worker will be willing to work beyond what he is supposed to do. Anja (2013) states that organizational commitment has a positive and significant effect on organizational citizenship behavior. This means that the higher organizational commitment, the higher organizational citizenship behavior will be. Employees who are committed to the company, then the employee is willing to do things that are useful for the progress of the company, he will also work full dedication. The existence of this, then makes the employee have a positive outlook and will do the best for the benefit of the organization or where he works. The employee will perform tasks that are not only tasks that have become his obligations, but also do other jobs, where if there are employees who are unable to do a job, then the committed employee will tend to help his colleagues in order to achieve the goals expected by the organization without comparing his abilities with other employees. Based on this description, it can be concluded that organizational commitment has a positive effect on OCB.

D. Research Hypothesis

Based on the theoretical description stated above, the researcher proposes the research hypothesis as follows:

- There is a positive influence on organizational commitment to organization citizenship behavior

IV. MATERIAL AND METHOD

Operational Definitions of Research Variables

A. Organization citizenship behavior

OCB is an extra nurse behavior that is voluntary or more than the demands of formal duties and is not related to the formal reward system, but can improve the function of performance effectiveness in USU hospitals as demonstrated through the 5 dimensions of organization citizenship behavior; namely altruism, civic virtue, conscientiousness, courtesy, and sportsmanship.

B. Organization commitment

Organizational commitment is the same goal and values that are in USU hospitals, nurses are willing to do their best for the interests of USU hospitals and wish to maintain their membership which is shown through 3 aspects of organizational commitment, namely; identification, involvement & loyalty of a nurse.

V. RESULT

Table below provides information that the percentage of women more than men, 80%. The most age is early adulthood, 99.4%. And the most nurses are in the room of central surgery installation, 15.6%.

Sex	Total	Percentage
Male	32	20%
Female	128	80%
Age		
Early adulthood	159	99,4 %
Middle adult	1	0,6 %
Unit		
Cendana	21	13,1%
Inpatient Children	13	8,1%
Central Surgery Instalation	25	15,6%
Meranti	15	9,4%
Mahoni	22	13,8%
Maternitas	14	8,8%
Emergency departements	17	10,6%
Zaitun	10	6,3%
Hemodiliasi	12	7,5%
Outpatient Instalation	11	6,9%

Normality Test

	OCB	Organization commitment
N Valid	160	160
Missing	0	0
Skewness	.158	.196
Std. Error of Skewness	.192	.192
Kurtosis	-.230	-.356
Std. Error of Kurtosis	.381	.381

Based on table, it can be seen that for OCB variable, the skewness value is 0.822 and the kurtosis value is -0.603 (-2 to 2). Then for organizational comiitment variable, skewness value 1.02 and kurtosis value is -0.934 (-2 to 2). This indicates that the data distribution is normal

Linearity test

Variable	F	P	Description
Organization commitment *	106.311	.000	Linier
organizational citizenhsip behavior			

The result of linearity assumption test between organization commitment and organizational citizenship behavior is F value 106.311 with linearity significance 0.000. This shows that linearity assumption between independent variable and dependent variable is fulfilled.

Simple regression analysis result

ANOVA^b

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	1449.748	1	1449.748	110.124	.000 ^a
Residual	2080.027	158	13.165		
Total	3529.775	159			

a. Predictors: (Constant), Organization commitment

b. Dependent Variable: OCB

Based on table, it can be seen that $F_{\text{statistic}}$ value = 110.124 with a significance value of $p = 0.000$ ($p < 0.05$). While the value of $F_{\text{statistic}}$ for N 160 at 3.05. Thus the $F_{\text{statistic}}$ value $> F_{\text{table}}$ ($110.124 > 3.05$). The result of the analysis is meet the requirements of the hypothesis test where $F_{\text{statistic}} > F_{\text{table}}$ and significance $p < 0.05$, then the hypothesis is accepted. So it can be concluded that organization commitment and organizational citizenship behavior have a positive and significant effect on nurse at USU hospital.

Determination R test

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.641 ^a	.411	.407	3.62832

a. Predictors: (Constant), organization commitment

Based on table above, it can be seen that the coefficient of simple regression analysis is 0.411 (R Square). These results indicates that 41.1% of the variance of organizational citizenship behavior on nurses at USU hospital is in influenced by organizational commitment while rest is influenced by other factors.

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	23.747	2.332		10.181	.000
KO1	.735	.070	.641	10.494	.000

a. Dependent Variable: OCB

Based on the table above it can be seen that the significant value is 0.000 (less than 0.05) which means that organizational commitment has a positive and significant effect on organizational citizenship behavior. It can be concluded that H_0 is rejected and H_a is accepted or in other words, the hypothesis is accepted. In addition, in the table above the resulting regression line equation is $Y = 23,747 + 0.735 X$. The variable organizational commitment is represented by (X) and organizational citizenship behavior is represented by (Y). Based on the regression line equation it can be explained that the constant value is 23,747 meaning that if job satisfaction (X) is zero then organizational citizenship behavior (Y) is positive at 23,747. The regression coefficient of the job satisfaction variable (X) is 0.735, meaning that if the score on the organizational commitment variable increases by one unit then organizational citizenship behavior will increase by 0.735.

Additional analysis results

Variabel	Hypothetical data				Emoirical data			
	Mean	Maks	Min	SD	Mean	Maks	Min	SD
Organizational Citizenship Behavior	39	65	13	8.7	48.03	62	38	4.7
Organization commitment	27	45	9	6	33.03	45	25	4.10

Based on these data, it can be seen that organizational citizenship behavior has an empirical mean of 48.03 with a standard deviation of 4.7, while a hypothetical mean of 39 with a standard deviation of 8.7. Next, an empirical mean of organizational commitment 33.03 is obtained with a standard deviation of 4.10, whereas a hypothetical mean is

27 with a standard deviation of 6.

OCB Categorization

Value range	Categorization	Amount	Persentation (%)
< 43	Low	20	12.5
$43 \leq X \leq 53$	Medium	116	72.5
$53 < X$	High	24	15.0
Total			100

In the variable organizational citizenship behavior it can be seen that nurses at USU Hospital have moderate organizational citizenship behavior of 72.5% or as many as 116 people, followed by a high of 15.0% or as many as 24 people, and high with a percentage of 12.5% or as many as 20 people.

Organization commitment categorization

Value range	Categorization	Amount	Persentation (%)
< 29	Low	22	13.8
$29 \leq X \leq 37$	Medium	108	67.5
$37 < X$	High	30	18.8
Total			100

In the organizational commitment variable it can be seen that nurses at USU Hospital have moderate organizational commitment of 67.5% or as many as 108 people, followed by a high percentage of 18.8% or as many as 30 people, and low with a percentage of 13.8% or as many as 22 people.

VI. DISCUSSION

The hypothesis in this study states that organizational commitment has a positive influence on organizational citizenship behavior. These positive influences provide an understanding that the higher organizational commitment a nurse has, the more organizational citizenship behavior will be. The results of the hypothesis in this study have supported previous research which states that organizational commitment has a positive and sufficient effect on organizational citizenship behavior (Andi Shigema Muranaka, 2012; Nasichudin and Azzuhri, 2013; Albert, 2015; Ristiani, 2013). In other words, good organizational citizenship behavior cannot be created from a behavior and intention but must be accompanied by a commitment that has an emotional connection to the organization.

Robbins, (1998) argues that organizational commitment is to what extent an employee is siding with a particular organization and its goals, and intends to maintain membership in that organization. High organizational

commitment means there is a high priority for the organization. Employees who have organizational citizenship behavior (OCB) will work harder and are willing to work more than what they are supposed to do. Employees who apply increased hard work for the company, accept the company's goals and principles, and are proud of their company are employees who have high organizational commitment.

In this study, it is known that in general the organizational commitment of nurses at USU Hospital is moderate and also high, followed by moderate and high organizational citizenship behavior. This can be seen from the number of employees who have organizational commitment which is classified as moderate as many as 108 nurses (67.5%) and high as many as 30 nurses (18.8%) and organizational citizenship behavior which is classified as moderate as many as 116 (72.5%) and as high as 24 (15.0%). It also shows that nurses who have organizational commitment will have different behaviors than nurses who do not have organizational commitment. This behavior certainly affects the achievement of his work performance. Nurses who are highly committed have the responsibility and do their best for the hospital where he works. Nurses who also have high loyalty to the hospital where he works, then this minimizes the possibility of leaving the hospital. Then this strong organizational commitment will also lead to extra or OCB behavior based on their own desires.

This is also consistent with the results of interviews and observations made on nurses at USU Hospital. The vision, mission of the hospital and the policies that exist in providing the best service for patients in accordance with the values of the nurses. The nurses who had previously been educated and earned a professional degree and had taken a professional oath, tried to serve patients optimally. Although often experiencing a lot of workload, the nurses still try to provide maximum service in any condition. This was because it was already part of him and the nurses felt responsible that the services he provided participated in determining the quality of service in general at the USU hospital. In addition, the work of the nurses is identical or related to humanitarian matters, where mutual assistance in organizational tasks becomes inevitable (altruism). The existing shift clock settings do not necessarily make nurses work according to the available hours. In the field, it was found that nurses often work overtime. This is because the demands of the profession or the work of nurses are to be able to provide first aid to patients responsively without complaining about whatever the conditions and conditions of work.

The commitment of the nurse does not make him complain about the condition. This can also illustrate that employees or nurses who have a high commitment to the organization will show more maximum efforts in performing tasks. Employees who are committed to the organization are believed to be able to dedicate their time, energy and talents to the organization more than employees

who are not committed. If the organization has employees who are committed to the organization, then the impact employees will have loyalty to the organization where the employee works. Similarly, employees will show good behavior for the organization, because of the high organizational citizenship behavior of employees, the organization will give good treatment to members of the organization.

At USU hospitals, there are also a number of trainings provided for nurses. This is certainly not only applied to hone the nurse's ability both soft skills and hard skills. This training is conducted with the aim that nurses are always reminded of the values that must be possessed as a nurse in providing services to patients or attitudes that must be possessed at work. And of course, these values have been harmonized with the vision and mission and work culture values at USU Hospital. With the hope that, these values must be applied in work, which this describes as a form of commitment of nurses in working at USU Hospital.

As a teaching hospital under the administration of North Sumatra, the commitment of the nurses is also evident in their proud attitude of being part of USU Hospital. In addition, another attitude displayed by nurses as a form of organizational commitment he has is that he likes or is often involved in matters relating to USU Hospital. For example, such as the interest of nurses to attend events organized by USU Hospital.

VII. CONCLUSION

1. There is a positive influence between organizational commitments to organizational citizenship behavior among nurses at USU Hospital. This shows that the higher the organizational commitment, the higher the level of organizational citizenship behavior in nurses. Conversely, the lower the organizational commitment, the lower the level of organizational citizenship behavior in nurses.
2. Based on the results of the regression analysis, it was found that 41.1% of organizational citizenship behavior was influenced by job satisfaction while the remaining 58.9% of organizational citizenship behavior was influenced by other factors not examined in this study.
3. Based on data analysis of organizational citizenship behavior shows that the average nurse at USU Hospital has a moderate and high level of organizational citizenship behavior.
4. Based on data analysis of organizational commitment shows that the average nurse at USU Hospital has a moderate and high level of organizational commitment.

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