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## The Determinants of Organizational Citizenship Behaviour, Job Satisfaction and Performance of the Echelon Fourth Officials of Regional General Hospitals in East Kalimantan Province

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### ABSTRACT

Many studies have explained the relationship between Organizational Citizenship Behavior, Job Satisfaction and Performance of health workers, but specific studies on structural officials who have different needs, motivations, and workloads are still very limited. This study was conducted to analyze transformational leadership, procedural fairness, organizational commitment, organizational citizenship behavior and satisfaction, towards performance. The population of the study was echelon IV officials (sub-section heads and section heads) with the total of 141 respondents. Structural Equation Modeling (Partial Least Square) data analysis technique was utilized. The results showed that transformational leadership had a significant positive effect on organizational citizenship behavior; transformational leadership had a significant positive effect on job satisfaction; transformational leadership had no significant positive effect on performance; procedural justice had a significant positive effect on organizational citizenship behavior; procedural justice had no significant positive effect on job satisfaction; justice procedural had positive effect but not significant on performance; organizational commitment had a significant positive effect on organizational citizenship behavior; organizational commitment had a significant positive effect on job satisfaction; organizational commitment had no significant positive effect on performance; organizational citizenship behavior had significant and positive effect on job satisfaction; organizational citizenship behavior had a positive and significant effect on the performance and job satisfaction. For further researchers, they are recommended to examine similar cases by using different variables with an expanded scope of research.

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**Key Words:** Transformational leadership, OCB, satisfaction, performance.

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## 1. Introduction

One of the demands that must be met in improving the performance of public services, including in the field of hospitals, is customer satisfaction, both internal and external customers (Hwang & Sim, 2016; Nazeer, Zahid, & Azeem, 2014; Osahon & Kingsley, 2016; Sivanesan & Vivekanantha, 2015). Both functional and structural health workers are internal customers who must get quality service from the hospital. Staff satisfaction and performance are two important variables in improving health services (Cullen, Edwards, Casper, & Gue, 2014; Saeed, Waseem, Sikander, & Rizwan, 2014). Nevertheless, both variables are influenced by various factors. Performance is the result of work. High performance can occur if health workers are satisfied with their work.

Research on Organizational Citizenship Behavior (OCB) related to job satisfaction and performance of health workers, including hospitals, has been widely carried out (Agustiniingsih, Thoyib, Djumilah, & Noermijati, 2016; Ang, Van Dyne, & Begley, 2003; Indarti, Fernandes, & Hakim, 2017; Mubarak, Palutturi, Zulkifli, & Nuru, 2016). There are several factors related to satisfaction, organizational citizenship (OCB), to performance such as transformational leadership, procedural justice, organizational commitment (Katou, 2015; Maulindah, Palutturi, & Russeng, 2018; Moon, 2016; Nahlah, Palutturi, & Abadi, 2019; Nasra & Heilbrunn, 2016; Palutturi, 2015; Rita, Payangan, Rante, Tuhumena, & Erari, 2018). However, satisfaction and performance studies on specific issues or specific positions such as echelon IV (structural positions) in hospitals are rarely carried out further in which the result can be different between health workers and structural officials. They may have different needs, motivations, and workloads. There are at least 2 policy implications to address this matter: internally and externally. By resolving internal problems in hospitals related to, for example, the application of transformational leadership models, and OCB, this can strengthen the hospital director's policy to improve staff performance and satisfaction. Externally, this research can be used as a basis for establishing structural officials' requirements so that they do not only consider aspects of seniority and rank, for example, but also consider aspects of their skills and abilities.

The phenomenon that occurred, based on the observations of researchers on sub-section heads and section heads of regional general hospitals in East Kalimantan Province regarding transformational leadership, it showed that transformational leaders were charismatic leaders and had a central and strategic role in bringing the organization to achieve its goals. Transformational leaders had to also have the ability to equate the vision of the future with their subordinates, as well as enhance the needs of subordinates at a higher level than what they needed.

The phenomenon of leadership in sub-section heads and section heads of regional general hospitals in East Kalimantan Province can be seen from the extent to which a leader is called transformational. It is measured in relation to the leader's effect on subordinates. A transformational leader must be able to foster a sense of trust, admiration, faithfulness and loyalty to the leader, and as a supervisory officer, they should be motivated to do more work than the main duty. Leaders motivate subordinates by making them more aware of the importance of the results of a job, for example encouraging them to put more importance on the organization than themselves, activating needs at a higher level.

The phenomenon of procedural fairness can be seen from the management who does not discriminate between job descriptions and job specifications for one employee, despite their tenure. The phenomenon of procedural justice can be found when individuals judge whether a procedure provides an opportunity to express their facts and opinions or not. A procedure that is used in decision making is considered to be fairer if it provides an opportunity to express their opinions than one that does not provide an opportunity.

Procedural justice emphasizes the perception of fairness towards the procedures used to make decisions so that every member of the organization feels involved in it. Procedural justice for echelon IV officials (sub-section heads and section heads of regional general hospitals in East Kalimantan Province) is related to the process or procedure for distributing awards for achievements in carrying out their duties and functions.

Besides the procedural fairness, the problem in this research was organizational commitment. The causes that affect organizational commitment in each sub-section head and section head of regional general hospitals in East Kalimantan Province were different, including some decisions to commit to a hospital because they considered that incentives/salaries they received were in accordance with their performance. In addition, several sub-section heads and section heads of regional general hospitals in East Kalimantan Province decided to commit because they felt that the obligation to remain in the agency, the regional general hospital, under the reason that they were needed. Furthermore, some were committed because if they left the hospital, they would need more costs than continuing to work in the areas of general hospital. Therefore, the problem of organizational commitment needs further research from which the results can provide empirical solutions about the phenomenon. The process of creating organizational commitment is the perception of justice.

Preliminary observations were conducted on February 20, 2017 to echelon IV officials (sub-section heads and section heads) of regional general hospitals in East Kalimantan Province. There were still echelon IV officials committing disciplinary violations (disciplinary) conducted by sub-section heads and section heads, including 20% were late and signed the absenteeism, 30% were late in completing the works, 23% did not provide direction or guidance to staff as subordinates, and 12% showed an undisciplined and cooperative attitude towards the rule.

Echelon IV officials (sub-section heads and section heads) of the East Kalimantan provincial general hospitals that had OCB certainly contributed more than what was expected. If it did not show an extra role attitude, certainly the section head did not indicate the creation of OCB in themselves. OCB itself is related to job satisfaction. Job satisfaction can be seen from the work involvement of management officials both horizontal (direct superiors) and vertically (units related to direct services) so as to create a harmonious working atmosphere.

Based on the preliminary research conducted on the performance conditions of the echelon IV officials (sub-section heads and section head) of regional general hospitals in East Kalimantan Province, there were still aspects that can cause job dissatisfaction, which affected the performance of echelon IV officials (sub-section heads and heads of section) in the general hospital area of East Kalimantan Province.

This study was conducted to analyze transformational leadership, procedural fairness, organizational commitment, organizational citizenship behavior and satisfaction, towards performance.

## **2. Materials and methods**

### **2.1 Population and Sample**

Population is a collection of similar individuals who are in a certain area and at a certain time. In this study, the population was all echelon IV officials (sub-sections heads and section heads) at the regional general hospital in East Kalimantan Province.

The main sampling technique method used was purposive sampling. The samples were echelon IV structural officials in hospitals. The supported sampling technique in this study was total population (Etikan, Musa, & Alkassim, 2016; Tyrer & Heyman, 2016). Based on the total population, the overall samples of 141 respondents was all echelon IV structural officials (sub-section heads and section heads) of the general hospitals in the area of East Kalimantan Province.

### **2.2 Data analysis**

This study utilized survey techniques by distributing questionnaires, then the data or information obtained were processed by statistical methods using Smart PLS software. The data analysis method used PLS (Partial Least Square) (Hair Jr, Hult, Ringle, & Sarstedt, 2016). This research was an explanatory research that aimed to test a theory or hypothesis in order to strengthen or reject a pre-existing theory or research hypothesis. The definition of explanatory research that highlighted the causal relationships between research variables and tests of hypotheses has been previously formulated.

### **2.3 Research model**

The path diagram of the research model is shown in figure 1.

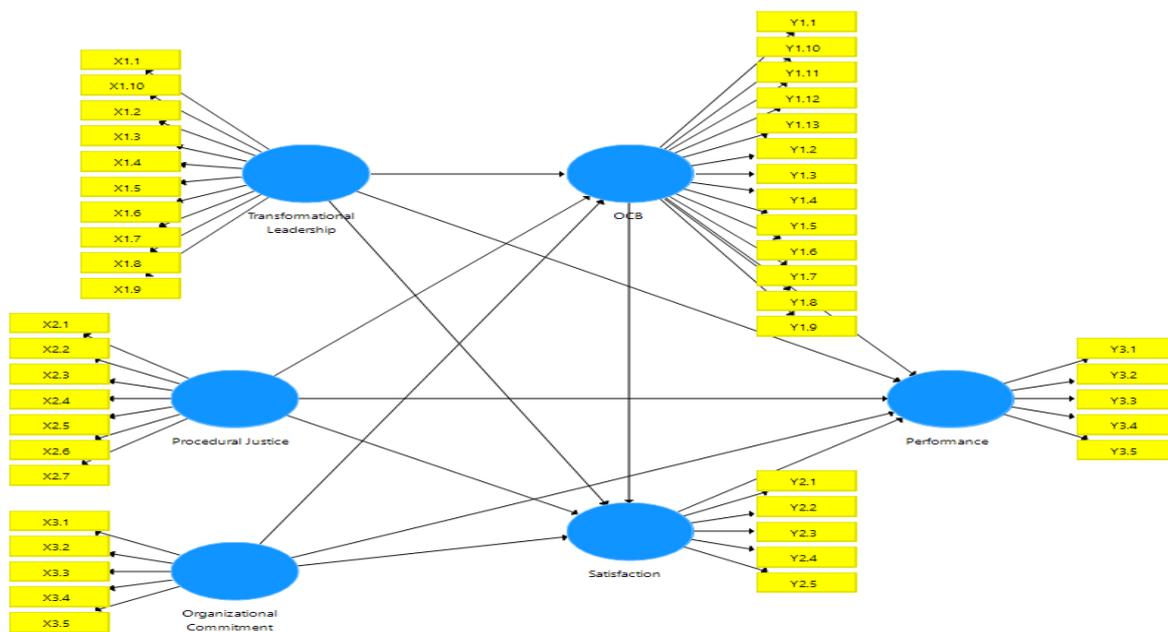


Figure 1. Full Path Diagram of Research Model

### 3. Results and discussion

#### 3.1 Output of outer loading

Table 1.

Indicators Weight of Transformational leadership

Indicators	Original Estimate	Remark
Treating me in a polite manner (X <sub>1.1</sub> )	0.712	Valid
Treating me with dignity and respect (X <sub>1.2</sub> )	0.750	Valid
A person who can be a role model for subordinates (X <sub>1.3</sub> )	0.802	Valid
Refrains from speaking inappropriate words (X <sub>1.4</sub> )	0.735	Valid
Providing work motivation to subordinates (X <sub>1.5</sub> )	0.728	Valid
Showing an optimistic attitude (X <sub>1.6</sub> )	0.632	Valid
Communicates in detail whenever needed (X <sub>1.9</sub> )	0.645	Valid
Adjusting their communication to the special needs of individuals (X <sub>1.10</sub> )	0.626	Valid

Based on Table 1, it is known that among the 8 indicators used to measure transformational leadership models, all indicators have a loading factor value of more than 0.5 with the support of T statistics > 1.96; and the strongest indicator is X1.3 (heads of sub-sections and section heads can be role models), while the weakest indicator is X1.8 (heads of sub-sections and section heads adjust special communication to individuals).

Table 2.

Indicators Weight of Procedural Justice

Indicators	Original Estimate	Remark
I can express views & feelings (X <sub>2.1</sub> )	0.704	Valid
Employees participate in overseeing the implementation of the application of regulations (X <sub>2.2</sub> )	0.733	Valid
Organizations apply the rules consistently (X <sub>2.3</sub> )	0.609	Valid
There are no people or groups who are privileged to apply the rules (X <sub>2.4</sub> )	0.581	Valid
Organizational regulations are based on accurate information (X <sub>2.5</sub> )	0.619	Valid
Employees can submit objections raised in accordance with applicable mechanisms (X <sub>2.6</sub> )	0.728	Valid
Organizational regulations uphold moral and ethical standards	0.635	Valid

(X<sub>2,7</sub>)

Based on Table 2, it is known that of the 7 indicators used to measure the procedural justice model, all indicators have a loading factor of more than 0.5 with the support of T statistics > 1.96; in which the strongest indicator is X<sub>2,2</sub> (participates in overseeing the implementation of regulations), while the weakest indicator is X<sub>2,4</sub> (nothing is privileged in applying regulations).

Table 3.

*Indicators Weight of Organizational Commitment*

Indicators	Original Estimate	Remark
I feel that the problem faced by the organization is also my problem (X <sub>3,1</sub> )	0.696	Valid
I feel like I am a part of the hospital family (X <sub>3,2</sub> )	0.661	Valid
I feel emotionally attached to the hospital (X <sub>3,3</sub> )	0.746	Valid
The hospital has a personal meaning for me (X <sub>3,4</sub> )	0.685	Valid
I have a strong sense of belonging to the organization (X <sub>3,5</sub> )	0.621	Valid

Based on Table 3, it is known that among the 5 indicators used to measure the Organizational Commitment model, all indicators have a loading factor of more than 0.5 with the support of a T statistic > 1.96; in which the strongest indicator is X<sub>3,3</sub> (feeling emotionally attached to the hospital), while the weakest indicator is X<sub>3,5</sub> (sense of belonging to the organization).

Table 4.

*Indicators Weight of Organizational Citizenship Behavior*

Indicators	Original Estimate	Remark
Out of my own awareness, I help to give orientation to new employees even though it is not required (Y <sub>1,1</sub> )	0.591	Valid
I am always ready to replace others' work who are unable to/leave (Y <sub>1,2</sub> )	0.755	Valid
I am willing to take the time to help employees/coworkers in need (Y <sub>1,3</sub> )	0.733	Valid
I always come/arrive at the office earlier than the specified time (Y <sub>1,4</sub> )	0.709	Valid
Despite the rainy season/other weather obstacles, I am still on time for work (Y <sub>1,5</sub> )	0.538	Valid
I do not like to talk about things outside of work (gossiping at work) (Y <sub>1,6</sub> )	0.704	Valid
I do not like looking for coworkers' work mistakes at work (Y <sub>1,7</sub> )	0.588	Valid

Based on Table 4, it is known that among the 7 indicators used to measure the Organizational Citizenship behavior model, all indicators have a loading factor value of more than 0.5 with the support of T statistics > 1.96; in which the strongest indicator is Y<sub>1,2</sub> (I am always ready to replace others' work who are unable to/leave), while the weakest indicator is Y<sub>1,5</sub> (Despite the rainy season/other weather obstacles, I am still on time at work).

Table 5.

*Indicators Weight of Satisfaction*

Indicators	Original Estimate	Remark
I feel satisfied with my work now (Y <sub>2,1</sub> )	0.807	Valid
I am very enthusiastic about my work (Y <sub>2,2</sub> )	0.743	Valid
I really enjoy every work day (Y <sub>2,3</sub> )	0.792	Valid
I find my work very pleasant (Y <sub>2,5</sub> )	0.656	Valid

Based on Table 5, it is known that among the 4 indicators used to measure the Satisfaction model, all indicators have a loading factor value of more than 0.5 with the support of a T statistic > 1.96; and the strongest indicator is Y<sub>2,1</sub> (Very enthusiastic about the work), the weakest indicator is Y<sub>2,5</sub> (coming to work is very pleasant).

Table 6.

Indicators Weight of Performance

Indicators	Original Estimate	Remark
The level of efficiency of work quality achieved has been in line with expectations (Y <sub>3,1</sub> )	0.718	Valid
The level of efficiency of work achieved has been in line with expectations (Y <sub>3,2</sub> )	0.726	Valid
The level of employees' knowledge is in line with expectations (Y <sub>3,3</sub> )	0.670	Valid
Employee's creativity works effectively (Y <sub>3,4</sub> )	0.626	Valid
The ability to cooperate in achieving goals is in accordance with agency expectations (Y <sub>3,5</sub> )	0.759	Valid

Based on Table 6, it is known that among the 5 indicators used to measure the Performance model, all indicators have a loading factor value of more than 0.5 with the support of a T statistic > 1.96; in which the strongest indicator is Y<sub>3,5</sub> (work ability according to agency expectations), while the weakest indicator is Y<sub>3,4</sub> (creativity runs effectively).

3.2 Structural model testing (Inner model)

The PLS analysis was repeated with the condition that all indicators of the construct meet the requirements of the model. The depiction of the model after undergoing the indicator weight of test can be seen as follows:

Table 7.

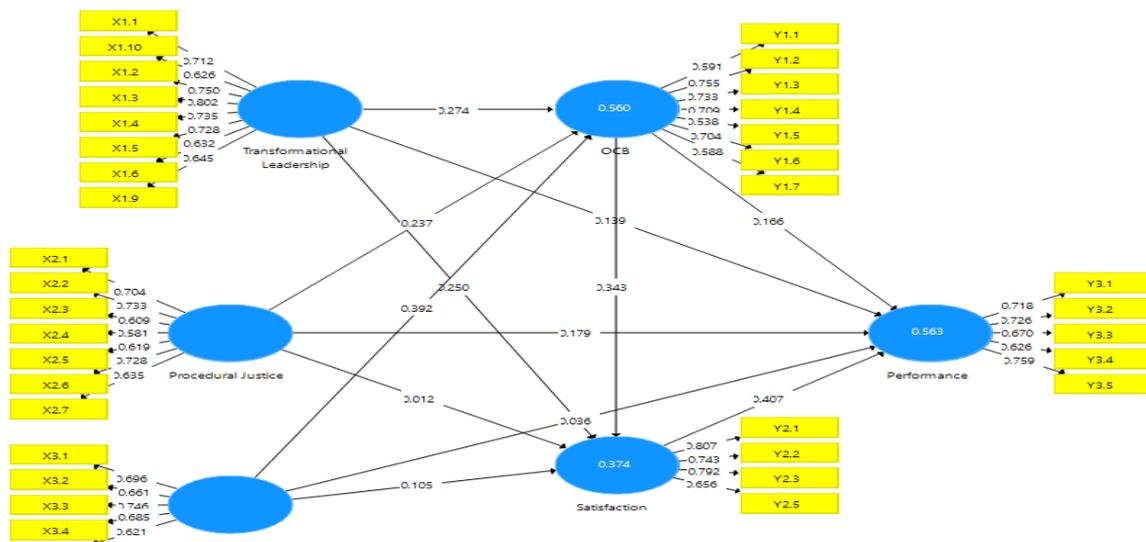


Figure 2. Final Model after Loading Factor Test (after elimination)

Result for inner weights

Indicators	Original Sample	T Statistic	P Values
Transformational leadership X1→Organizational citizenship behavior Y1	0.274	3.988	0.000
Transformational leadership X1→Satisfaction Y2	0.250	2.768	0.006
Transformational leadership X1→Performance Y3	0.139	1.481	0.139
Procedural justice X2→ Organizational citizenship behavior Y1	0.237	3.056	0.002
Procedural justice X2→Satisfaction Y2	0.012	0.114	0.909
Procedural justice X2 →Performance Y3	0.179	1.948	0.052
Organizational commitment X3 → Organizational citizenship behavior Y1	0.392	6.247	0.000
Organizational commitment X3 →Satisfaction Y2	0.105	1.031	0.303

Organizational commitment X3 → Performance Y3	0.036	0.413	0.680
Organizational citizenship behavior Y1 → Satisfaction Y2	0.343	3.382	0.001
Organizational citizenship behavior Y1 → Performance Y3	0.166	1.973	0.049
Satisfaction Y2 → Performance Y3	0.407	5.506	0.000

Some important points are:

1) Transformational leadership has a significant and positive effect on Organizational Citizenship behavior of echelon IV officials (sub-section heads and section heads) in the general hospitals in East Kalimantan Province.

The effect of transformational leadership on organizational citizenship behavior through path coefficient was 0.274, t-count was 3.988 and P-values was 0.000. These values were qualified for the acceptance of the first hypothesis: Transformational leadership has a positive and significant effect on organizational citizenship behavior of echelon IV officials (sub-section heads and section heads) at the general hospitals in East Kalimantan Province, as proven by the results of t-test values which were greater than 1.96 and P-values <0.05. Thus, it can be concluded that H1 is accepted.

2) Transformational leadership has a significant and positive effect on the satisfaction of echelon IV officials (sub-section heads and section heads) at the general hospitals in East Kalimantan Province.

The effect of transformational leadership on job satisfaction through the path coefficient was 0.250, the t-count was 2.768 and the P-value was 0.006. These values were qualified for the acceptance of the second hypothesis: Transformational leadership has a positive and significant effect on job satisfaction of echelon IV officials (sub-section heads and section heads) at the general hospitals in East Kalimantan Province, as proven by the results of t-test values which were greater than 1.96 and P-values <0.05. Thus, it can be concluded that H2 is accepted.

3) Transformational leadership did not have a significant and positive effect on the performance of echelon IV officials (sub-section heads and section heads) in the general hospitals of East Kalimantan Province.

The effect of transformational leadership on employee performance through the path coefficient was 0.139, t-count was 1.481 and P-values was 0.139. These values did not meet the requirements for accepting the third hypothesis: Transformational leadership has a positive and insignificant effect on the performance of echelon IV officials (sub-section heads and section heads) at the general hospitals in East Kalimantan Province, as proven by the smaller t-test results which were 1.96 and P-values > 0.05. Thus, it can be concluded that H3 is rejected.

4) Procedural justice had a significant and positive effect on the Organizational citizenship behavior of echelon IV officials (sub-section heads and section heads) in the general hospitals in East Kalimantan Province.

The effect of procedural justice on organizational citizenship behavior through the path coefficient was 0.237, the t-test was 3.056 and the P-value was 0.002. These values were qualified for the acceptance of hypothesis four: The Justice has a positive and significant effect on the performance of echelon IV officials (sub-section heads and section heads) at the general hospital in East Kalimantan Province, as proven by the t-test value which was greater than 1.96 and P-values <0.05. Thus, it can be concluded that H4 is accepted.

5) Procedural justice did not have a significant and positive effect on the satisfaction of echelon IV officials (sub-section heads and section heads) at the regional general hospital in East Kalimantan Province.

The effect of procedural justice on job satisfaction through path coefficients was 0.012, the t-test was 0.114, and P-values was 0.909. These values were not qualified for acceptance of the third hypothesis: Transformational leadership has a positive and insignificant effect on the performance of echelon IV officials (sub-section heads and section heads) at the regional general hospital in East Kalimantan Province, as proven by the smaller t-test result which was 1.96 and P-values > 0.05. Thus, it can be concluded that H5 is rejected.

6) Procedural justice did not have a significant and positive effect on the performance of echelon IV officials (sub-section heads and section heads) in the general hospitals in East Kalimantan Province

The effect of procedural justice on employee performance through the path coefficient was 0.179, the t-test was 1.948 and the P-values was 0.052. These values did not meet the requirements for acceptance of hypothesis six: Procedural justice has a positive and insignificant effect on the performance of echelon IV officials (sub-section heads and section heads) at the general hospital in the province of East Kalimantan, as proven by the result of a smaller t-count value which was 1.96 and P-values > 0.05. Thus, it can be concluded that H6 is rejected.

7) Organizational commitment had a significant positive effect on Organizational citizenship behavior of echelon IV officials (sub-section heads and section heads) at the regional general hospital in East Kalimantan Province.

The effect of organizational commitment on organizational citizenship behavior through path coefficient was 0.392, the t-test was 6.246 and P-values was 0.000. These values were qualified for the acceptance of the seventh hypothesis: organizational commitment has positive and significant effect on organizational citizenship behavior of echelon IV officials (sub-section heads and section heads) at the general hospitals in East Kalimantan Province, as proven by the results of t-test values which were greater than 1.96 and P-values <0.05. Thus, it can be concluded that H7 is accepted.

8) Organizational commitment did not have a significant positive effect on the satisfaction of echelon IV officials (sub-section heads and section heads) at the general hospitals in East Kalimantan Province

The effect of organizational commitment on job satisfaction through path coefficient was 0.105, the t-count was 1.031 and P-values was 0.303. These values did not meet the requirements for acceptance of the eighth hypothesis: Organizational commitment has a positive and insignificant effect on job satisfaction of echelon four officials (sub-section heads and section heads) at the general hospitals in East Kalimantan Province, which was proven by the result of a smaller t-count value which was 1.96 and P-values > 0.05. Thus, it can be concluded that H8 is rejected.

9) Organizational commitment did not have a significant positive effect on the performance of echelon IV officials (sub-section heads and section heads) at the general hospitals in the area of East Kalimantan Province.

The effect of organizational commitment on employee performance through the path coefficient was 0.036, the t-test was 0.413 and the P-value was 0.680. These values did not meet the requirements for acceptance of hypothesis six: Organizational commitment has a positive and insignificant effect on the performance of echelon IV officials (sub-section heads and section heads) at the general hospital in East Kalimantan Province, as proven by the smaller t-test result which was 1.96 and P-values > 0.05. Thus, it can be concluded that H9 is rejected.

10) Organizational citizenship behavior had a significant and positive effect on the satisfaction of echelon IV officials (sub-section heads and section heads) in the general hospitals in East Kalimantan Province.

The effect of Organizational citizenship behavior on job satisfaction through a path coefficient was 0.343, the t-test was 3.382, and a P-value was 0.001. These values were qualified for the acceptance of the seventh hypothesis: Job satisfaction has positive and significant effect on organizational citizenship behavior of echelon IV officials (sub-section heads and section heads) at the general hospitals in East Kalimantan Province, as proven by the results of t-test values which were greater than 1.96 and P-values <0.05. Thus, it can be concluded that H10 is accepted.

11) Organizational citizenship behavior had a significant and positive effect on the performance of echelon IV officials (sub-section heads and section head) at the general hospitals of East Kalimantan Province.

The effect of Organizational citizenship behavior on employee performance through the path coefficient was 0.166, the t-count was 1.973, and P-values was 0.049. These values were qualified for the acceptance of the seventh hypothesis: organizational citizenship behavior has positive and significant effect on the performance of echelon IV officials (sub-section heads and section heads) at the regional general hospital in East Kalimantan Province, as proven by the t-test value which was greater than 1.96 and P-values <0.05. Thus, it can be concluded that H11 is accepted.

12) Satisfaction had a significant positive effect on the performance of echelon IV officials (sub-section heads and section heads) at the general hospitals in East Kalimantan Province.

The effect of job satisfaction on employee performance through the path coefficient was 0.407, the t-test was 5.506 and the P-value was 0.000. These values were qualified for the acceptance of the seventh hypothesis: job satisfaction has positive and significant effect on the performance of echelon IV officials (sub-section heads and section heads) at the regional general hospital in East Kalimantan Province, as proven by the result of the t-test value which was greater than 1.96 and P-values <0.05. Thus, it can be concluded that H12 is accepted.

#### 4. Conclusion and recommendation

General Hospital in East Kalimantan Province should continue to maintain and enhance transformational leadership with its effect on organizational citizenship behavior through communication. It is because echelon IV officials expect good relationship and communication related to coordination at work, so they need to improve the relationship in communication. General Hospital in East Kalimantan Province should continue to maintain and improve procedural justice with its effect on organizational citizenship behavior principles of procedural justice which can improve OCB. The personal approach is also needed to achieve the procedural justice. The echelon IV officials should continue to maintain and enhance organizational commitment with its effect on organizational citizenship behavior, although there are indicators that are eliminated. The indicator of organizational commitment variable, that is personal meaning, shows feelings about the meaning of the hospital. The echelon IV officials are able to enhance a culture of cooperation, so that the works can be done well. To enhance positive OCB behavior for organizations, the most powerful and important factor is related to behavior to help and establish togetherness at work. The echelon IV officials should continue to maintain and improve organizational citizenship behavior with its effect on job satisfaction through feedback in working towards achieving performance optimization in their environment. The results of this study show that there are still many possibilities to conduct further research with other variables. This study shows that there is still extensive research group, where the results of this study support the theories used. For further researchers, they are recommended to examine similar cases by using different variables with an expanded scope of research. There are at least 2 policy implications, internally and externally. Internally, the results of this study can strengthen the hospital director's policy to improve staff performance and satisfaction. Externally, the results of this study can be used as a basis for establishing structural officials' requirements.

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