ORGANIZATIONAL CITIZENSHIP BEHAVIOR ON NURSES: THE ROLE OF ORGANIZATIONAL CLIMATE AND COMMITMENT

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ABSTRACT

Hospitals in organizing excellent quality health services require human resources committed to the organization and a positive and conducive organizational climate. This study aims to determine the effect of organizational climate and organizational commitment to organizational citizenship behavior of nurses at USU Hospital. In this study, there are two independent variables: organizational climate and organizational commitment, and one dependent variable: organizational citizenship behavior. This research is quantitative research conducted using samples from the population of nurses at USU Hospital, where a sample of 125 nurses was obtained. The data analysis method used in this study is a statistical analysis with multiple regression analysis methods. The results of this study show a simultaneous influence between organizational climate and organizational commitment to organizational citizenship behavior. The practical implications that shows that work commitment growing the organizational citizen behavior. In line with increasing the organizational behavior it can be growing team work more effectively. This will help hospital to increase the quality of service to the patient. This research was conducted in Teaching Hospital of Universitas Sumatera Utara. It will make the difference of respondent characteristics to another hospital. In order to increase the quality of service most importantly to have a different-characteristics to proposed a new idea to improve the service goal.

Keywords: Organizational Climate, Organizational Commitment, Organizational Citizenship Behavior

I. INTRODUCTION

Hospital is an organization that provides health services that have an essential role in improving community health status. Human resources are the most crucial thing and even can’t be separated in the organization's scope, both institutions, and companies. Like the USU Hospital, which one of the hospitals under the North Sumatra government, USU Hospital has a function to provide optimal health services to the public or existing patients. The services provided by hospitals today are not only identified with services provided by doctors, but also in terms of nursing.

At USU Hospital, a phenomenon related to work behaviors exists in nurses, such as nurses who have less initiative in helping other nurses when facing a large number of patients. Some nurses assume that if they have done their responsibility in serving patients, they are reluctant to help their colleagues, so they prefer to leave the office. That impacts the relationship that is not good among fellow nurses to make the team less productive at work, and this also has an indirect impact on the less optimal service felt by the patient. Besides, there are also nurses' behaviors that incite other nurses not to help their coworkers.

Another thing that was discovered by researchers was the work attitude of nurses who complained about their superiors because they were giving less attention to resolving a conflict between fellow nurses as their subordinates. The nurses also complain about patients related to the number and complaints received from patients, and the lack of awareness of nurses to attend a specialized training provided by the Hospital to provide the latest information or improve the ability and competence that must be possessed by a nurse.

The nurses at USU hospitals' work behaviors indicate behavior that does not reflect organization citizenship behavior (OCB). The concept of OCB itself first popularized by Organ (1988). Organizational citizenship behavior (OCB) can be defined as a positive work behavior for organizational life in which employees are
willing to give more effort than what is required in the organization and make employees willing to offer mutual assistance without being asked (Luthans, 2011).

The presence of OCB on nurses is expected to have a good impact on health services in hospitals. In this case, nurses are expected to be more capable, more responsive, more alert, friendly to patients and family of patients in carrying out their duties and are expected to remain in the Hospital and feel responsible for the Hospital's success in providing health services to the community more optimal. OCB can arise from various factors in the organization, including job satisfaction from employees (Organ, Podsakoff & Mackenzie, 2006; Robbin & Judge, 2013), Leadership (Organ, Podsakoff & Mackenzie, 2006; Robbin & Judge, 2013), commitment organization (Kinicki et al., 2010 and Siregar et al., 2019), organizational climate (Organ, Podsakoff & Mackenzie, 2006).

Litwin & Stringer (1968) revealed that the organizational climate is a description of what happens to employees in an organization. In a positive organizational climate, employees feel more inclined to do their work beyond what is required in the job description. They will always support the organization's goals if superiors treat them with sportsmanship, and with full awareness, believes that they are treated fairly by their organizations. The description of the employees' behavior who want to do work over what has been implied is a reflection of OCB owned by someone.

Another factor that can influence employee's OCB is the commitment organization. This commitment can be an incentive in the creation of OCB to employees. That is because employees who have commitments will be willing to show a great effort from themselves (Mowday, Porter, & Steers, 1982). Employees who have a high commitment to the organization will perform tasks that are not only tasks that have become their obligations but also other work. If there are employees who are unable to do a job, then committed employees are likely to help their colleagues in achieving the goals expected by the organization without comparing their abilities with other employees and tend to be proud of the company.

From the explanation of OCB & organizational climate, it can be seen that organizational climate and organizational commitment influence OCB. Therefore, it will be seen further how the role and how much the contribution of these two variables to OCB on USU Hospital's nurses. This study's results can be the basis for managing human resources, especially for nurses at USU Hospital. As for USU, especially the Faculty of Psychology, the results of this study can support the development of existing industrial and organizational psychology courses as well as the achievement of the Faculty's vision in the area of excellence in TALENTA.

II. LITERATURE REVIEW AND HYPOTHESES

2.1. Organizational Citizenship Behavior

OCB 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 existing formal reward system and contributes to the effectiveness and efficiency of functions within an organization. OCB is free and voluntarily because the behavior is not required by role requirements or job descriptions, which are clearly demanded under contract with the organization but as a personal choice (Greenberg & Baron, 2003).

According to Organ, Podsakoff & Mackenzie (2006), there are five essential dimensions in organizational citizenship behavior (OCB), i.e., altruism, courtesy, civic virtue, sportsmanship, and conscientiousness. Altruism (helping behavior) refers to giving help that is not an obligation that must be borne, where employees help coworkers who experience difficulties without thinking about personal benefits. Courtesy is behavior that aims to maintain good relations with fellow employees to avoid interpersonal problems. Civic virtue (promoting common interest), this dimension describes the involvement of individuals in an organization's activities and cares about the survival of the organization. Sportsmanship (high tolerance) is a behavior that tolerates less of ideal conditions in an organization without raising objections. Moreover, conscientiousness (seriousness in working), is a behavior that is shown by the sincerity of employees in 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.

2.2 Organizational Climate

Kurt Lewin first pioneered the study of organizational climate in the 1930s, who used the term psychological climate (Lewin, 1951). He tried to connect human behavior with the environment. Schneider (2013) revealed that the organizational climate is a description of what happens to employees in an organization. Litwin and Stringer
explain that the organizational climate's terminology refers to a set of measurable conditions of the work environment, which are felt by the people who live and work in there, and affect their motivation and behavior. Litwin and Stringer (1968) explained that the scale of organizational climate measurement broadly based on the dimensions of responsibility, identity, warmth, support & conflict (conflict). Responsibility is someone's obligation to carry out the assigned functions as well as possible following the direction received or, in other words, that this dimension relates to the sense of responsibility that must be owned by each member in carrying out their duties. Identity is a sense of belonging to the company and accepted in the group. It is related to providing understanding and instilling the organization's goals and mission to each of its members so that in the end, there is a strong sense of interest in the organization. The next dimension is warmth, which is a feeling about the atmosphere of friendly behavior prevailing in the workgroup and a good relationship between coworkers. Support is a dimension that explains the feelings of helping each other, and the support is given both from superiors and colleagues at work. Conflict is when employees feel at the time of having different opinions between subordinates with leaders or colleagues. This dimension describes the atmosphere that occurs in the organization when problems occur in the course of organizational activities.

2.3 Organizational Commitment

Mowday, Porter, and Steers (1982) suggest that organizational commitment can be defined as an ongoing relationship and employees desiring to make a meaningful contribution to their organization. Robbins & Judge (2013) defines commitment as a condition when an individual believes in the organization's goals and desires to maintain their membership.

Aspects of organizational commitment are identification, involvement, and loyalty (Mowday, Porter & Steers, 1982). These aspects are identification, involvement, and loyalty. Identification is an understanding of organizational goals as the basis of employee commitment to the organization. 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. Loyalty is a strong desire to stay in the organization and become part of the organization.

III. RESEARCH METHODS

This research uses quantitative research methods. The research lasted for five months, from February 2020 to July 2020. This study's variables consisted of two independent variables (organizational climate & organizational commitment) and one dependent variable (OCB). This study also used samples from the nurse population at USU Hospital. The sampling method used is non-probability sampling, where every person or member of the population does not have the same opportunity to be selected as a research sample. Non-probability technique sampling in this study is accidental sampling, that is by collecting data directly from the samples found. In order, the sample taken can be representative, so in this study using the Slovin-Formula, so that from a population of 160 nurses, the sample used was 114 nurses. However, at the time of the research, the samples were 125 nurses. The data collection tools are OCB, organizational climate, and also organizational commitment scale. The data analysis method used is multiple regression, which must first meet the research assumptions test (tests of normality, linearity, auto-correlation, multi-correlation, and heteroskedasticity).

IV. RESULTS AND DISCUSSION

4.1 Results

In this section, we will describe how the influence of the organizational climate and organizational commitment to OCB of USU Hospital's nurses. For this reason, a multiple regression analysis is carried out with the results like the following table:

<table>
<thead>
<tr>
<th>Hypotheses</th>
<th>Simultaneously (F-statistic)</th>
<th>Conclusion</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>F_result</td>
<td>p-value</td>
</tr>
<tr>
<td>Organizational Climate and organizational commitment -- &gt; Organizational Citizenship</td>
<td>61,875</td>
<td>0,000</td>
</tr>
<tr>
<td>Organizational Climate -- &gt; Organizational Citizenship Behavior</td>
<td>2,051</td>
<td>0,042</td>
</tr>
</tbody>
</table>
Based on the table above, it can be seen that $F_{count} = 61,875$ with a significance value of $p = 0.000$ ($p < 0.05$). While the $F_{table}$ for $n = 125$ and the significance of $p = 0.05$ obtained $F_{table}$ of 3.07. Thus, the $F_{count} > F_{table}$ ($61.875 > 3.07$). Thus, it can be concluded that the organizational climate and organizational commitment significantly influence OCB. Based on the table above, it can be seen that the partial correlation value of organizational climate and OCB is 0.465 with a significance of 0.000 ($p < 0.05$), which means that organizational climate variables affect OCB positively and significantly. Thus, it is known that the organizational climate has a positive effect on OCB. Then, the partial correlation value between organizational commitment and OCB is 0.183 with a significance of 0.042 ($p < 0.05$), which means the organizational commitment variable positively and significantly influences OCB. Thus, it is known that organizational commitment has a positive and significant effect on OCB.

Furthermore, to determine the influence of organizational climate and commitment to OCB, the R determination test is done with the following table results:

<table>
<thead>
<tr>
<th>Variables Relationship</th>
<th>R - Square</th>
<th>Std. error</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organizational Climate and organizational commitment --&gt; Organizational Citizenship</td>
<td>0.504</td>
<td>5.184</td>
</tr>
</tbody>
</table>

Based on the table above, it was also found that the determinant coefficient (R square) was 0.504 or 50.4%, which means the contribution of organizational climate variables & organizational commitment together to OCB was 50.4%. At the same time, other causes explained the remaining 49.6% from outside this research model. From this explanation, it can be concluded that the hypothesis in this study was accepted: the organizational climate and organizational commitment together have a positive effect on OCB.

### 4.2 Discussion

The hypothesis in this study states that organizational climate and organizational commitment contribute to OCB, which together have a positive influence on OCB. These positive influences provide an understanding that the higher the organizational climate and organizational commitment of nurses, the more OCB will be displayed. The contribution made by the organizational climate variable and organizational commitment is 50.4%, which means the organizational climate and organizational commitment together make a useful contribution of 50.4% in improving organizational citizenship behavior possessed by nurses at USU Hospital.

Based on several literature studies, significant antecedents to the increase in OCB include clarity of roles, leadership, motivation, work satisfaction and organizational commitment (Chahal & Mehta, 2010), individual characteristics (Chahal & Mehta, 2010; Suresh & Venkatamal, 2010), fairness (Chahal & Mehta, 2010; Ehigie & Otukoya, 2006), organizational climate (Suresh & Venkatamal, 2010), and organizational support (Ehigie & Otukoya, 2006). These antecedent factors can be grouped into factors that focus on the organization and factors that focus on the individual. Organizational climate is a factor that focuses on the organization, while organizational commitment is a factor that tends to focus on employees personally.

This organizational climate is a term to describe the organizational environment or organizational situation. Organizational climate is related to a set of traits that people perceive in an organization or specific units (Sunyoto, 2015). Each organization has a different organizational climate. The organizational climate will be conducive if the company has a clear organizational structure and standards, good relations between employees and leaders, and colleagues. Moreover, employees have a sense of responsibility to complete their tasks to feel a part of the organization. Organizational climate can also be interpreted as a feeling and perception that can change from time to time and from one worker to another.

Also, the organizational climate is interpreted as a collection of experiences of people who occur in an organizational environment that can affect organizational performance (Schneider, 2013 and Sari et al., 2018). There are also other factors that contribute i.e., organizational commitment. Organizational commitment is a condition when an individual believes the organization's goals and wishes to maintain his membership. Commitment has an important role, especially on one's performance when working; this is caused by the
existence of commitments that become a reference and encouragement that makes them more responsible for their obligation. Luthans (2008), explains that the organizational climate is the internal environment of the organization. Organizational climate influences practices, HR policies accepted by organizational members, formal & informal intergroup procedures that exist within the organization (Schneider, 1990). That is what then gives birth to employee commitment to the organization, so they will improve performance by using all abilities well for the development of the organization's progress, and ultimately the organization's goals will be realized.

Suppose a conducive organizational climate and commitments have been formed. In that case, employees will be more productive in carrying out tasks voluntarily to carry out extra-role behaviors without expecting anything in return or better known as organizational citizenship behavior (Sari et al., 2019). In this research, as explained earlier, that organizational climate and organizational commitment have a positive effect on OCB. This study's results are also in line with other studies that find a simultaneous influence between organizational climate and organizational commitment to organizational citizenship behavior (Purba & Suryalena, 2018; Adany & Kasmiruddin, 2018).

Organizational climate and high organizational commitment will result in a variety of positive attitudes or behaviors that arise. That is an aspect of OCB, for example, avoiding complaints and attitudes that can harm the organization (sportmanship). Nurses who already understand the work make them rarely complain and will continue to do what became their job. Other aspects of OCB that are displayed also seem willing to take the time to help colleagues in work problems (altruism). The work of nurses who handle many patients requires a work team that can help each other so that the service can still be maximally provided to patients. Also, they are willing to work beyond existing job descriptions and adhere to the rules of the organization more than employees in general (conscientiousness), where nurses often work overtime, which makes them accustomed to it.

Other aspects of OCB are also displayed in attitudes that always respect and care for others (courtesy), including those found in the field that nurses with each other maintain good working relationships and even established close relationships within them. That is undoubtedly related to nurses' attitudes, who will quickly assist other nurses if they experience much workload as a team. Also, always prioritize shared interests such as caring about the organization's success and functional activities (civic virtue) or following all information related to USU Hospital development.

V. CONCLUSION

This research concludes that organizational climate and organizational commitment have a positive & significant effect on organizational citizenship behavior (OCB) on nurses at USU Hospital, both partially and simultaneously. It means that organizational climate and organizational commitment play a role in improving organizational citizenship behavior (OCB). Also, this explains the role of nurses, and the Hospital has shown a positive response. However, nurses and hospitals must pay attention to organizational climate and organizational commitment to improving organizational citizenship behavior (OCB). In terms of organizational climate, the Hospital can hold an activity that builds intimacy between fellow nurses and superiors so that nurses do not feel there is a distance between superiors and subordinates. Besides, nurses are also freer to express opinions to create a more comfortable atmosphere at the Hospital. It will undoubtedly make nurses stronger as a team and indirectly make nurses who commit to the Hospital is the right thing.

REFERENCES


