



## Mediating Effects of Organizational Commitment on Organizational Citizenship Behavior in Contract Nurses

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### ABSTRACT

This study aims to examine and analyze the causal relationship between compensation and organizational citizenship behavior which is mediated by organizational commitment to contract nurses. Using a quantitative method, the sample in this study were all 67 contract nurses who worked at Drs. Jacobus Luna MSI, in Bengkayang, West Kalimantan. Data collection was carried out by distributing questionnaires. Data were analyzed using path analysis and the SPSS version 25 program. This study shows that organizational commitment has a direct effect on organizational citizenship behavior, this model also show compensation does not have a direct effect on organizational citizenship behavior, but it will have an effect when it is mediated by organizational commitment. This research also proves that organizational commitment is able to mediate organizational citizenship behavior. It is necessary to review the policies in providing compensation to contract employees to improve organizational citizenship behavior and improve the welfare of contract nurses.

Keywords: compensation, organization commitment, organizational citizenship behavior

### ABSTRAK

*Penelitian ini bertujuan untuk mengkaji dan menganalisis hubungan kasual antara kompensasi terhadap organizational citizenship behavior yang di mediasi oleh komitmen organisasi pada perawat kontrak. Menggunakan metode kuantitatif, sampel penelitian ini adalah seluruh perawat kontrak sebanyak 67 orang yang bekerja di RSUD Drs. Jacobus Luna MSI, di Bengkayang, Kalimantan Barat. Pengumpulan data dilakukan dengan penyebaran kuisioner. Data dianalisis menggunakan path analisis dan program SPSS versi 25. Penelitian ini memperlihatkan bahwa komitmen organisasi berpengaruh terhadap organizational citizenship behavior, kompensasi tidak berpengaruh secara langsung terhadap organizational citizenship behavior, tetapi akan berpengaruh ketika dimediasi oleh komitmen organisasi. Penelitian ini juga membuktikan bahwa komitmen organisasi mampu memediasi organizational citizenship behavior. Perlu dikaji kembali kebijakan dalam pemberian kompensasi terhadap pegawai kontrak untuk meningkatkan organizational citizenship behavior serta meningkatkan kesejahteraan perawat kontrak.*

Kata kunci: *Kompensasi, Komitmen Organisasi, Perilaku Kewarganegaraan Organisasi*



## BACKGROUND

The role and behavior of human resource within the organization contributes to the success or failure of an organization. Salfarini & Sugianto (2021) said that the behavior of organizational members can help the organization achieve organizational goals. Ivancevich, Konopaske, & Matteson (2008) said that the main strength in a job comes from HR, the way employees work, think and behave determines the direction and success of the organization. It takes cooperative behavior and mutual assistance in building cooperation between employees in the organization so that it runs effectively to achieve organizational goals. Robbin (2008) said that the cooperative attitude of employees and working together in organizations that are outside of work is important and positive for the organization. Extra role behavior or organizational citizenship behavior (OCB) is an employee's contribution to work that exceeds the demands of their duties and responsibilities without expecting anything in return (Suprpti & Rizal, 2022). Therefore, this extra behavior needs to be managed properly by organizations, especially organizations engaged in services, especially in hospitals that serve patients every day, such as in hospitals. Rahman & Chowdhuri (2018) in his research on banks in Bangladesh showed that compensation has a positive influence on OCB behavior, so the higher the compensation provided, the higher the OCB behavior. Fahdy, Nawangsari, & Hadiman (2020) said that poor compensation can lead to increased levels of employee turnover intention. This shows that compensation is also able to form a person's commitment to continue working for the organization.

Contract nurses dominate the total number of nurses working in the treatment room RSUD Drs. Jacobus Luna, MSI. As the spearhead of the hospital in terms of serving patients, nurses need an OCB attitude. The attitude of helping each other, exchanging shifts, good teamwork has a positive impact on the smooth operation of the hospital. The elements that underlie OCB in employees have been widely studied, including several studies linking OCB with Organizational Commitment (Jehanzeb & Mohanty, 2020; Khaola & Rambe, 2021; Ribeiro, Duarte, Filipe, & David, 2021; Seran, Subiyanto & Kurniawan, 2021; Fitrio, Apriansyah, Utami, & Yaspita, 2019; Rahman & Chowdhuri., 2018). The growth of organizational commitment in employees is also motivated by the provision of good compensation (Daniel, 2019). Based on theory and to fill gaps in previous studies and by looking at existing phenomena RSUD Drs Jacobus Luna, MSI. So it is necessary to examine more deeply about organizational citizenship behavior on contract nurse.

## LITERATURE REVIEW AND HYPOTESIS DEVELOPMENT

Research on organizational citizenship behavior refers to theories about organizational behavior. Organizational behavior suggests the behavior of people within the scope of the organization. OCB is the free behavior of individuals in the organization and this behavior is indirectly recognized by the formal reward system and is able to increase organizational



effectiveness (Organ et al, 2006). OCB being an individual's chosen behavior that is not a formal work obligation but that behavior is able to support organizational functions effectively, naturally this kind of behavior is needed and needs to be developed by an organization, especially organizations engaged in services such as hospitals.

### **Compensation**

Compensation is defined as remuneration in the form of money or goods provided to employees by the company either directly or indirectly (Larasati,2018). Compensation is important for an employee because the amount of compensation can be a reflection of the value for employees in carrying out their work. Gethart & Milkovich (1991) dividing compensation into 2 types is direct and indirect remuneration. The indicators of compensation according to Rivai (2016) include: a) Salary, b) Bonuses, c) Incentives, and d) Insurance. A good compensation system can increase job satisfaction, motivation and organizational commitment by employees (Suhardi, 2019). Giving compensation by the organization to its employees is also expected to be able to foster extra behavior towards its employees. Several studies show a positive effect of compensation on OCB (Suseno, *et al.*, 2021; Susilo & Muhardono, 2021; Tan & Tarigan, 2017; Riyanto & Hapsari, 2020; Rahman & Chowdhuri, 2018). The study said that the better the compensation received by employees, the greater the effect on OCB. Based on the explanation above, the hypothesis:

**H1** : Compensation effect on *organizational citizenship behavior*

**H2** : Compensation affects organizational commitment

### **Organizational Commitment**

Organizational commitment is the identification of feelings, involvement, and loyalty shown by employees in the organization where they work (Saputra & Supartha, 2019). The organizational commitment of employees reflects a caring attitude, being responsible for the work they do. The indicators of organizational commitment according to Meyer & Allen (1991) are a) affective commitment, b) ongoing commitment, and c) normative commitment. Jehanzep & Mohanty (2020) shows that organizational commitment fully mediates the relationship between organizational justice and OCB, and there is a significant influence between organizational commitment and OCB. Several studies have shown that there is a significant influence between organizational commitment and OCB (Purwanto, *et al.*, 2021; Obedgiu, *et al.*, 2019; Endratmoko & Aulia, 2021; Paul, *et al.*, 2019; Seran, *et al.*, 2021; Fitrio, *et al.*, 2019). Based on the above empirical evidence, organizational commitment has an effect on OCB. Based on the explanation above, the hypothesis:



**H3** : Organizational commitment influences organizational citizenship behavior

### Organizational Citizenship Behavior (OCB)

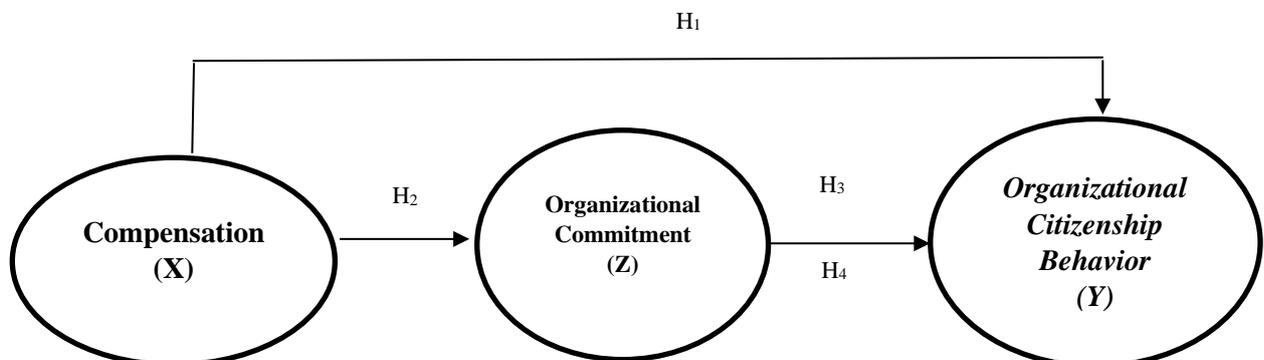
The concept of OCB has begun to be discussed by researchers in various scientific studies (Bateman & Organ, 1983; Podsakoff, *et al*, 2000). Organ states that OCB is a behavior that shows a willingness to help and someone's initiative in doing work voluntarily, this behavior is not related to the reward system but can increase organizational effectiveness.

there are five indicators of Organizational Citizenship Behavior including a) Altruism, b) Courtesy, c) Conscientiousness, d) *Sportmanship dan e) Civic Virtue*. providing good compensation can encourage employee OCB behavior (Rahman & Chowdhuri, 2018; Riyanto & Hapsari, 2020). Several studies have shown that compensation has an effect on organizational commitment (Daniel, 2019; Yamali, 2020). based on this research shows that giving good compensation has an effect on employee organizational commitment that leads employees to extra attitudes in their work.:

**H4** : Compensation influences organizational citizenship behavior with organizational commitment as a mediating variable

Based on empirical evidence from previous research, a hypothesis was developed which is described by the model below:

**Figure 1.** Research Framework



## RESEARCH METHOD

This study uses a quantitative approach, namely to analyze the effect of the independent variable, namely compensation on the dependent variable, namely OCB with organizational commitment as the intervening variable. The analysis used is statistical analysis and regression analysis. The population in this study were contract nurses at Drs Jacobus Luna Hospital, MSI. The sampling technique for this research was total sampling with the census method used in

taking the research sample. There were 67 contract nurses working at hospital who participated as respondents. The data used in this study are primary and secondary data.

The technique of collecting primary data is through distributing questionnaires which are a set of questions arranged to obtain information from respondents, using a Likert measurement scale consisting of 5 categories namely strongly agree (5), agree (4), disagree (3), disagree (2) and strongly disagree (1). Data collection was carried out by coming directly to Hospital. Secondary data comes from documents, articles, and books. The data analysis technique used multiple linear regression tests and path analysis tests which were processed with the SPSS Version 25.0 program.

### **Instrument Testing Techniques**

#### **Validity Test**

Janna & Herianto (2021) say that the validity test is a test to see whether a research instrument is valid or not. In research, it is necessary to see whether a question (questionnaire) addressed to respondents is valid or invalid. so it can be concluded that the validity test is used to see whether or not a research instrument will be used in obtaining data from a study. The validity test was tested by comparing the calculated r values found in the validity test in item total correlations. For r table n at degree of freedom (df) = n-k where n is the number of samples and k is the number of items. The validity test was carried out on several respondents before the research was carried out to be asked for sample data. The test criteria for this validity test are:

- a. If  $r_{count} > r_{table}$ , then the statement is said to be valid.
- b. if  $r_{count} < r_{table}$ , then the question is said to be invalid (Sugiyono, 2016).

#### **Reliability test**

Creswell & Creswell (2018) say that reliability shows consistency and similarity in instruments. According to Sugiyono (2017) the reliability test aims to see the extent of data consistency in the measurement results with the same object in a study. The instrument is called reliable if the data is found to be similar in different periods of time. In measuring reliability in this study, the Cronbach's alpha coefficient is compared with the significant level used which can be 0.5 - 0.7 (Darma, 2021). The criteria for testing the reliability of the instrument are:

- a. If the value of Cronbach's Alpha  $>$  the specified significant level, the instrument can be said to be reliable.
- b. If the value of Cronbach's Alpha  $<$  the specified significant level, the instrument can be said to be unreliable.



### Data Analysis Technique

In describing the research data without testing, it will be presented in a frequency table by making groupings and value presentations on respondents' answers. The description analysis in this study is divided into:

- a. Description of Respondents, who were statistically divided by age, gender, tenure, education level and room.
- b. Variable description, is a statistical calculation of the results of data testing, which includes the average value, the variable description describes the respondent's answer to the question indicator asked.
- c. The criteria for compensation and organizational commitment variables use very high, high, quite high, low and very low criteria.

### Hypotesis test

Hypothesis testing is done with path analysis, path analysis is an analytical technique that aims to explain the direct and indirect effects of the variables to be studied. Zhang (2015) explained, path analysis is a direct development of multiple regression to estimate the importance and relevance of causal relationships in variables. The causal influence between variables can be divided into three parts according to Riduwan & Kuncoro (2013), a) direct effect, b) indirect effect, c) total effect. The level of significance in path analysis so it is necessary to compare the probability value with the significance value. If the sig probability value  $\geq 0.05$  then  $H_0$  is accepted and  $H_a$  is rejected, meaning it is not significant and If the sig probability value  $\leq 0.05$ , then  $H_0$  is rejected and  $H_a$  is accepted, meaning significant.

## RESULT AND DISCUSION

### Result

The results obtained by comparing r count with r table for a significance level of 5% or 0.05 with a 2-sided test and the amount of data 67 (n),  $df = 67 - 2 = 65$ , then the table value is 0.244. With the above results, it can be concluded that the validity test results for the Compensation, organizational commitment and OCB questionnaires are valid, thus the questionnaire can be used to measure and reveal the OCB variable.

The analysis results show that the Cronbach's Alpha value on the compensation, organizational commitment and OCB variables is greater than 0.60, thus it can be concluded that all variables in this study are reliable because all variables can show consistency if measured in the next time under fixed conditions.



**Table 1.** Reliability test

Variable	<i>Cronbach's Alpha</i>	<i>Cronbach's Alpha required</i>	Description
X (compensation)	0,855	0,6	Reliabel
Z (Organizational Commitment)	0,789	0,6	Reliabel
Y ( OCB)	0,854	0,6	Reliabel

Source: Primary Data (2023)

Respondents in this study totaled 67 respondents. The data presented regarding the identity of the respondents is used to provide an overview of the characteristics and background of the respondents. The description of the respondents who are the sample in this study is about gender, age, education level and working period, which will be discussed below.

**Table 2.** Respondent Data

Characteristics	Classification	Total	Percent
Gender	Man	20	29,9%
	Woman	47	70,1%
Age	20-30 years	38	56,7%
	31-40 years	28	41,8%
	Above 41 years	1	1,5%
Education	D3	57	85,1%
	S1	10	14,9%
Working Period	1-2 years	12	17,9%
	3-4 years	23	34,3%
	Above 4 years	32	47,8%

Source: Primary Data (2023)

The classical assumption test carried out on the data that has been collected includes tests of normality, multicollinearity and heteroscedasticity. The multicollinearity test shows that the independent variables contained in this study, namely the compensation variable (X), have a tolerance value  $> 0.10$  and a VIF value  $< 10$ . That can be assumed no multicollinearity symptoms are found in the independent variables. The results of the heteroscedasticity test on the data show that the independent variables have a significance  $> 0.05$  There are no symptoms of heteroscedasticity in this model, while the results of normality testing carried out with Kolmogorov-smirnov found that the data is normally distributed with a significant value of 0,58.



### 1. Effect of Compensation on Organizational Citizenship Behavior

**Table 3.** Regression Coefficient of Equation Model II

Model		Coefficients <sup>a</sup>				
		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	26.890	2.436		11.037	.000
	Compensation	-.151	.101	-.191	-1.503	.138
	Organizational Commitment	.622	.128	.616	4.852	.000

a. Dependent Variable: OCB

Source: Primary Data (2023)

Based on the test results above, it can be seen that the sig value of compensation is  $0.138 > 0.05$ , and based on the results of the calculation of t count  $-1.503 <$  from t table 1.999,  $H_0$  is accepted so it is concluded that compensation has no significant effect on OCB in contract nurses.

### 2. The Effect of Compensation on Organizational Commitment

**Table 4.** Effect of Compensation on Organizational Commitment

Model		Coefficients <sup>a</sup>				
		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	13.456	1.664		8.087	.000
	Compensation	.436	.081	.555	5.380	.000

a. Dependent Variable: Komitmen Organisasi

Source: Primary Data (2023)

Based on the test results above, it can be seen that the sig value of compensation is  $0.000 < 0.05$ , and based on the results of the calculation of t count  $5.380 >$  from t table 1.999,  $H_1$  is accepted, so it is concluded that compensation has a significant effect on organizational commitment in contract nurses.

### 3. Effect of Organizational Commitment on Organizational Citizenship Behavior

**Table 5.** Regression Coefficient of Equation Model II

Model		Coefficients <sup>a</sup>				
		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	26.890	2.436		11.037	.000
	Compensation	-.151	.101	-.191	-1.503	.138
	Organizational Commitment	.622	.128	.616	4.852	.000

a. Dependent Variable: OCB
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Source: Primary Data (2023)

Based on the test results above, it can be seen that the sig value of organizational commitment is  $0.000 < 0.05$ , and based on the results of the calculation of  $t \text{ count } 4.784 >$  from  $t \text{ table } 1.999$ , H1 is accepted, it is concluded that organizational commitment has a significant effect on OCB in contract nurses.

#### 4. The effect of compensation on OCB through organizational commitment

- a. The direct effect between variable X to variable Z is shown from the regression coefficient value of variable X on variable Y with a P2 value of  $-0.191$ .
- b. Indirect effect between variable X to variable Y through variable Z with the regression coefficient value of variable Z on variable Y, namely  $P1 \times P3 = 0.555 \times 0.616 = 0.341$ .
- c. The total effect of variable X to variable Y, shown from the value of the direct effect plus the indirect effect, namely  $= -0.191 + 0.341 = 0.15$ .

Based on the above calculations, the coefficient of indirect influence  $>$  direct influence is  $0.341 >$   $-0.191$ , so H1 is accepted. Thus it can be concluded that X will affect Y if mediated by variable Z, or in other words Z is a strong mediating variable in mediating the relationship between compensation and OCB.

#### Discussion

Table 3 show the test result regression coefficient of equation model II to see the effect on H1, H3. based on the results of the SPSS test, it can be seen that the significance value of the compensation is  $0.138 > 0.05$  Based on these results, H1 is rejected, which means that compensation cannot affect OCB. In the second test results shown in table 4, it can be seen that the sig value of compensation is  $0.000 < 0.05$  which means that compensation affects OCB. Table 5 shows that sig value of organizational commitment is  $0.000 < 0.05$ , which means that organizational commitment has a significant effect on OCB. Table 4 and table 5 are also the basis that shows that organizational commitment is able to mediate OCB, This is evidenced by the calculation of the value of indirect effect  $>$  direct effect is  $0.341 >$   $-0.191$ . So based on the test results above, it can be concluded that compensation directly has no effect on OCB, compensation affects organizational commitment, Organizational commitment affects OCB, compensation affects OCB when mediated by organizational commitment.



## CONCLUSION AND RECOMENDATION

### Conclusion

Based on the results of the analysis and testing of compensation variables on OCB with organizational commitment as a mediating variable in contract nurses, the findings of this study indicate that compensation has no partial effect on OCB, but is influential when compensation is mediated by organizational commitment. This study also shows that there is a direct effect of organizational commitment on OCB. Beside that, it was also found that compensation had an effect on the organizational commitment of contract nurses. Through the results of this study it is known that organizational commitment to contract nurses can grow through the provision of good compensation, with this commitment, OCB is born.

The research also shows that compensation has no direct effect on OCB, this shows that the importance of fostering organizational commitment in contract nurses. Proud to be part of the organization and determined to survive well in difficult situations, is the basis for the emergence of productive employee behavior which of course supports organizational effectiveness thereby being able to improve organizational quality.

### Recomendation

There are still many variables that affect of OCB, but this research is still limited to compensation and organizational commitment, therefore researchers suggest developing and expanding this research by considering other variables such as organizational culture, Employee Engagement, performance, job satisfaction, leadership style, and organizational support, where these variables have a major influence on hospital productivity. In addition, it is hoped that future researchers will not only conduct research on contract nurses but also all professions in the hospital so that further research develops and can contribute to the development of public services in hospitals.

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