

Influence Commitment Organization, Transformational Leadership on Performance Through Organizational Citizenship Behavior RSUD Bhakti Dharma Husada Surabaya

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ABSTRACT

Regional Public Hospital (RSUD) Bhakti Dharma Husada Hospital, Surabaya City is one of the facilities that aims to develop and improve services in the health sector. The initial signs found at this hospital indicate that there are still deficiencies in providing services, which shows that the performance of existing employees has not reached the maximum level. This research aims to examine and analyze the impact of Organizational Commitment and Transformational Leadership on Employee Performance through Organizational Citizenship Behavior at Bhakti Dharma Husada Hospital, Surabaya City. The research sample consisted of 113 employees of Bhakti Dharma Husada Hospital, Surabaya City, who were selected using saturated sampling techniques. The data source used is primary data, and the research method used is a quantitative method. Data was collected through questionnaires, and data analysis was carried out using SEM using PLS. The research results show that Organizational Commitment and Transformational Leadership have a significant impact on Employee Performance and Organizational Citizenship Behavior at Bhakti Dharma Husada Hospital, Surabaya City. Apart from that, Organizational Citizenship Behavior also has a significant impact on Employee Performance. At the same time, Organizational Commitment and Transformational Leadership also have a significant impact on Employee Performance through Organizational Citizenship Behavior at Bhakti Dharma Husada Hospital, Surabaya City.

Keywords: Employee Performance; Organizational Citizenship Behavior; Organizational Commitment; Transformational Leadership.

I. INTRODUCTION

Regional Public Hospital (RSUD) Bhakti Dharma Husada Surabaya City is one form of facility in an effort to develop and improve services in the health sector. As a relatively new Regional General Hospital in the Surabaya City Government, superior, professional and competent human resources are urgently needed in its management in an effort to develop and optimize health services to the community. Health services to the community can only be achieved if the executors of the service work program at Bhakti Dharma Husada Hospital have high performance. Meanwhile, achieving superior performance is required or influenced by various factors, both originating from an employee and originating from an organization (Regional Government Agency/Organization). The aim of this study The aims of this research are (1) to examine and analyze the effect of organizational commitment on employee performance; (2) to examine and analyze the effect of transformational leadership on employee performance; (3) to examine and analyze the effect of organizational commitment on organizational citizenship behavior; (4) to examine and analyze the effect of transformational leadership on organizational citizenship behavior; (5) to examine and analyze the effect of organizational citizenship behavior on performance; (6) to examine and analyze the effect of organizational commitment on employee performance

through organizational citizenship; (7) to test and analyze the effect of transformational leadership on employee performance through organizational citizenship behavior. Organization and companies will find it difficult to survive if they are not able to increase their productivity. Productivity as a measuring tool in assessing the success of an organization or company in achieving its goals. The formulation of the problems in this study are (1) Does Organizational Commitment affect Employee Performance; (2) Does Transformational Leadership affect Employee Performance; (3) Does Organizational Commitment affect Organizational Citizenship Behavior; (4) Does Transformational Leadership affect Organizational Citizenship Behavior; (5) Does Organizational Citizenship Behavior affect Employee Performance; (6) Does Organizational Commitment affect Employee Performance through Organizational Citizenship Behavior; (7) Does Transformational Leadership affect Employee Performance through Organizational Citizenship Behavior. Several studies have found that work productivity is influenced by the attitude and performance of employees in the organization.

II. THEORETICAL STUDIES AND HYPOTHESIS

Sedarmayanti (2017: 26) states that performance is a system used to assess and find out whether an employee has carried out his work as a whole, or is a combination of

work results (what a person must achieve) and competence (how a person achieves it). In other words, if employees carry out their duties according to their job description, they will have good performance which will ultimately support the achievement of organizational goals where they work (Sihombing, 2018: 26). All employees in an organization or company are required to have good performance, but in reality not all employees in a company have good performance.

This is like the initial indications found at the Bhakti Dharma Husada Hospital in Surabaya City where the researchers' initial observations indicated that there were still deficiencies in providing services which indicated that the performance of existing employees was not optimal.

There are several factors that can affect the performance of an employee. According to Robbins & Judge (2017:49), the facts show that organizations that have employees who have good Organizational Citizenship Behavior (OCB) will have better performance than other organizations. Organizational Citizenship Behavior is characterized by the behavior of individuals who voluntarily contribute extra roles beyond their job descriptions for the organization (Organ et al., 2019: 3).

Apart from Organizational Citizenship Behavior, Robbins & Judge (2017:55) also states that commitment organization is the degree to which employees side with their organization, where organizational commitment is also an indicator that can have an impact on a person's performance. High commitment makes a person care about the fate of the organization and try to make the organization a better direction. Organizational commitment can also affect a person's Organizational Citizenship Behavior, such as Organ et al. (2006:10) which states that organizational commitment can influence Organizational Citizenship Behavior. The higher the organizational commitment, the better the employee's Organizational Citizenship Behavior commitment (Khoiriyah & Izzati, 2021:8). Organizational commitment is an attitude that reflects employee loyalty to the organization and continuous success and progress (Luthans et al., 2021:243).

Another important aspect that affects performance is Transformational Leadership (Pambudi et al., 2016:165). According to Robbins & Judge (2017: 90) Transformational leadership is a leader who inspires his followers to put aside their personal interests and has extraordinary influencing abilities. Meanwhile, according to Atmojo (2012) Transformational leadership is leadership that nurtures the personal development needs of followers, stimulates and inspires them to give their best effort in achieving organizational goals.

Transformational leadership can also affect a person's level of Organizational Citizenship Behavior (Pambudi et al., 2016:166). Robbins & Judge (2017: 65) states, Transformational leadership can influence subordinates through creating a sense of trust in their leaders.

Transformational leaders can make their subordinates work harder and want to work more than what they are supposed to do (Ratna Wulandari, 2019).

The objectives to be achieved in this study are to examine and analyze the effect of Organizational Commitment, Transformational Leadership on Employee Performance and Organizational Citizenship Behavior at Bhakti Dharma Husada Hospital, Surabaya City, as well as to test and analyze the effect of Organizational Citizenship Behavior on Employee Performance at Bhakti Dharma Husada Hospital, City of Surabaya, to test and analyze the effect of Organizational Commitment and Transformational Leadership on Employee Performance through Organizational Citizenship Behavior at Bhakti Dharma Husada Hospital, Surabaya City.

III. RESEARCH METHODS

Variable Identification

The variables used in this study can be identified as follows:

1) Independent variable

The independent or independent variable is a variable that influences or causes changes or causes the dependent variable to arise.

The independent variables in this study are:

X1 = Organizational Commitment

X2 = Transformational Leadership

2) Dependent variable

The dependent variable is the variable that is affected or which is the result because of the independent variable (independent).

The dependent variable in this study are:

Y = employee performance

3) Intervening variable

Intervening variables are variables that theoretically affect the relationship between the independent and dependent variables into an indirect relationship and mediating variables.

The intervening variables in this study are:

Z = Organizational Citizenship Behavior

Population and Sampling Procedure

The sample population in this study were management employees at Bhakti Dharma Husada Hospital, Surabaya City, with 113 management employees at Bhakti Dharma Husada Hospital, Surabaya City. The sampling technique taken was saturated sampling technique.

Data Types and Sources

The data source used is primary data obtained from a questionnaire. The type of research used in this research is explanatory research. The research method uses quantitative methods. In this study, data collection

techniques used a questionnaire.

Data analysis technique

The analytical technique chosen to analyze the data and test the hypotheses in this study is The Structural Equation Model (SEM). Forstesthypothesis used Partial Least Square (PLS).

Conceptual Framework

The conceptual framework is a form of thinking framework that can be used as an approach to solving problems. The conceptual framework in this study can be seen in Figure 1 below:

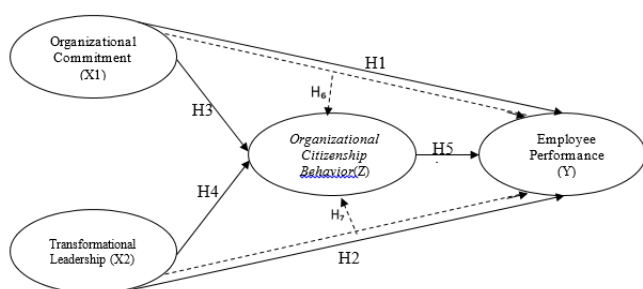


Figure 1. Conceptual Framework
Source: Processed by Researchers

Hypothesis

Based on several previous studies, then the hypothesis can be proposed as follows:

- H1 : Organizational Commitment influences Employee Performance at Bhakti Dharma Husada Hospital, Surabaya City
- H2 : Transformational leadership influential on Employee Performance at Bhakti Dharma Husada Hospital, Surabaya City
- H3 : Organizational Commitment influences Organizational Citizenship Behavior at the Bhakti Dharma Husada Hospital in Surabaya City
- H4 : Transformational Leadership influences Organizational Citizenship Behavior at the Bhakti Dharma Husada Hospital in Surabaya City
- H5 : Organizational Citizenship Behavior influence on employee performance in Bhakti Dharma Husada Hospital, Surabaya City.
- H6 : Organizational Commitment affects Employee Performance through Organizational Citizenship Behavior at the Bhakti Dharma Husada Hospital in Surabaya City
- H7 : Transformational Leadership influences Employee Performance through Organizational Citizenship Behavior at Bhakti Dharma Husada Hospital, Surabaya City

IV. DATA ANALYSIS AND DISCUSSION
DISCUSSION

The Effect of Organizational Commitment on Employee Performance at Bhakti Dharma Husada Hospital, Surabaya City

Based on the results of the study, it was found that Organizational Commitment affects Employee Performance at Bhakti Dharma Husada Hospital, Surabaya City, because the statistical T value is greater than 1.96, which means that Employee Performance can be formed with high Organizational Commitment by employees. This means that the hypothesis that reads "Organizational Commitment influences Employee Performance at Bhakti Dharma Husada Hospital in Surabaya City", is stated supported. This means that Organizational Commitment which includes wanting to spend the rest of the career, feeling part of the family, finding it difficult to get a job with a better income, fear of not getting a job elsewhere, feeling a lot of service, worthy of giving loyalty, to Bhakti Dharma Husada Hospital has an effect on Employee Performance . Employee Performance where employees from Bhakti Dharma Husada Hospital, among others, set targets at work and are able to complete work beyond what is targeted can be formed from High Organizational Commitment. By looking at these results, if Bhakti Dharma Husada Hospital in Surabaya City wants to improve Employee Performance, it is very important for Bhakti Dharma Husada Hospital in Surabaya City to pay attention to how much Organizational Commitment the employees have.

The findings in this study support the results of research conducted by Rita et al. (2018) who found that organizational commitment has a significant positive effect on employee performance. However, the findings in this study are not in line with the findings Suwibawa et al. (2018) who found that Organizational Commitment has no effect on Employee Performance.

The Effect of Transformational Leadership on Employee Performance at the Bhakti Dharma Husada Hospital in Surabaya City

Based on the results of the study, it was found that Transformational Leadership influences Employee Performance at Bhakti Dharma Husada Hospital, Surabaya City, because the T statistic value is greater than 1.96, which means that Employee Performance can be shaped by the application of good Transformational leadership by the hospital's leadership. This means that the hypothesis which reads "Transformational Leadership influences Employee Performance at Bhakti Dharma Husada Hospital in Surabaya City", is stated supported. This means that Transformational Leadership includes, among others, being serious about improving past performance, leaders are able

to encourage employees to be confident, leaders motivate employees to work better, leaders set a good example, leaders listen to employee difficulties and complaints, leaders encourage employee creativity in RSUD Bhakti Dharma Husada has an effect on employee performance. Employee Performance where employees of Bhakti Dharma Husada Hospital are able to complete work according to specified work standards, employees comply with regulations and employees are able to complete work according to the leader's directions can be formed from High Transformational Leadership. By looking at these results, if the Bhakti Dharma Husada Hospital in Surabaya City wants to improve employee performance,

The findings in this study support the results of research conducted by Dewi et al. (2018) which proves that there is an influence of Transformational Leadership on employee performance. The results in this study are also in line with the findings Rita et al. (2018) who found that Transformational Leadership influences employee performance in a positive direction.

The Effect of Organizational Commitment on Organizational Citizenship Behavior at Bhakti Dharma Husada Hospital, Surabaya City

Based on the results of the study, it was found that Organizational Commitment has a significant effect on Organizational Citizenship Behavior at Bhakti Dharma Husada Hospital Surabaya City, because the T statistic value is 5.079 which means it is greater than 1.96, which means Organizational Citizenship Behavior can be formed with high Organizational Commitment by employees. This means that the hypothesis which reads "Organizational Commitment influences Organizational Citizenship Behavior at Bhakti Dharma Husada Hospital, Surabaya City", is declared accepted. This means that Organizational Commitment includes wanting to spend the rest of your career, feeling part of the family, finding it difficult to get a job with a better income, fear of not getting a job elsewhere, feeling a lot of merit, worthy of giving loyalty, at Bhakti Dharma Husada Hospital has an effect on Organizational Citizenship Behavior. Organizational Citizenship Behavior where employees, among others, are willing to work beyond the allotted time, are always willing to help colleagues solve work-related problems and always consider the best things for the future progress of Bhakti Dharma Husada Hospital, which can be formed from high organizational commitment. This shows that the higher the employee's commitment to the Bhakti Dharma Husada Hospital in Surabaya City, the higher the Organizational Citizenship Behavior as indicated by the willingness to make a greater contribution to the progress of the hospital. Organizational Citizenship Behavior where employees, among others, are willing to work beyond the allotted time, are always willing to help colleagues solve work-related problems and always consider the best things for the future progress of Bhakti Dharma Husada Hospital, which can be formed

from high organizational commitment. This shows that the higher the employee's commitment to the Bhakti Dharma Husada Hospital in Surabaya City, the higher the Organizational Citizenship Behavior as indicated by the willingness to make a greater contribution to the progress of the hospital. Organizational Citizenship Behavior where employees, among others, are willing to work beyond the allotted time, are always willing to help colleagues solve work-related problems and always consider the best things for the future progress of Bhakti Dharma Husada Hospital, which can be formed from high organizational commitment. This shows that the higher the employee's commitment to the Bhakti Dharma Husada Hospital in Surabaya City, the higher the Organizational Citizenship Behavior as indicated by the willingness to make a greater contribution to the progress of the hospital. always willing to help colleagues solve work-related problems as well as always considering the best things for the future progress of Bhakti Dharma Husada Hospital which can be formed from high organizational commitment. This shows that the higher the employee's commitment to the Bhakti Dharma Husada Hospital in Surabaya City, the higher the Organizational Citizenship Behavior as indicated by the willingness to make a greater contribution to the progress of the hospital. always willing to help colleagues solve work-related problems as well as always considering the best things for the future progress of Bhakti Dharma Husada Hospital which can be formed from high organizational commitment. This shows that the higher the employee's commitment to the Bhakti Dharma Husada Hospital in Surabaya City, the higher the Organizational Citizenship Behavior as indicated by the willingness to make a greater contribution to the progress of the hospital.

The findings in this study support the results of research conducted by Putri & Suwandana (2016) which proves that Organizational Commitment has a significant positive effect on Organizational Citizenship Behavior. The results in this study are in line with the findings of Suwibawa et al. (2018) who found that Organizational Commitment had a significant positive effect on Organizational Citizenship Behavior.

The Influence of Transformational Leadership on Organizational Citizenship Behavior at Bhakti Dharma Husada Hospital, Surabaya City

Based on the results of the study, it was found that Transformational Leadership influences Organizational Citizenship Behavior at Bhakti Dharma Husada Hospital in Surabaya City, because the T statistic value is 3.666 which means it is greater than 1.96, which means Organizational Citizenship Behavior can be formed with good Transformational Leadership. This means that the hypothesis which reads "Transformational Leadership influences Organizational Citizenship Behavior at Bhakti Dharma Husada Hospital, Surabaya City", is declared accepted. This means that Transformational Leadership includes, among other things, being serious about

improving past performance, leaders being able to encourage employees to be confident, leaders motivating employees to work better, leaders setting good examples, leaders listening to employee difficulties and complaints, the leader encourages employee creativity at Bhakti Dharma Husada Hospital which influences Organizational Citizenship Behavior. Organizational Citizenship Behavior where employees, among other things, are willing to replace other employees' tasks when the person concerned is unable to carry out the task, has tolerance for unwanted conditions at Bhakti Dharma Husada Hospital, does not spend much time complaining about unimportant issues at Bhakti Dharma Husada Hospital can be formed with high Transformational Leadership. By looking at the results of this study, if the Bhakti Dharma Husada Hospital in Surabaya City wants to improve Organizational Citizenship Behavior,

The findings in this study support the results of the research conducted by the findings Darmawan & Maisaroh (2017) which proves that Transformational leadership has a direct influence on Organizational Citizenship Behavior.

Influence Organizational Citizenship Behavior on Employee Performance at Bhakti Dharma Husada Hospital, Surabaya City

Based on the results of the study, it was found that Organizational Citizenship Behavior affects Employee Performance at Bhakti Dharma Husada Hospital Surabaya City, because the T statistic value is 5.762 which means it is greater than 1.96, which means Employee Performance can be formed with high Organizational Citizenship Behavior. This means that the hypothesis which reads "Organizational Citizenship Behavior influences Employee Performance at Bhakti Dharma Husada Hospital in Surabaya City", is declared accepted. This means that Organizational Citizenship Behavior which includes being willing to replace the duties of other employees when the person concerned cannot carry out the task, has tolerance for unwanted conditions at Bhakti Dharma Husada Hospital, does not spend much time complaining about unimportant issues, willing to work overtime to help colleagues complete work without overtime pay, maintain good relations with coworkers, help coworkers solve work problems, work according to existing procedures, willing to work beyond the allotted time, regularly participate in activities at Bhakti Dharma Husada Hospital and try consider the best things for the future progress of Bhakti Dharma Husada Hospital, affecting Employee Performance. Employee performance where employees, among others, are able to complete work faster than the specified time, are able to complete work according to work standards from Bhakti Dharma Husada Hospital, are able to complete work beyond the target, can be formed with high Organizational Citizenship Behavior.

The findings in this study support the results of research conducted by Dewi et al. (2018) who found that there is an

influence of Organizational Citizenship Behavior on employee performance. The results in this study are also in line with the findings Suwibawa et al. (2018) which proves that Organizational Citizenship Behavior has a significant positive effect on Employee Performance.

The Effect of Organizational Commitment on Employee Performance through Organizational Citizenship Behavior at Bhakti Dharma Husada Hospital, Surabaya City

Based on the results of the study, it was found that Organizational Commitment has a significant influence on Employee Performance through Organizational Citizenship Behavior at Bhakti Dharma Husada Hospital Surabaya City, because the statistical T value is 3.062 which means greater than 1.96, which means Organizational Citizenship Behavior plays a role in moderate the effect of Organizational Commitment on Employee Performance. This means that Organizational Commitment which includes wanting to spend the rest of the career, feeling part of the family, finding it difficult to get a job with a better income, fear of not getting a job elsewhere, feeling a lot of service, worthy of giving loyalty, to Bhakti Dharma Husada Hospital through Organizational Citizenship mediation Behavior includes that employees are willing to work beyond the allotted time, are willing to work overtime to help colleagues in completing work without overtime pay, have tolerance for conditions at Bhakti Dharma Husada Hospital that do not in accordance with the will affect employee performance. Employee Performance where employees from Bhakti Dharma Husada Hospital, among others, set targets at work and are able to complete work beyond what is targeted through the mediation of Organizational Citizenship Behavior, can be formed with High Organizational Commitment. This means the hypothesis that reads "Organizational Commitment affects Employee Performance through Organizational Citizenship Behavior at Bhakti Dharma Husada Hospital, Surabaya City", was declared accepted.

The results in this study do not support the findings of research conducted by Rita et al. (2018) which proves that organizational citizenship behavior cannot partially and positively and significantly mediate the relationship between organizational commitment and employee performance.

The Effect of Transformational Leadership on Employee Performance through Organizational Citizenship Behavior at Bhakti Dharma Husada Hospital, Surabaya City

Based on the results of the study, it was found that Transformational Leadership has a significant influence on Employee Performance through Organizational Citizenship Behavior at Bhakti Dharma Husada Hospital in Surabaya City, because the statistical T value is 3.891 which means greater than 1.96, which means Organizational Citizenship Behavior plays a role in

moderating the influence of Transformational Leadership on Employee Performance. This means that Transformational Leadership includes, among other things, being serious about improving past performance, leaders being able to encourage employees to be confident, leaders motivating employees to work better, leaders setting good examples, leaders listening to employee difficulties and complaints, leaders encourage employee creativity at Bhakti Dharma Husada Hospital through Organizational Citizenship Behavior, which includes employees willing to help colleagues solve problems, willing to work beyond the allotted time, not spending too much time complaining about unimportant issues, considering the best thing for the progress of Bhakti Hospital Dharma Husada in the future, will affect employee performance. Employee performance where employees of Bhakti Dharma Husada Hospital are able to complete work according to specified work standards, employees comply with regulations and employees are able to complete work according to the leader's directions through mediation. Organizational Citizenship Behavior can be formed with high Transformational Leadership.

This result is also in line with the findings Dewi et al. (2018) who found that there is an influence of Transformational leadership on employee performance through Organizational Citizenship Behavior as a moderating variable.

V. CONCLUSIONS AND SUGGESTIONS

CONCLUSION

Based on the results of the research conducted, the following conclusions can be drawn: (1) The results of the study found that Organizational Commitment affects Employee Performance at Bhakti Dharma Husada Hospital, Surabaya City. This is evidenced by the statistical T value of 3.577 which means greater than 1.96. (2) The results of the study found that Transformational Leadership had an effect on Employee Performance at Bhakti Dharma Husada Hospital, Surabaya City. This is evidenced by the statistical T value of 2.472 which means greater than 1.96. (3) The results of the study found that Organizational Commitment has a significant effect on Organizational Citizenship Behavior at Bhakti Dharma Husada Hospital, Surabaya City. This is evidenced by the statistical T value of 5.079 which means greater than 1.96. (4) The results of the study found that Transformational Leadership had a significant effect on Organizational Citizenship Behavior at Bhakti Dharma Husada Hospital, Surabaya City. This is evidenced by the statistical T value of 3.666 which means greater than 1.96. (5) The results of the study found that Organizational Citizenship Behavior had a significant effect on Employee Performance at Bhakti Dharma Husada Hospital, Surabaya City. This is evidenced by the statistical T value of 5.762 which means greater than 1.96. (6) The results of the study found that Organizational Commitment has a significant influence on

Employee Performance through Organizational Citizenship Behavior at Bhakti Dharma Husada Hospital, Surabaya City. This is evidenced by the statistical T value of 3.062, which means it is greater than 1.96. (7) The results of the study found that Transformational Leadership has a significant influence on Employee Performance through Organizational Citizenship Behavior at Bhakti Dharma Husada Hospital, Surabaya City. This is evidenced by the statistical T value of 3.891 which means greater than 1.96.

SUGGESTION

Based on the results of the analysis and discussion carried out, the researcher provides several suggestions that can contribute to improving Organizational Citizenship Behavior and Employee Performance as well as for further research. As for these suggestions, it is hoped that the Bhakti Dharma Husada Hospital in Surabaya City can increase the commitment of its employees to feel part of the Bhakti Dharma Husada Hospital by continuing to strive for welfare for their employees. confident and have high creativity at work, as a step in implementing Transformational Leadership in a better direction,

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