What are The Factors that Influence OCB in Hospital Nurses in Malang

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Abstract— Organizational Citizenship Behaviors (OCB) is extra behaviors performed by a person outside the job description determined by the organization. OCB is very necessary because it has an influence on organizational activities. Hospitals as agencies that prioritize services require optimal roles from their nurses. The purpose of this study was to determine the Organizational Citizenship Behaviors (OCB), QWL, self-efficacy and organizational commitment of nurses at General Hospital in Malang; to describe and analyze the influence of QWL (Quality of Work Life) and Self-efficacy on the organizational commitment and nurse's Organizational Citizenship Behavior (OCB) at General hospitals in Malang. This type of research is explanatory research. In this study the population is all nurses who work in 4 General Hospitals in Malang. The numbers of respondents in this study were 175 people. Analysis method used was descriptive analysis and inferential analysis by using GSCA for the sake of analysis needs. The research results showed that QWL and organizational commitment were perceived enough by nurses, Self efficacy and OCB were perceived well by nurses. Inferential analysis results show that: there is a positive and significant influence of QWL on organizational commitment; there is a positive and significant influence of self-efficacy on organizational commitment, and there is a positive and significant influence of organizational commitment on OCB. The factors that influence the OCB of nurses in the general hospital in Malang are QWL, self-efficacy and organizational commitment.

Keywords
Quality of Work Life (QWL), Self-efficacy, Organizational Commitment, Organizational Citizenship Behavior (OCB), and hospital nurses.

I. INTRODUCTION

QWL is a very important factor for organizations. An organization has to attempt to improve QWL. QWL is a very complex factors which is a combination between work environment and personality. QWL is essential for an organization to improve the organizational goal. Improving QWL for an employee means to increase productivity and work satisfaction for him (Mejbel et al. 2013).

QWL is a multidimensional concept that shows an employee’s feeling, including job content, work environment, pay and reward system, training and career development chances, participation in the decision-making process, occupational health and safety, occupational stress, job safety, organizational and interpersonal relations, and relationship between life on and off the job (Mejbel et al. 2013). A high QWL is essential to attract and keep the employee. There are many studies which have connected between QWL and work satisfaction, organizational commitment, performance, turnover intention etc. (Kanten and Sadullah 2012)

QWL is an aspect from outside of an employee. The researchers add variables from inside of the employee i.e. self-efficacy which will have an impact on his/her behavior in working because every individual has different characteristics. A good coordination between employee and organizational environment will result in a good performance, reduce frustration and minimize employee to do turnover intention, and have a good OCB (Cheng Lai and Chun Chen 2012; Ruhana 2019).
This research model is built based on Bandura's (1991) theory in which a person's behavior is influenced by organizational factors (in QWL research) and person (self efficacy) that affect work attitudes (organizational commitment) and OCB. OCB is an extra task behavior that is expected to arise in nurses in carrying out their duties. OCB behavior is highly expected by patients and their families as well as highly expected by the hospital to show a good image for the hospital.

Self-efficacy will influence an individual’s emotional response. A task will be funny once an employee is competent and confident (Hassan et al. 2013). Self-efficacy natives from Bandura’s Social Cognitive that shows someone’s ability to face problem and performance. Self-efficacy shows that cognitive, motivational, and functional process is controlled and managed by an individual’s confidence. Self-efficacy has a positive influence on all aspects of life. A vigorous self-efficacy will be effective to achieve personal goal and someone can utilize all his/her effort in achieving his/her goal in dealing with problem and failure. (Tojjari et al. 2013).

Self-efficacy relates to the organizational commitment and OCB (Shahnawas and Jafri 2009; Saleem et al. 2012; Beauregard 2012; Murthy 2014; Rahman et al. 2014; Mahrughy and Yadegar 2016; Cohen and Abedallah 2014). Organizational commitment and OCB is truly needed in an organization. Individual attitude will influence most of their attitude. A positive attitude is expected to result in a positive behavior which finally will benefit an organization in achieving its goal. One of the positive attitudes is realized in the form of organizational commitment. Porter and Lawler (1968) state that organizational commitment is considered as a willingness of an employee to give a high spirit of work on behalf of an organization, strong willingness to stay in the organization, and goal acceptance and its core value. Commitment reflects a psychological relationship between an individual and an organization. (Bakhshi et al. 2011).

To make an organizational successful, it must have an employee having a great responsibility, an adequate time and energy to successfully work (Neeta 2013). That amazing attitude is OCB. Organ (1997) defines OCB as a behavior which is beyond the normal task of an employee. This includes helping others, escaping from conflict and others which directly or indirectly benefits the organization.

Good QWL is truly needed by an employee. QWL has an impact on his/her performance in working, which is organizational commitment and OCB. Good QWL is also required by a nurse, so he/she is able to have organizational commitment and OCB. The existence of QWL, good organizational commitment and OCB is expected by the nurse to be able to give good service to the client/patient. This research is very interesting to carry out at Hospital especially General Hospital in Malang, given Malang is the third largest city in East Java having many General Hospitals after Surabaya and Sidoarjo. Analysis unit of this research is a nurse, in which the nurse is one of the components considered important to serve the patient.

This study aims to describe QWL, self-efficacy, organizational commitment and OCB. What factors affect OCB nurses, considering that in the current Covid 19 pandemic conditions OCB nurses are very much needed in providing services to patients and their families.

This paper is organized as follows, section I contains the introduction, section II contains the related work, section III literatur review, section IV contain method of methodology, section V contain result and discussion, and section IV describes conclusion and future research.

II. RELATED WORK

This research is based on the theory and results of previous research.

The Influence of QWL on Organizational Commitment

Organizational commitment is a level of employee’s sacrifice to the organization. An employee will participate in any organizational activities and will influence his/her behavior
in the working place (Mayer and Allen 1991). Organizational commitment is an employee attitude and behavioral intention/psychological circumstance of an employee to be ready to make a great effort to maintain membership in an organization. There are many studies conducted to test/relate between QWL and organizational commitment. Fields and Teacher 1992; Daud 2010; Ahmadi et al. 2012; Farjad and Varnous 2013; Parvar et al. 2013. The research result reveals that QWL has a positive and significant influence on organizational commitment. Based on the theory and results of previous research, the hypothesis of this research is:

H1 : QWL has a significant effect on organizational commitment

The Influence of Self-Efficacy on Organizational Commitment

High self-efficacy will result in an effective commitment (Murthy 2014). Self-efficacy has a positive influence on organizational commitment. The relationship self-efficacy and organizational commitment is based on social cognitive theory from Bandura (1991), where self-efficacy affects one's behavior. Empirical research shows the effect of self-efficacy on organizational commitment and has a positive effect is a study conducted by Ten Tsai et al. 2011; Saleem et al. 2013, and Murthy 2014.

H2 : Self efficacy has a significant effect on organizational commitment

The Influence of Organizational Commitment on OCB.

There is a positive relationship between organizational commitment and OCB since an employee with commitment organizational will tend to behave to increase his/her value and support the organization Zainabadi (2010). Organ (1990) states the affective commitment felt as a social mental feeling which will lead to OCB. Organizational commitment has a significant influence on OCB (Zainabidi 2010; Bakhsh 2013).

H3 : Organizational commitment has a significant effect on OCB

III. LITERATURE REVIEW

Quality of Work Life (QWL)

QWL associated with job satisfaction, job involvement, motivation, productivity, health, safety and well being, job security, competence development and balance between work and non work life (Nanjundeswaraswamy dan Swamy 2013). QWL including job security, better reward systems, higher pay; opportunity for growth, participative groups, increased organizational productivity, and a good indicator to boost its image in attracting and retaining employees (Beauregard 2012).

QWL can be defined as feeling an employee with regards to the working conditions, remuneration, and chances of professional development, work-family role balance, safety and social interactions at workplace and society.

Walton, proposed eight major conceptual categories relating to QWL as (1) adequate and fair compensation, (2) safe and healthy working condition, (3) Immediate opportunity to use and develop human capacities, (4) opportunity for continued growth and security, (5) social integration in the work organization, (6) constitutionalism in the work organization, (7) Work and total life space, (8) social relevance of work life (Kanten and Sadullah 2012). Walton suggested eight aspects in which employees perceptions towards their work organizations could determine their QWL.

The definitions also emphasize the good feeling perceived from the interaction between the individuals and the work environment. Muftah and Lafi (2011) defined QWL as the combination of physical, psychological, and social factors that influence employee’s satisfaction. An indicator used to measure QWL is compensation, working condition, development of competency and leadership style.

Self-efficacy

Bandura (1986) define self-efficacy as capabilities to execute the courses of action, with emphasis placed on performing skills rather than possessing skills, to achieve a given mission. A personal belief of self efficacy may influence one’s behavior, the way of thinking and emotional reactions in a difficult situation.

Self-efficacy is a personal judgment of “how well one can execute courses of action to deal with prospective situations”(Cohen and Abedallah 2015). Self efficacy theory posits that individuals judge their ability to cope successfully with challenges when faced with environmental demands and that based on judgment, individuals initiate and persist with behavioral strategies to manage challenges effectively and attain desire outcomes. Self efficacy plays a central role in the self regulation process. There are four main sources of information that create students'self efficacy: enactive mastery experiences, vicarious experiences, social persuasions and physiological state(Bandura 1997).

According to Bandura (1997), there are 3 dimensions to measure self-efficacy, namely magnitude related to the difficulty level of the task dealt with. The second dimension is a generality, it shows to what extent an individual is sure of his/her ability in various situations, from performing the duties he/she commonly does to a duty or situation which never been done or in a difficult and various situations. The third dimension is a strength which more pressures on the level of strength or individual stability to the beliefs. Several indicators used to measure self-efficacy is level, generality, and that strength itself.
Organizational Commitment

Porter et al. (1974) defined organizational commitment as kind of attitudinal inclination toward the organization. There are three type of organizational commitment: 1) value commitment containing a strong belief in and acceptance of organizational goal and value, 2) retention commitment with a strong desire to remain a part of the organization, 3) effort commitment with a willingness to contribute more effort to the organization

Meyer and Allen (1997) proposed that organizational commitment has three components: 1) affective commitment, that describes an alignment that employees feel between their organization and their personal goals and desire, 2) continuance commitment, refers to state whereby employees are bound to their organization to the extent they“have to be” due to the benefits associated with leaving, 3) normative commitment refers to commitment based on a moral belief or obligation that “it is the right and moral thing” to remain with the organization.

OCB

Organizational Citizenship Behavior (OCB) is a unique aspect of an individual activity at work. OCB are individual behavior that promote the goods of the organization by contributing to its social and psychological environment. For example, helping another employee to finish a project, providing a helpful advice or suggestions, and offering positive feedback on work tasks. (Shahnawas and Jafri 2009).

OCB as an individual behavior that is discretionary, not directly OCB as individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and in the aggregate promotes the efficient and effective functioning of the organization. (Organ 1988). Organ further elaborate that OCBs exist in various forms, including altruism, courtesy, sportsmanship, civic virtue and conscientiousness (Sofiah et al. 2014). Five dimensions OCB by Organ

1. Altruism, which is the category consisting of discretionary behaviors that aim at helping certain people in an organization with a relevant task or problem.
2. Courtesy, includes proactive gestures that consider consulting with other workers in the organization before acting, giving advance notice and passing along information.
3. Conscientiousness, refers to an employee performing his or her assigned task in a manner above what is expected.
4. Civic Virtue, is the involvement that the employee shows in the political life of the organization.
5. Sportsmanship, refers to refraining from complaining about trivial matters.

Some of indicators used to measure nurse’s OCB is in accordance with what Sofiah et al. propose in 2014 including altruism, civic virtue, courtesy, conscientiousness, and sportsmanship.

IV. METHODOLOGY

Method

This research was conducted to describe and test the hypothesis. This was a quantitative research. Being seen from its research purpose, this was categorized into an explanatory research which is a research which tries to test the relationship among variables through hypothesis testing. The method chosen was by doing a survey of the nurses at general hospitals in Malang.

Data Collection and Sample

This determination of research location used multi-stage area sampling, in which the location chosen was a general hospital in Malang City, Malang District, and Batu City. The next step is hospital determination in type A, B, C, and D. It randomly selected a hospital in Malang City, Malang District, and Batu City based on its type and finally got 4 hospitals, namely Saiful Anwar General Hospital in type A, Persada Hospital in Malang City in type B, Karsa Husada General Hospital in Batu City in type C, and Islamic Hospital Kasembon in Malang District in type D. We distributed 180 questionnaires. 175 of them were returned.

Data Analysis

Data that has been collected was then analyzed descriptively and inferentially. Data that is related to the respondent’s answer was then analyzed descriptively with the assistance of SPSS analysis. While inferential analysis uses GSCA (Generalized Structured Component Analysis).

Hypothesis Model

Figure 1 - Hypothesis Model

V. RESULTS AND DISCUSSION

Respondent data in this study are based on the workplace, gender, background level of education, age, years of service, service sector. Respondent data based on workplace showed that nurses who worked at Saiful Anwar General Hospital were 135 respondents (77.1%), nurses who worked at Persada Hospital were 13 respondents (7.4%), nurses who worked at Karsa Husada General Hospital as many as 19 respondents (10.9%) and nurses who worked at RS Ishanah General Hospital as many as 8 respondents (4.6%).
Descriptive Analysis
Based on data collected from the respondents’ answer, an average indicator and variable from respondents’ answer are as follows:

Table 1. The Distribution of Respondents’ Perception

<table>
<thead>
<tr>
<th>Variable</th>
<th>Indicator</th>
<th>Average scores</th>
</tr>
</thead>
<tbody>
<tr>
<td>QWL</td>
<td>Compensation</td>
<td>3.06</td>
</tr>
<tr>
<td></td>
<td>Working condition</td>
<td>3.41</td>
</tr>
<tr>
<td></td>
<td>Competency Develop</td>
<td>3.51</td>
</tr>
<tr>
<td></td>
<td>Leadership style</td>
<td>3.50</td>
</tr>
<tr>
<td>QWL variable average</td>
<td></td>
<td>3.37</td>
</tr>
<tr>
<td>SE</td>
<td>Level</td>
<td>3.76</td>
</tr>
<tr>
<td></td>
<td>Generality</td>
<td>3.46</td>
</tr>
<tr>
<td></td>
<td>Strength</td>
<td>3.77</td>
</tr>
<tr>
<td>SE variable average</td>
<td></td>
<td>3.66</td>
</tr>
<tr>
<td>Organizational Commitment</td>
<td>Affective commit</td>
<td>3.45</td>
</tr>
<tr>
<td></td>
<td>Continued commit</td>
<td>3.28</td>
</tr>
<tr>
<td></td>
<td>Normative commit</td>
<td>3.46</td>
</tr>
<tr>
<td>Organizational commitment variable average</td>
<td>3.39</td>
<td></td>
</tr>
<tr>
<td>OCB</td>
<td>Altruism</td>
<td>3.66</td>
</tr>
<tr>
<td></td>
<td>Civic virtue</td>
<td>3.57</td>
</tr>
<tr>
<td></td>
<td>Conscientiousness</td>
<td>3.83</td>
</tr>
<tr>
<td></td>
<td>Courtesy</td>
<td>3.99</td>
</tr>
<tr>
<td></td>
<td>Sportsmanship</td>
<td>3.75</td>
</tr>
<tr>
<td>OCB variable average</td>
<td></td>
<td>3.76</td>
</tr>
</tbody>
</table>

Source: processed primary data, 2019

The result of hypothesis testing shows that there is a significant influence of QWL on organizational commitment, there is a significant influence of self efficacy on organizational commitment and there is a significant influence of organizational commitment on OCB.

The Influence of QWL on Organizational Commitment

The results of this study are consistent with the opinion of Mayer and Allen (1991) which states that a person’s participation in organizational activities will influence their behavior in the workplace. Which is manifested in the form of organizational commitment. The results of this study are support the Social Exchange Theory (Cropanzano and Mitchell 2005) which states that someone behaves certain because of the exchange from the organization. In this study nurses have organizational commitment because the organization provider QWL to nurses in the form of compensation, working conditions, competency development and leadership.

That research results support the previous research conducted by Fields and Tacher (1992); Daud (2010); Ahmadi et al. (2012); Farjad and Vamous (2013); and Parvar et al. (2013), which shows the result that QWL has a positive influence on commitment organizational.

The Influence of self efficacy on Organizational Commitment.

This research result is in accordance with the previous one conducted by Saleem et al. (2013), Murthy (2014), and Ten Tsai et al. (2011 show that there is a positive and significant influence on commitment organizational.

This research result is in accordance with Murthy’s (2014) result stating that high self-efficacy will create an effective commitment. The results of this study are in accordance with Bandura’s social cognitive theory (1997) which states that self efficacy influences a person’s behavior in the form of organizational commitment.The result of the descriptive analysis shows that the nurse’s self-efficacy is good/high, this indicates that the nurse’s beliefs about his/her ability to perform his/her duties are good. The nurse’s organizational commitment based on the descriptive analysis is still good. For that matter, the nurse’s organizational commitment can be more increased; one of them is increasing self-efficacy.

The Influence of Commitment Organizational on OCB

This research result is in accordance with Zainabadi’s (2010) and Bakhsi’s (2012) idea which states that there is a positive relationship between organizational commitment and OCB because an employee having organizational commitment will tend to behave to increase his/her value and support.
VI. CONCLUSION AND FUTURE SCOPE

This research concludes that there is a significant and positive influence of QWL on commitment organizational. There is a positive and significant influence of self-efficacy on commitment organizational. This means the better the self-efficacy, the higher the organizational commitment. Also, there is a positive and significant influence of commitment organizational on OCB. This means the better the organizational commitment, the higher the Organizational Citizenship Behavior. The factor that influence OCB nurses are QWL, Self-efficacy and organizational commitment.

This research has a limitation, that is, it does not differentiate between government public hospitals and private public hospitals so that data bias is possible. Future studies can be carried out in public or private hospitals, to avoid biased data.

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