

## Nurses Assessment of Superiors Leadership Towards Organizational Citizenship Behavior

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**Abstract:** The setting of this research was the nurses of Yogya hospitals in Sleman regency, special region of Yogyakarta. The sample size is the same as the population of 120 nurses. The researcher used purposive sampling technique. The data analysis technique was Structural Equation Modelling (SEM) which uses factor analysis (measurement) and lane analysis (part analysis). This research result shows that the test result on the measurement model which is hypotezied fits teoritically to empirical data that is indicated that all factors are significant. Meanwhile, the lane analysis result shows that the transformational leadership assesement, organisational commitment and working satisfaction have direct influence and indirect influence that are significant to the organizational citizenship behavior.

**Key words:** Assessment, transformational leadership, organisational commitment, satisfaction, organizational citizenship behavior, citizenship, direct

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### INTRODUCTION

The era of globalization and technology today requires all institutions including hospitals to provide professional, qualified and accountable services. The standard of hospital services in Indonesia is regulated in Law No. 44 of 2009 concerning hospitals. This law affirms that every hospital should always improve the quality of health services by doctors, nurses and other medical personnel.

Complaints often arise in Indonesian society that services by hospital nurses provide less satisfaction to patients and family patients. Some complaints include: nurses are less friendly in providing services.

They sometimes say inappropriate words, less-smiling and less-caring in giving comfort to the patients. Even though by direct face to face to the patient, the nurses have statagic position for the hospital institution. Satisfaction and dissatisfaction of patients can be caused by the nurse behavior mentioned before and this can directly influenceto the organization (hospital).

Profession of a nurse in Indonesia has been regulated in Minister Decree. Nursing practical standard has the purpose to measure how far the nurses do careless action, malpractice or other deviations. Profession authority consists of two aspects, i.e., material authority and formal authority. Material authority is obtained, since the nurses got competencies and then registered or interegated in the form of Surat Ijin Perawat (SIP)/nursing license. Meanwhile, formal authority is in

the form of Surat Ijin Kerja (SIK)/working license that is given by the incharge stakeholders to the nurses to hold nurse profession practice. Surat Ijin Kerja (SIK)/working license is given to the nurses if they work in an institution if the nurse works individually or in a team, they will get Surat Ijin Praktik Perawat (SIPP)/nursing practice license.

According to Robbins and Timothy (2009), a success organization needs employess who works more than just formal duty and gives performance over expectation. The behavior mentioned by Robbins and Judge is the phenomenon that is often mentioned as Organizational Citizenship Behavior (OCB). A behavior of an employee who has high sense of belonging to the organization (company) and treats.

There are many previous researches that show the importance of organizational citizenship behavior to succes or advance of a company in this competitive bussines era. According to many researches an organization cannot anticipate whole behaviors in an organization that counts on work description which is stated formally. Organizational citizenship behavior practically also shows its ability to fix effeciency, effectivity and adaptation (Organ, 1988; Podsakoff *et al.*, 1990; Organ *et al.*, 2006).

The other researches finds that one antecedent plays important role to create organizational citizenship behavior is the leadership problem that is transformational.

Bass and Riggio (2006) shows that transformational leadership that is described as charismatic,

transformational or visionary has positive effect on organisation performance. Meanwhile, subordinate assessment to transformational leadership indicates that there is loyalty of the subordinates, responsibility and actual participation in organization activity. Then, subordinate assessment will competence from his leader who will keep the commitment and satisfaction of his subordinate's work (Bass and Riggio, 2006). Organ and Ryan also stated that attitude variable such as satisfaction, justice and work commitment show firm relationship with organizational citizenship behavior (Jahangir *et al.*, 2004).

This study aims to discuss two important things, those are first, testing the measurement model to goodness of fit criteria from four variables, i.e., transformational leadership assessment, organizational commitment, working satisfaction and organizational citizenship behavior. Second, testing the path analysis (path model) which is testing the direct and indirect influence transformational leadership variable, organizational commitment and working satisfaction to organizational citizenship behavior. Besides, testing the direct and indirect influence among the variables, it also aims to find the contribution ( $R^2$ ) that is given to the organizational citizenship behavior.

**Transformational leadership assessment:** Burns (1976) connected the leadership role and the followers, it was stated that a leader is an individual who used his followers motive in order that he can reach the leader's and the follower's goal well. In addition, Burns stated that leadership is far different from using the power because the leadership is not separated from his follower's needs. (Northouse, 2007).

In accordance to Bass (1985) gave his opinion about transformational leadership. It motivates the followers to do something more than expectation by doing the following things: increasing the follower's consciousness about the importance and the goal value that are determined and wanted; asking the followers to pay much attention to the team or organizational interest over the personal interest and running the followers to fulfil the needs in the higher level (Yukl, 2010).

Furthermore, according to Bass and Avolio (1994) to gain the productivity, transformational leadership is defined as "Four I's" individualized influence, inspirational motivation, intellectual stimulation, and individualized consideration. Bass and Avolio (1994, 1985) the transformational dimensions are as follows individualized influence through the role models for the followers in which the followers identify and want to do more than that model. Inspirational motivation, a leader gives meaning and challenge for the followers in which can increase their enthusiasm and expectation, spreading the vision, committing the goal and team support. In

strengthening intellectual stimulation, transformational leader creates stimulation and thinks innovatively for his followers through question assumptions, re-designs the problems uses an approach on past situation through new way. For individualized consideration by giving help as a leader giving services as mentor, checking individual's needs for the development and success enhancement (Moran, 2003).

Transformational leadership assessment to the hospital organization is done by using leadership measurement method. Judging from people who do the assessment. The transformational leadership assessment of a hospital leader is subordinate assessment in which the subordinate assessment to the leader leadership which is being used in several organizations such as hospital.

Atwater *et al.* (1995), subordinate assessment can give information to the leader about the strength and weakness perception of the followers and the perception level that fits with the followers's leader. As well the research result also shows that the leader's behavior that is assessed by the follower is getting better or increasing after receiving the feedback.

It can be summed up that assessment that has been done by the hospital nurses to the nursing manager of hospital "Yogya" as a means to increase the managerial effectiveness while at present there are still lack of empirical research that shows this subordinate assessment model is beneficial.

**Organizational commitment:** Mowday, Steers and Porter define commitment as relative strength from a relationship among the individual with the organization and the involvement in a certain organization. In this definition, there are three characteristics of commitment, i.e.: strong belief and acceptance to the values and goals of an organization (identification); the willingness to make effort for the organization (involvement) and the strong willingness to defend the membership in an organization (loyalty) (Bolger and Somech, 2004).

Powell and Meyer (2004), introduced three types of organisational commitment, i.e., affective, continuant and normative. Affective commitment is as love of organisation members emotionally, relationally and involvement in an organisation and the goals. This is caused by similarity between the individual and the organisation. As a result, it is common thing that an individual emotionally loves and enjoys the continuity from the membership in an organization.

Continuant commitment is defined as a willingness to stay on the organization because of the individual investment in the form of investment that cannot be replaced like working relationship which is close to co-worker, career investment and retirement, different working skills which are obtained in certain

organization for years being member of an organisation, involvement in certain community where the members are placed and other benefits that make a person losses if he has to leave and find another job in another place.

Normative commitment is caused by obligation to stick together in an organisation. The responsibility is often caused by loyalty value and duty that has been common just like being stated by Wiener. It is a tendency that becomes common sense that we have to be loyal and ready to give time and effort for the institution just like family, marriage, country, religion and work organization as a result from a culture that places a premium on loyalty and obedience to the institutions.

From the explanation above, commitment is built by hospital organization that will influence the nurses to stay on their job as employee or member in a hospital organization.

**Working satisfaction:** Kreitner and Kinicki (1998) defined working satisfaction as affection or emotional response to any phases of a person's job. While Robbins (2002) stated that, the term of working satisfaction refers to common attitude of someone that assess the difference between the sum of rewards received with the sum of rewards that should be received. An individual has high working satisfaction and positive attitude to the job. An individual cannot be satisfied if he/she has negative attitude to the job.

Commonly, employees who are satisfied with their job will provide valuable things for them. Value is something that is done consciously to be reached. What do actually you want to get from your job? suitable salary, achievement, nice co-workers? you have to make valuable check list for yourselves, what things you want to get from your job (Colquitt *et al.*, 2009).

According to Gibson *et al.* (2001), there are many dimensions that have been compiled from working satisfaction, five main things that have important characteristics, i.e.:

**Payment:** A sum of money that is received and a condition from the payment.

**Job:** How far the duty is regarded interesting and gives a chance to learn and to take the responsibility).

**Promotion chance:** The chance to be forward.

**Supervisor:** The supervisor ability to show the interest and attention to the workers.

**Co-workers:** How far the co-worker can be friended, competent and supporting.

Based on the explanation above, working satisfaction of employees includes the nurses can be summed up as what makes the nurses want and enjoy the job and what makes them happy in their job.

**Organizational citizenship behavior:** Organ (1988) defined organizational citizenship behavior as "individual behaviour that is discretionary not directly or explicitly recognized by the formal reward system and in the aggregate promotes the effective functioning of the organization" (Murphy *et al.*, 2002).

The member's willingness to repeat the effort of working outside their ability as a formal chance that is determined by their position that has been organized as an effective and organized component. For instance, more than a half decade ago, Barnard stated that the individual willingness to advance the cooperative business for the organization that has been stated in the effectiveness in an effective organizational business in gaining the organization's goal (Organ *et al.*, 2006).

Based on the literature about organizational citizenship behavior, Podsakoff *et al.* (1990) concluded that perception and attitude of the employees in the work place consistently that is proved as a key factor that relate to the level where the employees will involve in the organizational citizenship behavior.

Organ (1988) gave a multidimensional scale on organizational citizenship behavior. The scale consists of five dimensions that arrange the organizational citizenship behavior notion. The five dimensions are presented as follows:

- Altruism, related to behavior in helping other nurses in accomplishing the task in the incredible situation
- Conscientiousness, that refers to a nurse who does the duties given to her with certain requirements done more than expectation
- Sportmanship, refers to positive aspect suppression from the organisation over the negative aspect
- Civic virtue that involve the support for administrative functions.
- Courtesy that covers proactive cue movement that pays much attention on the importance of consulting the other nurses in the organisation before action gives previous warning and spreads the information

The organizational citizenship behavior concept has been implemented in the organization as effective function and has been promoted as behavior in state organization or private organization including in the health field, even Indonesia performs high extra role of behavior, remembering the characteristics of Indonesian including nurses that make togetherness and mutual help over the individualism and Indonesia has high collectivism dimension.

## MATERIALS AND METHODS

The research design is ex post facto research that reviews nursing manager transformational leadership in “Yogya” hospital to the organizational citizenship behavior that has been done without doing direct manipulation by the researcher. The research setting was the nurses of “Yogya” hospital in Sleman regency, special region of Yogyakarta. The sample size is the same as the population of 120 nurses. The purposive sampling technique was used in this research (Winarsunu, 2002).

The data collection method of transformational leadership was measured by modification of multifactor leadership questionnaire from Bass (1985) that consists of four factors, i.e., individual influence, inspirational motivation, intellectual stimulation and individual consideration. The organisational commitment uses three-component model of organizational commitment measurement with three dimensions, i.e., affective commitment, normative commitment, continuant commitment which are adapted based on the culture and measured by Likert scale. The working satisfaction was measured by using five dimensions, i.e., salary, job, promotion chance, supervision and co-workers which are adapted based on the culture and measured by Likert scale. The organizational citizenship behavior is measured by using the measurement which is developed specifically for the hospital nurses with four dimensions, i.e., helpful, careful or sportive and positive obedience and good membership. Meanwhile, the item which is developed and adapted based on the culture and measured by Likert scale.

The analysis data used in this research was Structural Equality Model (SEM) and AMOS (Zulganef, 2006) are the combination of factor analysis and path analysis. factor analysis (measurement model) uses goodness of fit criterion evaluation that are chi-square, CMIN/DF, GFI, AGFI, CFI, IFI, dan RMSE and path analysis (path model) to obtain the direct and indirect influence values that are used regression analysis which estimates the loading factors or lambda value with intervening variable (Byrne, 1998).

## RESULTS AND DISCUSSION

The description of nurse profile in “Yogya” hospital in Sleman regency, special region of Yogyakarta is outlined as gender, education level and working experience. Second, results of measurement model

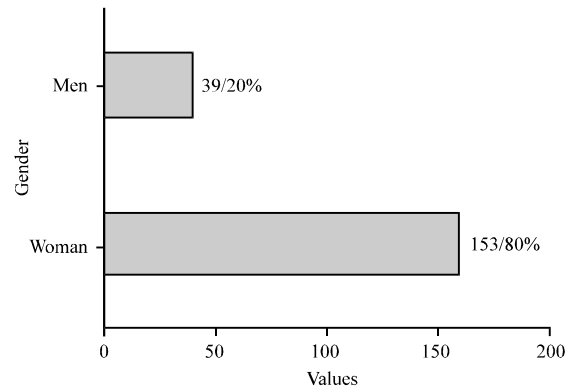


Fig. 1: Gender

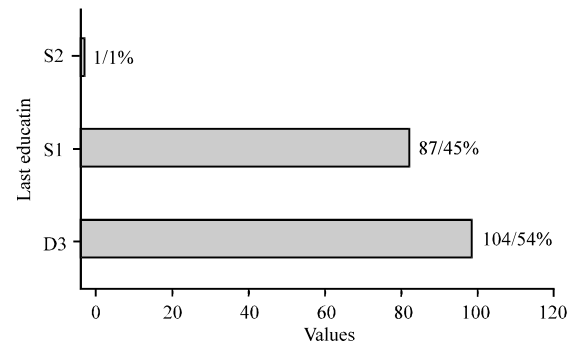


Fig. 2: Education level

goodness of fit criteria from the assessment of transformational leadership, organisational commitment, working satisfaction and organisational citizenship behavior. Third, the results of part model test that is the influence of nurse manager transformational leadership assessment by organisational commitment nurse and working satisfaction to organisational citizenship behavior.

**The nurse profile of “yogya” hospital:** The nurse gender in “Yogya” hospital in Sleman regency is dominated by female. The female nurse is 80% and the male nurse is 20%. The education level of the nurses in “Yogya” hospital in Sleman regency shows that the highest level of education is Diploma 354% and the lowest level of education is Post-Graduate degree 1% and Bachelor degree 45% (Fig. 1 and 2).

Working experience of the nurses in “Yogya” hospital in Sleman regency shows that the nurses who have working experience from 15-20 years is 3% then 10-15 years is 6%, 5-10 years is 33% and 1-5 years is the greatest amount 58% (Fig. 3).

Table 1: Goodness of fit

Index	Cut of value	Result AKT	Result OCB	Result KO	Result KK	Model evaluation
Chi-square (P)	$\geq 0.05$	555.54900	244.31700	24.2060	282.3060	Good
CMIN/df	$\leq 2.00$	1.90900	1.27900	0.1270	1.478000	Good
GFI	$\geq 0.90$	0.99900	0.98400	0.9720	0.972000	Good
RMSEA	$\leq 0.08$	0.07780	0.07740	0.0451	0.076300	Good
AGFI	$\geq 0.90$	0.98600	0.91100	0.9290	0.917000	Good
CFI	$\leq 0.90$	0.91300	0.94100	0.9950	0.932000	Good

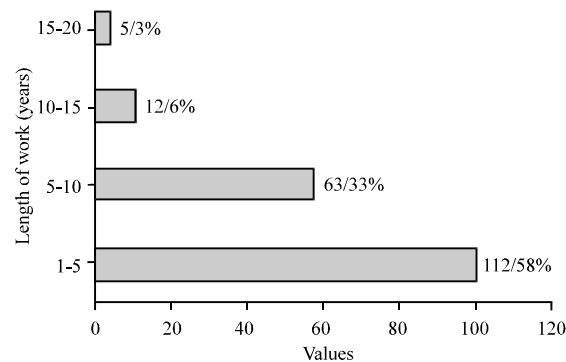


Fig. 3: Working experience

**The result of measurement model:** The result of the model conformity with using the goodness of fit criteria, i.e., Chi-Square, CMIN/df, GFI, AGFI, CFI, IFI and RMSE are presented in Table 1.

From the Table 1, it can be seen that the model that is planned is fit. This is because after the process of test to the scores of GFI, AGFI and CFI and after the process of comparison with the scores to structural equation model, the result is good. Scoring criteria from p-value score, CMIN/df and RMSEA are better than cut of value. The whole results of conformity test model shows that the influence of transformational leadership commitment organisation assessment and working satisfaction to the organizational citizenship behaviour fits to the empirical data.

**Path analysis:** The results of path analysis test (Path Model) in this research completely figured as follows (Fig. 4). To gain the influence value of variables above is used regression analysis, that is loading factors or lambda value with intervening variable (Byrne, 1998).

The result of regression analysis shows direct and indirect influence among the variables as follows: variable of nurse transformational leadership assessment to the organizational commitment shows direct influence that is significant with the significance level  $11.916 > 1.96$ , so that the Hypothesis 1 is accepted.

Variable of nurse transformational leadership assessment to the working satisfaction shows direct influence that is significant with significance level  $8.064 > 1.96$  so that, Hypothesis 2 is accepted. Variable of

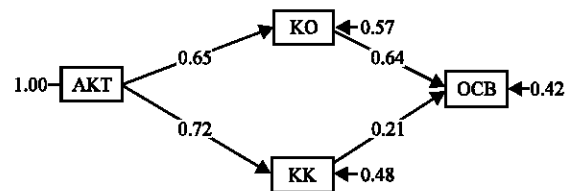


Fig. 4: Path model

organizational commitment to the organizational citizenship behaviour shows direct influence that is significant with significance level  $9.638 > 1.96$ , so that Hypothesis 3 is accepted.

While the working satisfaction variable the organizational citizenship behavior shows direct influence that is significant with the significance level  $3.243 > 1.96$ , so that, Hypothesis 4 is accepted.

Variable of nurse transformational leadership assessment to the organizational citizenship behavior with organization commitment mediation shows indirect influence that is significant with significance level  $7.982 > 1.96$  so that, Hypothesis 5 is accepted.

Variable of nurse transformational leadership assessment to the organizational citizenship behavior with working satisfaction mediation shows indirect influence that is significant with significance level  $3.013 > 1.96$ , so that Hypothesis 6 is accepted.

The regression analysis also shows the amount of contribution ( $R^2$ ) that is given to the organizational citizenship behavior as follows.

Variable of nurse transformational leadership assessment and organizational commitment give contribution to the organizational citizenship behavior with the amount  $R^2 = 0.428$  or 42.4%. Variable of nurse transformational leadership assessment and working satisfaction give contribution to organizational citizenship behavior with amount  $R^2 = 0.524$  or 52.4%. While organizational commitment variable and working satisfaction give contribution to the organizational citizenship behavior with the amount  $R^2 = 0.577$  or 57.7%.

Therefore, the results of regression analysis can be summed up that the direct or indirect influence among the significant variables and shows all hypotheses on the research are accepted. On the other words, all hypothesis

support. The contribution ( $R^2$ ) that is also given by the variables mentioned before on the organisational citizenship behaviour shows positive contribution.

### CONCLUSION

The model that shows the influence from four variables, i.e., nurse transformational leadership assessment, organizational commitment, working satisfaction and organizational citizenship behavior fits to the empirical data. For the other word, the instrument that is used on the research is valid and reliable.

The path analysis result that variable of nurse transformational leadership assessment and working satisfaction have direct and indirect influence that is significant to the organizational citizenship behavior. The amount of contribution ( $R^2$ ) that is given variables on the organizational citizenship behavior shows positive contribution.

Therefore, it can be said that assessment on transformational leadership can influence significantly to the organizational citizenship behaviour.

### LIMITATIONS

Nevertheless, this study has several limitations among others. This study was conducted in only one hospital, not including government and private hospitals. Nurses as research subjects here also have not distinguished by culture.

### IMPLICATIONS

The implications of this study, the institution (hospital) can no longer let the attitude and behavior of nurses left free in accordance with the character of each nurse but there must be a kind of guidance or procedure to serve patients well in accordance with corporate culture.

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