

# Urgency Of Organizational Citizenship Behavior Towards Performance Of Nurses Of Type-C Hospitals In Surabaya

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**Abstract:** Performance of nurses is a vital factor in a hospital because of the fact that nurses are the biggest human resource of hospital. Performance as a manifestation of nurse work behavior was performed as work achievement in accordance with its role in a hospital. Nurses often encountered and granted the service to patients and their families. Therefore, efforts were needed to improve performance through the elements which influence it. One of the elements that influence the performance of nurses is organizational citizenship behavior (OCB). OCB is good behavior which carried out by nurses outside their standard of work. The behavior is needed as facing the patients that nurses ought to provide maximal service in spite it is outside of its work standard. Based on the theoretical and empirical study analysis indeed OCB can affect performance by its dimensions. In order to grow OCB behavior which affected performance of nurses, there were many driving factors i.e. work satisfactory, motivation, organizational characteristics including leadership and culture of organization.

**Index Terms :** Performance, Organizational Citizenship Behavior, Nurses, Type-C Hospitals, Hospital Management.

## 1 INTRODUCTION

In organizational analysis based on financial statements, perspectives and financial profiles are the fundamental basis in analyzing whether or not the organization is healthy (Fatihudin, et al, 2018). Human Resource (HR) performance is an action, not an occurrence. Performance of action itself consists of many components and the result cannot be seen right away. Basically, HR performance is an individually thing because of individual variation of working capability level. Performance depends on combination between capability, effort, and obtained opportunity. It means that performance is a result of HR effort in working for certain period and the emphasis was on the finished work by nurses in certain period (Timpe 1993:3). The expected individual performance will be followed by remarkable organization of the hospital. In the implementation of gradual health service and reconciliation function, according to chapter 24 of Republic of Indonesia law (UU RI) Number 44 of 2009 about hospital, general and special hospitals which are classified on facility and hospital service capability. Explanation of Republic of Indonesia law (UU RI) Number 44 of 2009 about hospital is the Regulation of Health Minister (Peraturan Menteri Kesehatan, Permenkes) RI No. 340 /Menkes/Per/III/2010 about the hospital classification that type C general hospital where the hospital has facilities and capability of medical services at least four basic specialists and four medical support specialists. Whereas type C special general hospitals has facilities and capability at least of specialists medical services and sub-specialists medical services which appropriate with minimal specificity. Type C hospital has the largest number compared to other types of hospital.

Likewise this type of hospital has limited human resource should capable to have expected performance in order to provide complete health service to the community. The causes of performance in type C hospital consisted of five, i.e. expertise or knowledge of medical personnel, especially nurses which should be improved, incentives, and work environment, workload and also work fatigues of medical personnel. Records of the Population and Civil Registry Service explained the population of Surabaya in 2017 had reached 3,057,766 people (Dispendukcapil, 2017). This made Surabaya as second ranked largest city based on population number after Special Capital Region of Jakarta (DKI Jakarta). The population was mostly occupied by middle class inhabitants. This has implications for their treatment direction to the hospital. The middle class who were among upper and lower classes tended to choose middle class hospital, i.e. type C hospital due to consideration of medical expenses, huge numbers of hospitals and strategical location, spread throughout the city of Surabaya.

## 2 THEORETICAL REVIEW

### 2.1 Performance of Human Resource

Byars and Rue (2006) defines performance as the degree of work accomplishment of individual profession. Performance reflected the individual fulfillment of demanded work. Based on those definitions shows performance has both quantitatively and qualitatively result. According to Gibson (2012:89), there are three factors which influence the performance:

- Individual factor: capability, skills, family background, work experience, level of social and demography
- Psychological factor: perception, role, behavior, personality, motivation and work satisfactory
- Organizational factor: structure of organization, design of work, leadership, reward system.

### 2.2 Organizational Citizenship Behavior (OCB)

The term of Organizational Citizenship Behavior (OCB) for the first time was suggested by Organ (2006: 22-23) which mentions five primary dimensions of OCB, i.e:

- Altruism, behavior of helping other personnel without force which relates with organizational operations.

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- b. Civic virtue, shows voluntary participation and supported functions of organization, both professionally and naturally social.
- c. Conscientiousness, mentions performance of precondition of role which exceeds minimum standard.
- d. Courtesy, behavior of helping others which relates with problems work.
- e. Sportmanship, mentioned prohibitions of creating destructive issues while feeling the aggravation personally.

According to Aldag and Resckhe (1997: 94), Organizational Citizenship Behavior is the individual contribution which exceeded the required role in workplace. OCB involves several behaviors, i.e. helping others, volunteering for extra services, obeyed to the rules and procedures of workplace. Those behaviors illustrated extra value of personnel as prosocial behaviors, i.e. positive, constructive, and helpful. Organ (2008: 290) defined OCB as independently individual behavior which indirectly relates with reward system and can increase the effectivity of function of organization. Organ also noted that Organizational Citizenship Behavior (OCB) was found as classification alternative on hypothesis of "satisfactory based on performance". Independently and voluntary behavior neither were not the requirements nor description of work occupation, instead as the personal choice (Podsakoff et al., 2000). Organ (2008:248) referred that aggregative function to individuals in a group, department, or organization. OCB will not have significantly impact to an organization if only one who implemented it, instead it is appeared if aggregately implemented within members of organization which having good implementation of OCB. According to Organ (2008) that behavior of helping others and obedience are included as definitions of OCB itself. According to Podsakoff et al. (2000), OCB can influence effectivity of organization due to several reasons:

- a. Enhancement of coworkers productivity
- b. Enhancement of managerial productivity
- c. Efficiency of using organizational resource for productive purposes
- d. Depression of requirement level of providing organizational resource for personnel caretaking purposes
- e. Reference of effective basis for coordination activities among team members and work groups
- f. Helping enhancement of organization capability for getting and maintaining skillful human resources by giving the impression as organization was the interested workplace
- g. OCB can enhance the stability of organization performance
- h. Enhancement of organization adaptability towards the transformation of its business environment

Generally the definition of OCB is individual behavior to do voluntary matters as initiative action which undescribed in the work without getting salary or reward of it, i.e. helping the work of coworkers, or helping boss outside the determined working hours. This behavior can enhance effectivity of organization. Through those definition can be summarized that Organizational Citizenship Behavior (OCB) is :

- a. Voluntary behavior, not forced action to the organizational concerns.
- b. Individual behavior as the representation of satisfactory based on performance, not formally instructed.
- c. Indirectly related with legitimacy or openness formal reward system.

### 2.3 Dimensions of Organizational Citizenship Behavior

Podsakoff et al. (2000) gave seven kinds of OCB dimensions, i.e.:

- a. Helping behavior is the voluntary individual action to help others or avoid the work-related problem. Organ (1983) divides this dimension into two categories, i.e. altruism and courtesy
- b. Sportmanships which defined as desire of accepting (tolerance) to the appeared inconvenience and imposition of work without complaining
- c. Organizational loyalty is the individual loyalty action to organization such displaying positive image about organization, protect organization against external threats, supporting and standing up for organization purposes
- d. Organizational compliance is the form of individual behavior to obey the rules, procedures, and regulations of organization without supervised
- e. Individual initiative, as the shape of self-motivation of individual in performing roles as better or already crossed determined standard or level. Organ (1983) mentions this dimension as conscientiousness and inseparable with in-role performance
- f. Civic virtue, as the macro or overall commitment to organization, i.e. attended the meeting, expressed opinions or actively participated into organization activities
- g. Self-development. George and Brief defines this dimension as the voluntary individual behavior which enhance knowledge, skills and self-capability i.e. took course, training, seminar, or followed latest development from expertized field (Podsakoff et al., 2000)

### Benefits of Organizational Citizenship Behavior in organization, i.e.:

- a. OCB can enhance productivity of work partners. Employees which helps others will accelerate productivity. This shows behavior can help the spread of the best practice to all work units
- b. OCB enhances manager productivity
  - Employees which shows behavior of civic virtue will help managers to get advice and or worth feedback to enhance effectivity of work units.
  - Polite employees which avoids conflict with coworkers will help managers from management crises
- c. OCB saves overall human resources and organization.
  - If employees helps each other in solving problems in a work without involved the managers, in consequence managers can use the time to handle other assignment, e.g. making plans.
  - Employees which shows high conscientiousness only needed minimal supervising from manager, so manager can overcome larger responsibility to them which meant there will be gained more time for manager to do more important assignments.
  - Senior employees which helps juniors in training and work orientation will help organization to reduce the cost of the necessity.
  - Employees which shows sportsmanship behavior will be useful for manager to not spend much time faced complains of employees
- d. OCB helps resources saving to maintain group functions.
  - Benefits from helping behavior is enhancing the spirit, morale, and cohesiveness of the group, so members or

- manager should not spend energy and time to maintain group functions.
- Employees which shows courtesy behavior to coworkers will reduce the conflicts within groups, so the spent time for solving conflict can be reduced.
- e. OCB can be the effective medium to coordinate the activity of workgroup
- Displayed civic virtue behavior (i.e. attended and actively participated within meetings in work units) will help coordination among group members which potentially enhanced effectivity and efficiency of the group.
  - Displayed courtesy behavior (i.e. gave information each other about assignments with members of other team) will avoid problems which spent time and energy.
- f. OCB enhances organizational capability for the best employees
- Helping behavior can enhance morale and adherence and feelings of belonging among group members, so it will improve organizational performance and help organizations attracting and maintaining good employees,
  - Give manifestations to other employees by displaying sportmanship behavior (e.g. not complaining because of little problems) will grow loyalty and commitment to organization
- g. OCB enhances stability of organization performance.
- Helping employees who does not present at work nor has heavy workload will increase stability (by reducing variability) from the work unit performance.
  - Continuous employees tend to maintain a high level of performance consistently, thereby reducing variability in work unit performance.
- h. OCB enhances organization adaptability towards the transformation of its business environment
- Employees with close market networks will give information about changes of environment and suggestions to respond the change, so organization can adapt faster
  - Employees who actively attended and participated at organization meetings will help spreading information which importantly to be known by organization
  - Employees who showed conscientiousness behavior (i.e. willingness to endure new responsibility and learn new skills) will enhance the organization to adapt with changes of its surrounding

## 2.4 Urgency of Organization Citizenship Behavior towards Performance of Nurses of Type C Hospitals in Surabaya

As have been mentioned before, nursing has major role of health service so it is used as the indicator of service quality and determined level satisfactory of patients and their family. It is due to the nurses have most interactions with patients and their family than other personnel. Every patient has different desire and need, so sometimes the services of nurses on duty should be given even though there is no work standard. It is important to have collaboration between nurses on duty and who are not on duty. However patients only know that nurses who they meet can service them well. According to the informal interview with a nurse who worked in hospital named Rudiono, S.Kep., Ners said that performance of nurses which had been assessed by the room head still had not shown high performance. This happened because of many

factors, especially the frequency of in-and-out nurses so new nurses should be new adaptation and inadequate nurses. Generally it shows performance of nurses at type C hospital in Surabaya city still should need to be improved. According to Aldag and Reschke, the low performance of service is the consequence of the low behavior of OCB on these nurses. OCB as a huge individual contribution exceeded the demands of roles in the organization which made the achievement of excellent performance. OCB involves several behaviors such as helping others, volunteering for extra tasks, obeying the rules and procedures in the workplace. These behaviors represented the added value of organizational subjects and as the form of prosocial behavior, i.e. positive social behavior and having meaningful help. If the basic behavior of the apparatus was based on this OCB, the performance of nurses will be much better. Nasir et al., (2011) mentions significant positive relationship between OCB and its dimensions (loyalty, compliance, social participation, advocacy participation, and functional participation) with performance. It is also found that only compliance and social participation which predicts performance, while other OCB dimensions such as loyalty, advocacy participation and functional participation do not predict performance. The reason is OCB can enhance colleagues or managerial productivity. It is an effective way to coordinate activities between team members and the entire working group, and enhancing the organization's ability to attract and maintain the best people by making it as more attractive place to work. This confirms that OCB gives facilities to make the effective functions of the organization. Interpersonal OCB helped employees to work together. According to Robbins and Judge (2009: 235), several empirical facts show organizations with good OCB employees will have better performance than other organizations. Likewise, Tehran research et al. (2013) shows significant relationship of all dimensions of OCB towards the performance. Therefore, management needs to update policies to encourage OCB. One thing that can influence organizational actions was its policy. Managers should establish appropriate policies and strategies to make OCB as prosperous behavior in work organizations. Actions to encourage OCB includes

- a. The organizational process should be designed to attract and employ nurses who has progressive characters of OCB. Obtaining nurses with these criteria, personality tests can be carried out in nurse selection.
- b. Providing training and classroom training programs in the area of increasing OCB which adequate for current nurses to increase morale, made valuable contributions and also OCB behavior as useful and productive.
- c. Organizations can build system to provide regular and reasonable compensation to nurses, so it can create OCB behavior easily
- d. Development of informal mechanisms, such as participatory culture was an important element for strengthening OCB in the workplace.

Based on empirical studies and the theory above, the role of OCB in forming employee performance is very clear. Various studies have explained the vital role of OCB on individual performance. The next task of hospital management is to recognize various factors. It is important to encourage this OCB, so that hospitals can prepare themselves to encourage OCB behavior. Podsakoff (2000) mentioned four factors which

encouraged the emergence of OCB in employees. The four factors are individual characteristics, task or work characteristics, organizational characteristics, and leader behavior. These individual characteristics included perceptions of fairness, work satisfaction, organizational commitment and perceptions of leadership support, characteristics of tasks which included clarity or role ambiguity, while organizational characteristics included organizational structure, and leadership models. Rahmawati and Prasetya (2017) found more factors that can form OCB. Based on the results of the research and whole results of the factor analysis, those can be known the factors that influence OCB predominantly in employees sequentially were:

- a. Trust factors in the leader (based on the capability of the leader, the leader itself, and other parties).
- b. Motivation factors (direction and purpose, as well as effort and willingness).
- c. Employee moral factors (courage and self-confidence, and employee awareness).
- d. Personality factors (conscientiousness, openness to experience, extraversion, neuroticism, and agreeability).
- e. Leadership style factors (orientation towards employees, and work results).
- f. Organizational commitment factors (self-involvement and desire to support the company, and loyalty to company).
- g. Work satisfaction factors (job and work support from senior, salaries, self-development and work relations with coworkers).
- h. Organizational culture factors (orientation to work and company development, orientation to employees (people orientation)).

Many OCB forming factors can be the management standard in assessing, evaluating, and recruiting new nurses, so every nurse has been embedded of OCB behavior which can improve the effectiveness of their performance. Nurses are the most human resources in hospitals so the performance of nurses will contribute as a good assessment of hospital performance.

### 3 CONCLUSION

Based on empirical and theoretical studies, it can be concluded the vividly role of OCB in forming performance. Next, the task of hospital management is to recognize the various important of OCB driving factors, so hospitals can prepare themselves to encourage OCB's behavior. Some factors which encourage the emergence of OCB in nurses included individual characteristics, task or work characteristics, organizational characteristics and leader behavior. The four factors can be specified in eight factors that influence OCB predominantly in nurses; trust in leadership, motivation, employee morale, personality, leadership style, organizational commitment, work satisfaction, and organizational culture. This OCB forming factor can be the management standard in assessing, evaluating, and recruiting new nurses, so every nurse was been embedded in OCB behavior which can improve the effectiveness of their performance due to nurses were the most human resources in hospitals so it contributes as a good assessment of hospital performance.

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