

EFFECT OF EMPOWERMENT AND COMMITMENT ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR AND NURSE PERFORMANCE

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Purpose:

The purpose of this study was to evaluate and analyze the influence of empowerment and organizational commitment on organizational citizen behavior (OCB) and the performance of nurses in children's hospitals in East Java.

Theoretical framework:

Children's Hospital (RSA) plays an important role in the world of health both in Big Cities as well as in Small Cities. Children's Hospital is able to provide the best service to all levels of society, with the support of reliable medical personnel, complete supporting facilities and a comfortable environment as additional facilities offered by the Children's Hospital. The role of nurses as medical personnel who deal directly with patients is very influential. Therefore, the level of performance of nurses is also very decisive in assessing the quality of Children's Hospital services.

Design/Methodology/Approach:

The research sample was 51 nurses from 9 Children's Hospital in East Java, with the sampling technique was proportional random sampling. Data collection was carried out by distributing questionnaires to respondents. The data analysis method uses path analysis.

Findings:

The findings of the study are (1) empowerment has a significant effect on the OCB of nurses with a path coefficient value of 0,652 and a significant value of 0,000; (2) Organizational commitment has a significant effect on nurses' OCB with a path coefficient of 0,295 and a significant value of 0,039; and (3) OCB has a significant influence on the performance of Children's Hospital/RSA nurses in East Java with a path coefficient value of 0,508 and a significant value of 0,007.

Research, Practical & Social implications:

Children's Hospital/RSA nurses must always grow or develop OCB attitudes so that they can strengthen or enlarge the influence of empowerment and existing organizational commitment on nurse performance.

Implications/Originality/Value:

The implication of this finding is that Children's Hospital/RSA management should pay more attention to or improve employee empowerment programs and also increase the organizational commitment of nurses who are already good or getting better.

Keywords: performance, organizational commitment, nurses, empowerment, organizational citizen behavior.

Introduction

Children's hospitals play a vital role in public health. Children's Hospital/RSA provides inpatient and outpatient health treatment to the community, with a focus on women and children. Nurses, for example, are critical components of children's hospitals because they provide healthcare to patients. As a result, nurses should ideally have strong ethics, be pleasant and helpful, and be able to interact successfully with patients. Nurses' performance indicators in the workplace include attitude, behavioral responsibility, and adaptability.

Many factors influence nurse performance, both theoretically and experimentally, including empowerment, organizational commitment, and organizational citizen behavior (OCB). Employee empowerment refers to allowing employees the authority to plan, maintain, and make choices relating to job descriptions without requiring explicit approval from their bosses (Ivanova & von Scheve, 2019; Tripathi, N., & Bharadwaja, 2019; Gao et al., 2019; Lewis et al., 2019; Kim & Beehr, 2019). Employee empowerment has a considerable positive impact on the performance of a Kenyan manufacturing company (Kariuki and Kiambati, 2017).

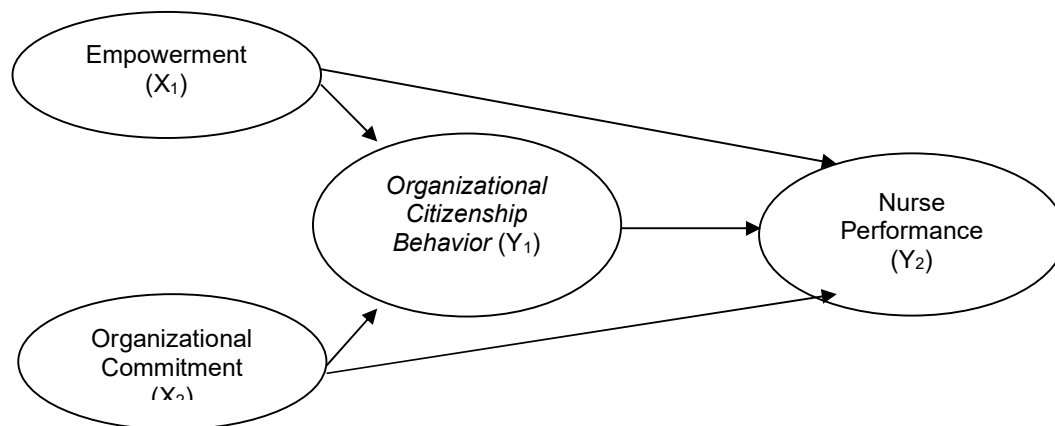
The orientation of employees towards the organization as a manifestation of loyalty and participation in the organization is referred to as organizational commitment (Redondo et al., 2019; Krajcsák, 2019; Grego-Planer, 2019; Kim et al., 2019; Bahremand & EbrahimiParkouh, 2020; Aguiar-Quintana et al., 2020). Low absenteeism, great motivation, and good performance will result from high job commitment. OCB (organizational citizenship behavior) is an employee's voluntary endeavor to take action that benefits the organization.

The relationship between research variables is briefly explained about the number of studies examining the relationship of empowerment and organizational commitment on the OCB and performance that have been reviewed by several researchers who contributed that there is a positive and significant influence between OCB and performance, where organizational commitment affects on Organizational Citizenship Behavior (Rini, et al., 2013; Nasichudin & Azzuhri, 2013; Darmawati, et al., 2013; Kurniawan, 2015). There is a causal association between OCB and organizational commitment, and there is a relationship between organizational commitment and performance (Nursyamsi, 2013). Referring to prior empirical research findings, it also has a substantial beneficial impact, namely the existence of the influence of work dedication and empowerment on organizational citizenship behavior, which contributes directly to employee performance as a member of an organization.

According to Organ et al. (2006), OCB is a behavior that is an individual decision and initiative that is unrelated to the organization's formal reward structure yet increases organizational success in the aggregate. Employee performance at Greater Amman Municipality benefits from organizational citizenship behavior (OCB) (Al-Mahasneh, 2015). Thus, the purpose of this article is to investigate the impact of empowerment and organizational commitment on OCB (organizational citizenship behavior) and employee performance, specifically nurses in East Java children's hospitals.

Conceptual Framework

The effect of empowerment and organizational commitment on organizational citizenship behavior and nurse performance, is schematically depicted in Figure 1.



Source: Researcher (2017)

Figure 1. Research Conceptual Framework

Research Hypothesis

- H1: Empowerment has a significant effect on organizational citizenship behavior of nurses.
 H2: Organizational commitment has a significant effect on organizational citizenship behavior of nurses.
 H3: Empowerment has a significant effect on nurse performance.
 H4: Organizational commitment has a significant effect on nurse performance.
 H5: *Organizational citizenship* behavior has a significant effect on nurse performance.

Methodology

This type of research is quantitative research which is a research method based on the positivism philosophy, used to examine a particular population or sample, the sampling technique is generally carried out randomly, data collection uses research instruments, data analysis is quantitative/statistical with the aim to test the hypothesis that has been set. (Sugiyono, 2006:14). Quantitative research is generally for hypotheses or supporting hypotheses. And it is used when researchers want to know what are the things that influence the occurrence of a phenomenon, in other words, researchers want to know the relationship between two or more variables that are the object of research. The study population was all

nurses who worked in children's hospitals in Tulungagung, Lamongan, Jember, Malang, Jombang, Gresik, Blitar, Kediri, and Sidoarjo, namely 169 nurses. The research sample was taken 30% of the total population (30% x169 = 51), namely 51 nurses, with a proportional random sampling technique. The data collection procedure was carried out by: (a) a preliminary survey as an initial observation of the condition of the research object and to explore existing problems; (b) interviews with resource persons from Children's Hospital in East Java, and (c) distributing questionnaires. Methods of data analysis with path analysis, namely a development technique of multiple linear regression, this technique is used to test the amount of contribution shown by the path coefficient on each path diagram of the causal relationship between variables X_1 and X_2 on Y_1 and its impact on Y_2 .

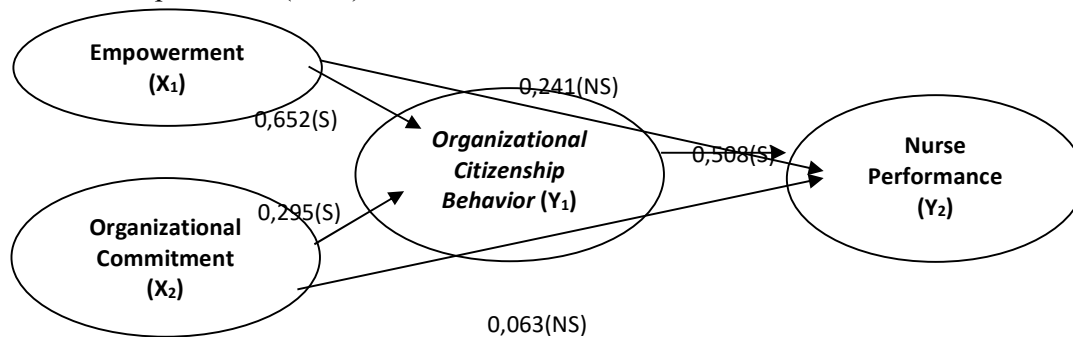
Results and Discussion

The results of research related to the effect of empowerment and commitment on the OCB and performance are shown in Table 1 and Figure 1.

Table 1. Path Analysis

Model	Path coefficient	T	Sig.	Partial (r)	r ²
Sub Structural 1 (X_1 and X_2 on Y_1)					
Constant = 0,454					
Empowerment (X_1)	0,652	4,760	0,000	0,566	0,320
Organizational Commitment (X_2)	0,295	2,120	0,039	0,293	0,086
Sub Structural 2 (X_1, X_2, and Y_1 on Y_2)					
Constant = 1,072					
Empowerment (X_1)	0,241	1,158	0,253	0,166	0,028
Organizational Commitment (X_2)	0,063	0,348	0,729	0,051	0,003
OCB (Y_1)	0,508	2,815	0,007	0,380	0,144

Source: Data processed (2020)



Source: Data processed (2020) Figure 2. Path Analysis Results

The Effect of Empowerment on OCB

The first hypothesis (H1) states that empowerment has a significant effect on the organizational citizenship (OCB) behavior of nurses at Children's Hospital/RSA in East Java, it is acceptable. The path coefficient of empowerment regression (X1) on OCB (Y1) is 0,652 (Sig. = 0,000 → Significant). This means a 1 point increase in empowerment will result in a 0,652 increase in OCB. Higher empowerment will also result in higher OCB. Therefore, when RSA hopes to improve the citizenship behavior of their nursing organizations, they must have more intensive empowerment programs such as management to delegate tasks to nurses and invite them to participate in various tasks, develop trust between management and nurses, give gifts to nurses, maintain credibility and develop a competitive work environment, ask the nurses accountable for their duties, develop transparent and respectful communication between management and nurses.

This finding is in line with Shahrietal. (2015), Cheasakul and Varma (2016), Haerani et.al (2017), Classen (2010), Kosar (2017), Van Der Hover (2016), Bagheri et.al (2011), that empowerment has a significant effect on the influence of OCB, competence and organizational behavior. In short, empowering OCB's influence. The same result can also be found in another study by Chiang and Hsieh (2012), that empowerment has a positive impact on organizational citizenship behavior. The findings by Wat and Shaffer (2005) provide strong support for the direct effects of psychological empowerment on all dimensions of OCB, and one dimension of empowerment (i.e. impact) acts as a mediator.

The influence of organizational commitment on OCB

The second hypothesis (H2) states that organizational commitment has a significant effect on the organizational citizenship behavior (OCB) of Children's Hospital/RSA nurses in East Java, it is acceptable. The regression path coefficient of organizational commitment (X2) to OCB (Y1) is 0,295 (Sig. = 0,014 → Significant). This means a 1 point increase in organizational commitment will result in a 0,295 increase in OCB. Therefore, when RSA wants to improve the organizational citizenship behavior of their nursing, they must increase their organizational commitment by providing motivation and support to these nurses, developing trust between management and nurses and providing for their basic needs (salary, benefits, and facilities).

This finding is in line with Kariuki and Kiambati (2017), Kurniawan (2015), Hasani et.al (2013), Subejoet. Al (2013), Lavele et.al (2009), Footeand Li-PingTang (2008), Walumba et.al (2010), Serpian et.al (2016) and Bakhshi et.al (2011). Purnama (2013) vowed in his study that organizational commitment affects organizational citizenship behavior (OCB). Kariuki and Kiambati (2017) draw the conclusion that organizational commitment is a mediating variable of the relationship between empowerment and performance, which also means that organizational commitment has an impact on performance. Kurniawan (2015) states that simultaneously organizational commitment has a significant effect on OCB. However, partially the dimension of organizational commitment does not have a significant effect on the OCB of Company X staff but their normative commitment. Bakhshi et.al (2011) found that organizational commitment has a significant positive impact on the aggregate size of OCB. Individuals who are committed to their organization (organizational commitment) tend to play

the behavior of organizational citizens. This positive behavior will be essential for organizational success.

Effect of OCB on Performance

The third hypothesis (H3) states that organizational citizenship behavior (OCB) has a significant effect on the performance of Children's Hospital/RSA nurses in East Java, it is acceptable. The OCB (Y1) regression path coefficient on performance (Y2) is 0,508 (Sig. = 0,007 → Significant). This means a 1 point increase in OCB will result in 0,508 in this nurse's performance. Higher OCB results in higher nurse performance. Therefore, if Children's Hospital/RSA aims to improve or prove the performance of their nurses, then nurses must increase their OCB.

The findings of this study support previous research conducted by the study of Al-Mahasneh (2015) that organizational citizenship behavior (OCB) has a positive impact on the performance of staff in the City of Amman. Bommeret.a l (2007) found that high individual-level OCB resulted in significantly larger increases in performance ratings when group-level OCB was rare. Moreover, the findings of this study support previous research conducted by Beland Menguc (2004) which argues that there is a direct positive relationship between OCB employees who directly interact with customers and customer perceptions on service quality performance. Another study conducted by Castroetal (2004) also proved the effect of OCB on customer perceptions regarding service quality performance. Chiang and Hsieh (2012), Dyah et.al (2016); Podsakoff et al. (2009), Purnama, C. (2013), Kloutsiniotis & Mihail (2020), Gunawan et al (2020), also proved that OCB positively affects job performance. OCB has a positive effect on supervisor evaluations of individual performance, both directly and indirectly, through the impact that OCB has on individual supervisor preferences (Vilela et.al, 2008). This means that staff perceptions of OCB have a positive and significant effect on their performance. OCB affects the volume and quality of work, the relationship between co-workers as the dependent variable and the relationship between staff and their superintendents, or perhaps for more work-related reasons such as a manager's belief that OCB plays an important role in the overall success of the organization, or the perception of OCB as a form of employee commitment due to its voluntary nature. (Organ et.al, 2006).

CONCLUSION

The conclusions that can be drawn from this study are: (1) empowerment has a significant effect on the OCB of nurses with a path coefficient of 0,652 and a significant value of 0,000; (2) organizational commitment has a significant effect on nurses' OCB with a path coefficient of 0,295 and a significant value of 0,039; and (3) OCB has a significant effect on nurse performance with a path coefficient value of 0,508 and a significant value of 0,007. The implication of this finding is that Children's Hospital/RSA management should pay more attention to or improve employee empowerment programs and also increase the organizational commitment of nurses who are already good or getting better. Children's Hospital/RSA nurses must always grow or develop OCB attitudes so that they can strengthen or enlarge the influence of empowerment and existing organizational commitment on nurse performance. Further research conducts more in-depth research, regarding the relationship or influence of empowerment and organizational commitment to OCB and nurse performance, for example by

expanding the research object and adding measurement indicators of each research variable as well as other possible variables that can affect OCB and nurse performance.

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