

# Organizational Citizenship Behavior and Employee Job Satisfaction: An Empirical Inquiry from Private Hospitals

Winarto<sup>1</sup> and Jon Henri Purba<sup>1</sup>

<sup>1</sup>Faculty of Economics, the Methodist University of Indonesia, Medan –Indonesia

**Keywords:** Organizational Citizenship Behaviour, Job Satisfaction, Employees

**Abstract:** Both organizational citizenship behaviour and job satisfaction have been acknowledged as prominent constructs in the organizational behaviour field. This research aims to describe the level of organizational citizenship behaviour and job satisfaction in health service institution, especially private hospitals. Using a purposive sampling technique; this research conducted a survey among employees in two private hospitals in Medan. A self-reported questionnaire has been used to collect the data from the respondents. The data analysis revealed that the organizational citizenship behaviour and employee job satisfaction were relatively above the average, which may foster service quality, service delivery to the public, as well as employee and organizational performance. This paper also offers managerial implications and suggestions for future inquiries.

## 1 INTRODUCTION

Health service quality becomes one of the priorities in Indonesia development. The government provides a variety of public services to support health programs and the success of public health development. In order to reach the goals, the government asks all stakeholders to offer excellent health service quality for society. Hospitals as one of health institutions are encouraged to provide health services to the community, especially to make it easier for the community to get health services; provide protection for patient safety, community, hospital environment and human resources in hospitals; improve quality and maintain hospital service standards; and provide legal certainty to patients, communities, hospital human resources, and hospitals.

Hospitals have challenges to manage their human resources and their employees in order to support the goals. They have a big role for delivering excellent health services and enhancing organizational performance in general. Therefore, hospitals need to make sure their employees' job satisfaction as it is related to individual performance. In addition, by improving employees' job satisfaction, the employees are willing to work above the

expectations and standards. These behaviours are voluntarily displayed by the employees depending on personal choice without a written role and contract. This is called organizational citizenship behaviours concept (Hereinafter called OCBs). The concept is a significant factor that can contribute to the organization performance and sustainability (Bateman and Organ, 1983; Foote and Tang, 2008).

Organ (1988) defined organizational citizenship behaviours as "*individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and that in the aggregate promotes the effective functioning of the organization*". The concepts gains many attentions from organizational behaviours researchers in order to understand the nature, the antecedents and the consequences (Organ, Podsakoff and MacKenzie, 2006).

The purpose of the research is to describe the level of job satisfaction and organizational citizenship behaviour among hospital employees in 2 private hospitals in Medan. The following parts will explain the theoretical framework, the research methods, results and discussion, as well as the conclusions.

## 2 THEORETICAL FRAMEWORK

The theoretical framework explains two concepts that are used in the research; job satisfaction and organizational citizenship behaviours.

Job satisfaction concept has been acknowledged as a complex and multidimensional concepts which cover cognitive, affective and behaviour aspects and has been influenced by individuals aspect (e.g. personality, motivation, values, perceptions ), and team process or group dynamics (e.g. communication, conflict, and leadership style) (Robbins and Judge, 2013; Omar and Hussin, 2013).

To measure job satisfaction concept, previous literature has been using a single global rating and the summation of job facets (Robbins and Judge, 2013). The single global rating means that researchers only ask one question, are you satisfied with your job? The summation of job facets, on the other hand, measures the details of the job dimensions. For example, Okpara (2004) identifies 5 job satisfaction dimensions, that is related to salary, promotion, supervision, job itself, and colleagues.

On the one hand, when employees have positive ratings, they will have high job satisfaction. On the other hand, if employees have negative scores on their ratings, they will have low job satisfaction (Robbins and Judge, 2013). Employees who are satisfied with their job will tend for speak positive about organization, help colleagues with their works, and will do something that exceeds beyond normal states (Mohammad, Habib and Alias, 2011)

The next concept that is used in this research is organizational citizenship behaviours. This concept is believed as behaviour that can give positive impact for the organizational performance and improve efficiency (Podsakoff *et al.*, 2000), and it has 7 dimensions: Helping Behaviour, Sportsmanship, Organizational Loyalty, Organizational Compliance, Individual Initiative, Civic Virtue, and Self Development.

The first dimension is helping behaviour. It means individuals behaviour that helps colleagues in work to complete task in a voluntary manner. This dimension has been considered as an important dimension in organizational citizenship behaviour concepts. The second dimension is sportsmanship. The dimension is interpreted as the willingness to tolerate discomfort that is not inevitable and to work without complaint. The third dimension is organizational loyalty. This dimension is related to the willingness to promote, protect, commit, and defend organization to any external threats. In addition, the employees also are loyal to the organizations in difficult conditions.

The fourth dimension is organizational compliance. It means the employees internalize, comply and accept organization rules and procedure, even when someone is not watching or monitoring them. The fifth dimension is individual initiative. It means voluntary behaviour related to enthusiasm for creatively and innovatively thinking and asking for task improvement and the organizational performance. The employees also encourage others to do similar things.

The sixth dimension is civic virtue. It means the interest to participate in organization, indicated by willingness to participate in organizational activities, monitor threats and opportunities from environment external change for organizational improvement. The last dimension is self-development. It means the willingness to improve knowledge, expertise and ability in a voluntary manner.

## 3 RESEARCH METHOD

The research aims to describe the level of job satisfaction and organizational citizenship behaviour among private hospitals employees in Medan. The respondents were medical and non-medical employees in two private hospitals. We used a purposive sampling technique where the respondents were selected based on some criteria (Zikmund *et al.*, 2010): medical or non-medical employees, and have been working for at least 6 months. The total respondents of this study were 220 employees, with a composition of 55% female employees, and 45% male employees.

There are 5 empirical indicators used to measure job satisfaction (Braun *et al.*, 2013; Foote and Tang, 2008). Examples of the indicators: I enjoy my work; My work does not make me bored; I will continue to work. Meanwhile, organizational citizenship behaviour has 7 empirical indicators. Some examples are as follows: Helping coworkers and clients with sincerity and joy; doing work without complaining.

Table 1: Criteria/Class

<b>Criteria</b>	<b>Category</b>
<b>4.21 – 5.00</b>	Very High
<b>3.41 – 4.20</b>	Above Average
<b>2.61 – 3.40</b>	Average
<b>1.81 – 2.60</b>	Below Average
<b>1.00 – 1.80</b>	Very Low

We use a descriptive technique to analyse the data. Table 1 above illustrates the group category

that will be employed to categorize the average and group it. It ranges from Very High category to Very Low category.

## 4 RESULTS

This part describes the data and statistical analysis based on the descriptive statistic. The following table (Table 2) below depicts the respondents' characteristic based on the gender and the employee types: medical or non-medical employees.

Table 2: Respondents Characteristic

Gender		Types	
Male	98	Medical	118
Female	122	Non-Medical	102
<b>Total</b>	<b>220</b>	<b>Total</b>	<b>220</b>

Based on the table above, the number of male employees is 98 persons (45%), while the number of female employees is 122 persons (55%). Moreover, the number of medical employees on this survey is 118 persons (54%), while the number of non-medical employees is 102 persons (46%).

The descriptive analysis is explained from the questionnaire which has been filled by the employees. Table 3 below summarizes the finding of the descriptive analysis.

Table 3: Descriptive Analysis - Job Satisfaction

No	Empirical Indicators	Average	Category
1	Continue the job	3.76	Above average
2	The job not boring	3.85	Above average
3	Satisfied with my leader	3.87	Above average
4	Satisfied with unit placement	3.82	Above average
5	Satisfied with the job	3.90	Above average
	<b>Total Average</b>	<b>3.84</b>	<b>Above average</b>

The job satisfaction concept is measured by five indicators. The descriptive analysis shows that the average of each item is classified on the fourth category; 3.41 – 4.20 or Above Average. Generally,

the total average is 3.84, and classified on the **Above Average category**.

Table 4 illustrates the descriptive analysis of organizational citizenship behaviour concept. It is measured by seven indicators. The descriptive analysis shows that the average of each item is classified on the fourth category; 3.41 – 4.20 or Above Average. Overall, the total average is 3.83, and the category is Above Average.

Table 4: Descriptive Analysis – Organizational Citizenship Behaviour

No	Empirical Indicators	Average	Category
1	Help coworkers and clients	3.87	Above average
2	Work without complaints	3.80	Above average
3	Promote and loyal to organization	3.77	Above average
4	Comply and accept organization rules and procedure	3.67	Above average
5	Enthusiasm, Creative and innovative for organization	3.89	Above average
6	Participate in organizational activities	3.96	Above average
7	Willingness to improve knowledge, expertise and ability	3.85	Above average
	<b>Total Average</b>	<b>3.83</b>	<b>Above average</b>

## 5 CONCLUSIONS

The research aims to describe the level of job satisfaction and organizational citizenship behaviour of private hospital employees in Medan. The descriptive analysis shows that employees have an above average level on both job satisfaction and organizational citizenship behaviour. This means that private hospital employees are satisfied with their overall job, although the ratings still can be improved. They also have an above average level of organizational citizenship behaviour. When the

behaviour is transformed and reflected into daily and routine activities, the organization will obtain benefits from it.

This research has limitations, however. Firstly, the research measured both concepts once, and used a cross-sectional method. For the next inquiry, it is suggested to measure the job satisfaction and organizational citizenship behaviour for several times. Thus, it is a longitudinal approach. Secondly, this research used a self-reported questionnaire which could have a bias. The future research can employ different research instruments/sources which can be used to triangulate the responses from the respondents/sources. Lastly, future research could conduct a cause-effect research to examine the relationship between job satisfaction and organizational citizenship behaviour.

## ACKNOWLEDGEMENT

The authors would like to thank to the Directorate of Research and Community Service, Ministry of Research, Technology and Higher Education that has given funding for the research in 2018, and also for the Methodist University of Indonesia.

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