



THE INFLUENCE OF TRANSFORMATIONAL LEADERSHIP, ORGANIZATIONAL COMMITMENT, AND JOB SATISFACTION ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR (OCB) (STUDY AT ST CAROLUS HOSPITAL JAKARTA)

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Abstract: The research which was written with "The Influence of Transformational Leadership, Organizational Commitment, and Job Title on Organizational Citizenship Behavior (OCB)" aims to determine directly the partial and simultaneous or joint effect of the independent variables, namely the Transformational Leadership variable, the Organizational Commitment variable, and Working variables on Organizational Citizenship Behavior (OCB) variables, the research conducted by this researcher also aims to determine which independent variables have the most influence on Organizational Citizenship Behavior (OCB) variables. working to serve the health services of St.Carolus Hospital Jakarta. The analytical method used by the researcher is the multiple linear regression analysis method which is processed with the help of the SPSS program, the results carried out by this researcher show the results that partially there is no significant positive effect on the variables of Transformational Leadership and Organizational Commitment to Organizational Citizenship Behavior (OCB)and Partially, this study shows a significant positive effect between job satisfaction variables on Organizational Citizenship Behavior (OCB) on doctors who work at St. Carolus Hospital, Jakarta.

Keywords: Leadership Transformational, Organizational Commitment, Job Satisfaction, Organizational Citizenship Behavior

INTRODUCTION

At this time, in the midst of uncertain and unpredictable economic conditions, every company or organization is "competing" and competing to increase effectiveness and efficiency in achieving every planned goal. In order for organizational goals to be achieved, human resources are needed who have the ability to produce and contribute something more, namely human resources who not only work in accordance with their duties and obligations, but also human resources who are willing to voluntarily do work. others outside the job description given.

Employee behavior or actions like this are often referred to as extra-role behavior or known as Organizational Citizenship Behavior (OCB) (Purba, ED and Ali Nina LS, 2004: 105). According to Organ, 1990 (in Mohamed M Sheik and H. Anisa, 2012: 9) there are five dimensions in "Organizational Citizenship Behavior (OCB) namely (1). Altruism, namely behavior carried out by employees in helping their co-workers voluntarily without any coercion from anyone, especially those related to existing organizational tasks, (2). Civic Virtue, ie employees participate voluntarily to contribute and support the organization in carrying out functions in the organization, (3). Conscientiousness, namely employees carry out tasks or jobs within the organization that exceed the minimum standards set by the company, (4). Courtesy, which is a behavior carried out by employees to be able to alleviate a problem related to tasks and work faced by colleagues, (5). Sportsmanship, which is the behavior of employees who have an attitude of tolerance and have positive thoughts when facing situations that are less fun to be and work at work." Examples of behaviors included in the OCB group according to Robbins, 2001 (in Elfina, Debora Purba and Ali Nina LS, 2004: 105-106) "are helping coworkers, voluntarily carrying out extra activities other than the workplace itself, avoiding disputes and misunderstandings. with colleagues, safeguarding organizational assets, respecting the applicable regulations in the organization, tolerance for uncomfortable or unpleasant situations at work, give constructive suggestions at work, and value time at work." According to Titisari (2014) "the increase in Organizational Citizenship Behavior (OCB) behavior in employees can usually be influenced by two factors, namely first, factors that come from within an employee himself or commonly known as internal factors, these internal factors, among others, are related to job satisfaction. , organizational commitment, personality, employee morale, motivation and so on, and the second is factors that come from outside the employee or known as external factors, including the relationship between the leader, trust in the leader, organizational culture, and so on. "

In the current era where free trade and globalization are increasingly widespread, all businesses run by all companies compete to achieve their goals, including hospitals that are engaged in health services. Through such intense competition, it resulted in the development of many new hospitals around the hospital. For this reason, every hospital is required and expected to provide the best health services that it has and which of course has unique advantages and is different from other hospitals. The hospital, which is a form of business unit engaged in health services, relies on human labor as one of the supporting resources for the smooth operation of the organization. In other words, hospital without the support of human resources in it will not be able to develop and make organizational goals not achieved. St.

Carolus Hospital is one of the hospitals in Central Jakarta which in its activities provides services to people who need health services. Seeing the activities of the St. Carolus Hospital, various factors, adequate facilities and infrastructure are needed. However, in addition to the availability of adequate facilities and infrastructure to be able to provide excellent and best service, there is one factor that will determine the success of the service activities provided, namely the good quality of human resources. One part of human resources that is important and becomes the "spearhead" for every hospital to be able to provide excellent and good health services is the quality of service provided by working doctors. Where the role of the doctor in addition to having a great responsibility for the safety of the human soul or patient is also the "spearhead" of the hospital in achieving the planned goals. Of course, the management of St. Carolus hospital coordinates every human resource including doctors to demonstrate its Organizational Citizenship Behavior (OCB) well so that it can help the hospital to achieve the

predetermined goals. Given that OCB in doctors has a strategic and important role in supporting the achievement of hospital performance goals effectively and efficiently, research on OCB is an interesting research to do. Based on the explanation described earlier, to be able to see how the actual conditions regarding Organizational Citizenship Behavior (OCB) at St. Carolus Hospital are, the researchers conducted a pre-research by distributing questions in the form of a questionnaire, which for questions and their contents were related and taken from indicators or indicators. factors that influence the increase in Organizational Citizenship Behavior (OCB) such as motivation, working environment conditions, work discipline adopted by employees, organizational climate, transformational leadership, organizational commitment, job satisfaction and Organizational Citizenship Behavior (OCB) to 30 doctors. From the results of pre-research conducted by distributing questionnaires, the data obtained are presented in the following table:

Table 1.
Results of the Doctor's Pre-Research Questionnaire at St Carolus Hospital

No	Statement	Answer (%)		Number of Employees	Target In %
		Do not agree	Agree		
Work motivation					
1.	Giving awards for employees who excel will provide employee work motivation	47%	53%	30	100%
2.	I feel compelled to always develop the potential abilities that exist within me	43%	57%	30	100%
Work environment					
3.	I get annoyed when a coworker is talking in the workroom	23%	77%	30	100%
4.	I feel good communication between me and the hospital	17%	83%	30	100%
Work Discipline					
5.	I always show up on time for work	47%	53%	30	100%
6.	I always reorganize my work equipment after using it	10%	90%	30	100%
Organizational Climate					
7.	There is mutual trust between employees in this hospital	40%	60%	30	100%
8.	I get support from colleagues in completing daily tasks	27%	73%	30	100%
Transformational leadership					
9.	Leaders have the appropriate vision and mission in supporting the development of the hospital	53%	47%	30	100%
10.	The leadership gave me the opportunity to develop better	53%	47%	30	100%
11.	The leadership gave me the opportunity to express what I wished for	57%	43%	30	100%
Organizational Commitment					
12.	I feel proud to work for this hospital	77%	23%	30	100%
13.	I feel heavy when I leave this hospital	80%	20%	30	100%
14.	I will not leave my job at this hospital even if I get job offers from other places	83%	17%	30	100%
Job satisfaction					
15.	I feel proud of the work I do	57%	43%	30	100%
16.	There is a chance to get promotion in the organization if I have good performance	70%	30%	30	100%
17.	The salary I get is according to the workload	73%	27%	30	100%
Organizational Citizenship Behavior					
18.	I don't complain about all the work given to me	57%	43%	30	100%
19.	I try to build a good relationship with my co-workers	53%	47%	30	100%

20.	I understand and follow every new regulation the hospital applies	73%	27%	30	100%
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Based on the results of the pre-research in table 1.1 that the author has conducted on 30 doctors at St. Carolus Hospital, Jakarta, it can be seen that the condition of the variables of Transformational Leadership, Organizational Commitment, Job Satisfaction, and *Organizational Citizenship Behavior (OCB)*, shows that doctors who work the health services of St. Carolus Hospital as a whole have not been as expected in the workplace, this can be seen in the results in table 1.1 which shows the results of the pre-research conducted where there were many doctors who gave disagreeable answers to the statement made. carried out in pre-study. Seeing this, it makes the writer interested in exploring further by conducting further research in more depth by using the number of respondents for doctors who are more than the number of respondents for doctors who were used when the author did the pre-study, so that the authors can do significant evidence regarding the influence of leadership. Transformational, Organizational Commitment, and Job Satisfaction on *Organizational Citizenship Behavior (OCB)* (Study at ST. Carolus Hospital, Jakarta).

LITERATURE REVIEW

Transformational Leadership

According to experts reveal that transformational leadership is a method used by leaders to provide evaluations and responses to the abilities of the potential possessed by each subordinate in carrying out their duties and work, and also to see opportunities to give a responsibility. more responsibility and authority on subordinates in the future. "Transformational leadership is a leadership style in which the leader can provide changes in values that his followers can follow, so that they can support the vision and mission of the organization (Robbins and Judge, 2015)". "Transformational leadership can basically create an environment that provides encouragement to employees in achieving organizational goals and developing interest and enthusiasm in work (Supartha, 2016)". Based on this definition, it shows that transformational leadership is a leader who knows certain ways to be able to influence his subordinates, so that they can achieve organizational goals.

Organizational Commitment

"Organizational commitment according to Robbins and Judge (2015) is a condition where employees place themselves and work together with the organization in order to achieve common goals to maintain membership in the organization. In addition, organizational commitment can also be interpreted as employee attitudes related to employee loyalty to the organization which is expressed through employee concern for organizational goals and targets in achieving success and prosperity (Luthans, 2005: 249)". :155), organizational commitment is the alignment and loyalty of employees to the organization in achieving its goals. Based on the three definitions of organizational commitment above, it can be stated that the behavior of employees who have organizational commitment are employees who are able to know, analyze and be loyal to the workplace or organization where the employee is located, and also the desire of employees to be loyal and stay actively participate with the organization. mobilize energy and thoughts for the organization and where employees work to achieve organizational goals that have been formulated together.

Job Satisfaction

"Job satisfaction is an attitude shown by a person towards his work where a person is required to socialize with colleagues in the office and superiors, to follow organizational rules and policies, in order to meet performance standards (Robbins and Judge, 2015)". Based on the above definition, it shows that a person's satisfaction at work is an expression of one's feelings towards the results of his work, which means that the concept of job satisfaction appears as a result of the employee's socialization in his work environment.

Organizational Citizenship Behavior

The definition of the variable *Organizational Citizenship Behavior*(OCB) according to the opinion expressed by Robbins and Judge in 2015 "is behavior of choice that is not part of an employee's formal work obligations, but can support the running of the organization effectively". "Daft and Lane (2009: 378), also say that OCB is a work behavior that exceeds work requirements and plays a role in providing success for the organization". While Organ, *et al*, 1988 (in Elfina, Debora Purba and Ali Nina LS, 2004: 106) "which provides a definition of *Organizational Citizenship Behavior*(OCB) is a person's behavior that is not limited and is not directly related to awarding *and* can improve the functioning of the community. effectiveness in the organization". So it can be said that *Organizational Citizenship Behavior (OCB)* is the contribution of a person's work that goes beyond and exceeds the formal work he should have done which has been appropriately given by the organization or company where he works and is carried out voluntarily, which of course is formally not directly related to the *reward* that exists in the place where he works, and is able to meet the expectations of the organization where he works to be able to contribute to helping the organization or company where he works to achieve organizational goals.

Factors Affecting Organizational Citizenship Behavior (OCB)

There are several factors that can influence the emergence of *Organizational Citizenship Behavior*(OCB). As stated by "Titisari (2014) which states that the increase and increase that can affect Organizational Citizenship Behavior (OCB) can be influenced by two main factors, namely:

- 1) Through internal factors that come from within the employees themselves, among others, are job satisfaction, commitment, personality, employee morale, motivation and so on.
- 2) Through external factors that come from outside employees, including leadership style, trust in leaders, organizational culture and so on.

OCB Dimensions and Indicators

According to Organ (1988) quoted in Titisari (2014), there are five dimensions to *Organizational Citizenship Behavior (OCB)* , namely:

- 1) *Altruism*
- 2) *Conscientiousness*
- 3) *Sportsmanship*
- 4) *Courtesy*
- 5) *Civic Virtue*

Hypothesis Development

The Effect of Transformational Leadership on OCB

The notion of transformational leadership is an art of leadership where leaders can empower to encourage teams and their subordinates to be able to do work and other things better than they initially expected. Leaders who have this transformational leadership style usually motivate their subordinates to be able to show the best and highest commitment, ability and effort possessed by the employee. The results of the study according to Jun (2017) "show that transformational leadership has a significant positive effect on *Organizational Citizenship Behavior(OCB)*". The results of research conducted by Majeed et al (2018) "state that transformational leadership has a positive and significant influence on *Organizational Citizenship Behavior (OCB)*". Based on research conducted by Takhaheghesang, Lengkong, and Sendow (2016) "stated that transformational leadership has a positive and significant influence on *Organizational Citizenship Behavior(OCB)*." Based on the results and statements submitted by several researchers above, it can be summarized for the development of a hypothesis in this study, namely that Transformational Leadership has a significant positive influence on *Organizational Citizenship Behavior (OCB)*, so that the hypothesis can be formulated, as follows:

H1: Transformational Leadership has significant positive effect on *Organizational Citizenship Behavior*.

The Effect of Organizational Commitment on OCB

Definition of Organizational Commitment is the degree to which employees can believe and can accept the goals of the organization given to them, thus making the employee concerned will not leave the company and remain in the organization. Based on research results from Fanani, Djati, and Silvanita (2015) "show that organizational commitment has a significant positive influence on *Organizational Citizenship Behavior(OCB)*". Based on the research results of Anggraeni, Dwiatmaja and Yuniawan (2017) "shows that organizational commitment has a positive and significant effect on *Organizational Citizenship Behavior(OCB)*". The results of Anam and Sunaryo's research (2016) "show that organizational commitment has a positive and significant effect on *Organizational Citizenship Behavior (OCB)*". The results of research by Hermanto, Heriyanto and Karneli (2017) "show that organizational commitment has a positive and significant influence on *Organizational Citizenship Behavior(OCB)*", and the results of research by Masringudin, Akbar and Karnati (2017) "show that organizational commitment has a positive and significant effect on *Organizational Citizenship Behavior(OCB)*." Based on the results of the statements from several researchers above, it can be concluded that employees who have high organizational commitment will have a positive and significant influence on the emergence of *Organizational Citizenship Behavior (OCB) behavior* for employees who work in an organization, so that the hypothesis can be formulated, as follows :

H2: Organizational Commitment has a positive and significant effect on *Organizational Citizenship Behavior*.

Effect of Job Satisfaction on OCB

The definition of job satisfaction is the condition of a feeling experienced by an employee can be in the form of a pleasant feeling or an unpleasant feeling from the employee in seeing and viewing a job he does in the company. When employees feel satisfied with the results of the work carried out and in accordance with the expectations desired by the organization or company

where they work, then due to the conditions and feelings of employees who are already satisfied, they will make them work more optimally in doing their work, so that they can exceed what is expected. which are the targets and expectations that have been determined by the company where they work. The results of Chen, Wang and Pan's research (2018) "show that job satisfaction has a significant positive influence on *Organizational Citizenship Behavior*(OCB)". The results of research conducted by Dewangga, Paramita and Hariono (2016) "show that job satisfaction has a significant positive effect on *Organizational Citizenship Behavior*(OCB)." The results of research conducted by Fanani, Djati and Silvanita (2015) "show that job satisfaction has a significant positive effect on *Organizational Citizenship Behavior*(OCB)." The results of research that has been carried out by Lubis (2017) "show that job satisfaction has a significant positive influence on *Organizational Citizenship Behavior*(OCB)." Based on the results of the statements from several researchers above, it can be concluded that employees who have high job satisfaction will have a significant positive influence on *Organizational Citizenship Behavior* (OCB), so with this statement the hypothesis can be formulated as follows:

H3: Job satisfaction has a positive effect and significant to *Organizational Citizenship Behavior*.

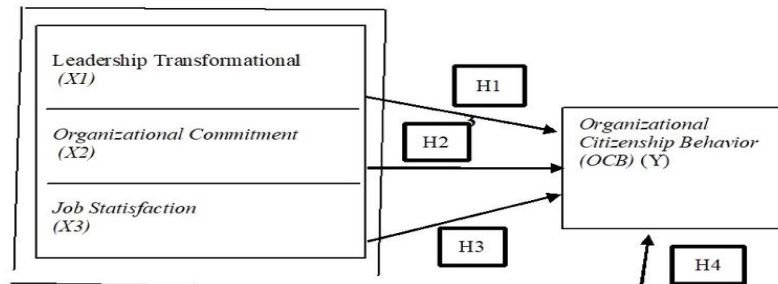
Effect of Transformational Leadership, Organizational Commitment, and Job Satisfaction on OCB

In the research conducted by Purpa (2015) "explains that when transformational leadership is applied and carried out in an organization or company, the *Organizational Citizenship Behavior* () in an employee will appear directly and can have an impact on the organization or company where he works. Likewise, if the employee has a high level of satisfaction and is followed by a willingness to have a high commitment to the organization, this will make the employee tend to have an attitude or behavior that can feel that the organization or company where he is currently working is the right place for him. . Employees will have the opinion that the company where he works is the right place to work. when the things that the employee hopes and think are good for him can be fulfilled and obtained by the organization or company where he has worked so far. The connection to the organization or company where the employee works accompanied by job satisfaction will increasingly make employees feel satisfied and can more easily accept the tasks and jobs assigned by the organization or company where the employee works. In addition, it can also increase the sense of responsibility that employees have in carrying out the tasks assigned by the organization or company where they work, it will also be able to increase the ability of the employees themselves in doing their work to the maximum and voluntarily or happily so that they can contribute to the organization or the company where he works. With such conditions, the organization or company where he works expects problems that usually exist in the organization or company such as employee disobedience behavior and order problems will be reduced. So that it makes employees tend to behave according to the existing regulations of the organization or company and will also carry out the tasks assigned by their place of work as well as possible. So that the performance of organizational stability will increase and the goals that have been determined by the organization will be achieved along with getting better and the emergence of *organizational citizenship behavior*(OCB)." The results of Heni Awanti, Aziz Fathoni, and Djamaludin Malik's research (2017) "show that transformational leadership, organizational commitment, and job satisfaction simultaneously and together have a significant positive influence on *Organizational Citizenship Behavior*(OCB)." Based on the results of the statements from the researchers above, it can be concluded that Transformational Leadership, organizational commitment, and job satisfaction simultaneously and together have a

significant positive influence on *Organizational Citizenship Behavior (OCB)*, so the hypothesis can be formulated as follows:

H4: Transformational Leadership , organizational commitment, and job satisfaction simultaneously have a positive and significant effect on *Organizational Citizenship Behavior*.

Framework



Gambar 2.1. Flow Of Thought Framework

RESEARCH METHOD

The population in this study were full-time doctors at St. Carolus Jakarta, totaling 60 people and data analysis carried out with Multiple Linear Regression Analysis using the SPSS version 24.00 software program

FINDINGS AND DISCUSSION

Descriptive Statistics

Respondent Description

The following are the results of the respondent's description profile based on the categories that have been presented in this study:

Table 4.1 Table Description of Respondents by Gender

Gender	Amount	Percentage
Man	24	40%
Woman	36	60%
Total	60	100%

Source: 2021 primary data processing

Table 4.2 Description of Respondents Based on Marital Status

Marital status	Amount	Percentage
Marry	36	60%
Not married yet	24	40%
Total	60	100%

Source: 2021 primary data processing

Table 4.3 Description of Respondents by Age

Age	Amount	Percentage
21 – 30 years old	17	28.3%
31 – 40 years	22	36.7%
41 – 50 years	14	23.3%
50 years and over	7	11.7%
Total	60	100%

Source: 2021 primary data processing

Table 4.4 Description of Respondents Based on Last Education Level

Final Education Level	Amount	Percentage
S1	34	56.7%
S2	23	38.3%
S3	3	5%
Total	60	100%

Source: 2021 primary data processing

Table 4.5 Description of Respondents Based on Term of Service

Years of service	Amount	Percentage
0 – 2 years	11	18.3%
24 years old	26	43.4%
5 years and over	23	38.3%
Total	60	100%

Source: 2021 primary data processing

Variable Description

To describe the data in each variable, a method called descriptive statistical analysis is used. This analysis technique is expected to be able to calculate and see values such as the range of scores, mean, median, mode and standard deviation of each variable. presented in the following table:

Table 4.6 Table Description of Variables

	Transformational leadership	Organizational Commitment	Job satisfaction	Organizational Citizenship Behavior(OCB)
N	60	60	60	60
Valid				
missing	0	0	0	0
Mean	31.63	34.87	39.53	40.03
Median	32.00	35.00	40.00	39.00
Mode	33	35	40	39
Std. Deviation	3,503	3,657	3,934	3,914
Range	20	20	19	17
Minimum	20	24	31	33
Maximum	40	44	50	50
Sum	1898	2092	2372	2402

Source: Primary data processed, 2021

Multiple Linear Regression Analysis Results

Regression analysis conducted in the research conducted by this researcher is used to determine and analyze how much influence is given by the three independent variables, namely those consisting of Transformational Leadership (X.1), Organizational Commitment (X.2), and Job Satisfaction (X. .3) on the one dependent variable, namely Organizational Citizenship Behavior (OCB) which can be shown and presented in Table 4.7 below:

Table 4.7 Multiple Linear Regression Analysis Results

Coefficients ^a		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
Model		B	Std. Error	Beta		
1	(Constant)	1,447	0.445		3,254	0.002
	Transformational Leadership (X1)	-0.058	0.113	-0.065	-0.512	0.610
	Organizational Commitment (X2)	0.053	0.132	0.055	0.399	0.692
	Job Satisfaction (X3)	0.653	0.142	0.656	4,599	0.000

a. Dependent Variable: Organizational Citizenship Behavior (OCB) (Y)

Source: Primary data processed, 2021

In the results of this study formed a regression model from the independent variable to the dependent variable and this forms an equation that affects the direction of the relationship and the value of the magnitude of the influence of each variable and from table 4.7 which is the result of multiple linear regression analysis a regression model is formed as formed as the following is the form of the equation:

$$Y = 1,447 - 0,058 X1 + 0,053 X2 + 0,653 X3$$

The equation that is formed from the regression model that is carried out explains the following things:

- 1) There is a constant value that shows a value of 1.447 meaning that the independent variables used by the author are the variables of Transformational Leadership, Organizational Commitment, and Job Satisfaction which are worth 0, and this shows the value of the Organizational Citizenship Behavior variable is 1.447.

- 2) In the results of multiple linear regression analysis conducted by researchers, the regression coefficient results for the transformational leadership variable are negative -0.058 meaning that Transformational Leadership has an opposite relationship with Organizational Citizenship Behavior that every increase in Transformational Leadership scores and other variables remains, so it will decrease Organizational Citizenship Behavior (OCB) of 0.058 or 5.8%.
- 3) In the results of multiple linear regression analysis conducted by researchers, the results of the regression coefficient for the Organizational Commitment variable are positive, meaning that if there is an increase in the Organizational Commitment score and the value of other variables remains, so that it will increase Organizational Citizenship Behavior (OCB) by 0.053 or 5.3 %.

The Job Satisfaction Regression Coefficient of 0.653 is positive, meaning that if there is an increase in the Job Satisfaction score and other variables remain constant, it will increase Organizational Citizenship Behavior (OCB) by 0.653 or 65.3%.

Classical Assumption Test Results

Normality Test

The results of the normality test with the one sample Kolmogorov-Smirnov test are shown in table 8 below:

Table 4.8 Normality Test Results
One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		60
Normal Parameters, b	mean	0.0000000
	Std. Deviation	0.29489280
Most Extreme Differences	Absolute	0.084
	Positive	0.079
	negative	-0.084
Test Statistics		0.084
asympt. Sig. (2-tailed)		.200c,d

Source: Primary data processed, 2021

The normality test based on the significance value obtained based on table 4.8 above is 0.200. The test results are above the minimum value of significance value of 0.05. based on this, it can be concluded that the regression model consisting of independent and dependent variables has a normal distribution of variables.

Multicollinearity Test

Table 4.9 Multicollinearity Test Results

Variable	Collinearity Statistics		Information
	Tolerance	VIF	
Transformational leadership	0.635	1.575	Multicollinearity does not occur
Organizational Commitment	0.541	1.850	Multicollinearity does not occur
Job satisfaction	0.498	2.009	Multicollinearity does not occur
Dependent Variable: Organizational Citizenship Behavior (OCB)			

Source: Primary data processed, 2021

The results of the multicollinearity test in table 4.9 above show that the tolerance value is greater than 0.1 and the value of > none of the variables exceeds 10, so it can be concluded that there are no symptoms of multicollinearity between variables.

Heteroscedasticity Test

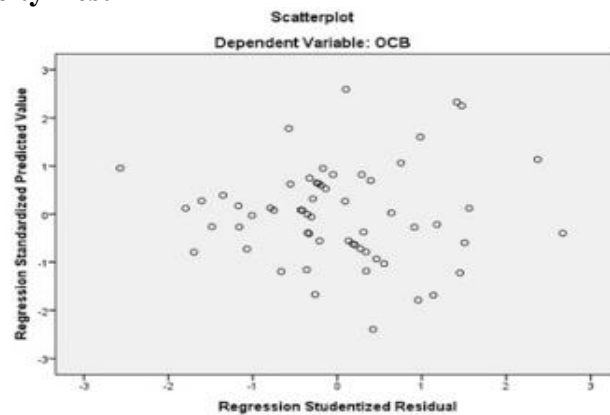


Figure 4.1 Heteroscedasticity Test Scatterplot Graph

The results of the heteroscedasticity test in Figure 4.1, it can be seen that the points with the pattern spread randomly at positions above and below the number 0 on the Y axis, so it can be said that there are no symptoms of heteroscedasticity.

Coefficient of Determination Test (R²)

Table 4.10 Coefficient of Determination Test Results (R²)

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.658 ^a	0.432	0.402	0.30269

a. Predictors: (Constant), KK, KT, KO

b. Dependent Variable: OCB

Source: Primary data processed, 2021

Based on the table above, information can be obtained about the magnitude of the influence of all independent variables on the dependent variable. The influence is symbolized by R (correlation). As seen in the model summary table, the value in the R Square column is 0.432, which means that the influence of the variables of Transformational Leadership, Organizational Commitment, and Job Satisfaction on Organizational Citizenship Behavior is 43.2% ($0.432 \times 100\%$), meaning the influence of the independent variable consisting of Leadership Transformational, Organizational Commitment, and Job Satisfaction affect Organizational Citizenship Behavior (OCB) on doctors at St. Hospital. Carolus Jakarta is 43.2%, while the remaining 0.568 or 56.8% is influenced by other factors outside this research model.

Simultaneous Test (F Test)

Simultaneous Test or F Test is conducted to test the hypothesis on 3 independent variables that exist simultaneously or together whether there is an effect on the dependent variable.

Table 4.11 Simultaneous Test Results (F Test)

ANOVA					
Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	3.909	3	1.303	14,220	.000 ^b
Residual	5.131	56	.092		
Total	9.039	59			

a Dependent Variable: OCB

b Predictors: (Constant), KK, KT, KO

Source: Primary data processed, 2021

Based on Table 4.11 above, the calculation results show the Fcount value of 14,220 while the Ftable value in this study has a value of 2.77. So the results of this F test show the F-count value of 14,220 and this value shows that it is greater than the value of Ftable, which is 2.77. Seeing these results, it can be concluded that the fourth hypothesis is accepted. The conclusion that can be drawn is that the three independent variables simultaneously or together have an influence on the dependent variable, namely Organizational Citizenship Behavior (OCB) on doctors who work in health services at St.Carolus Hospital Jakarta.

T - Test

From the results of the calculation of Table 4.7, the t table in this study is 2,003 (according to the calculation of t table = t (a/2; nk-1)). And the results of the t test in this study can be concluded as follows:

- 1) The first hypothesis proposed is that the Transformational Leadership variable has a significant effect on Organizational Citizenship Behavior (OCB). Based on multiple linear regression analysis shown in table 4.7. The calculated t-value in X1 is -0.512 while the t-table value is 2.003 and the sig value is 0.610. So the conclusion is because $-0.512 < 2.003$ and sig value $0.610 > 0.05$, the first hypothesis is rejected, which means that Transformational Leadership has no significant effect on Organizational Citizenship Behavior on doctors at St. Hospital. Carolus Jakarta.
- 2) The second hypothesis proposed is that the variable Organizational Commitment has a significant effect on Organizational Citizenship Behavior (OCB). Based on the multiple linear regression analysis shown in table 4.7, the calculated t value in X2 is 0.399 while the t table value is 2.003 and the sig value is 0.692. So the conclusion is that because $0.399 < 2.003$ and sig value $0.692 > 0.05$, the second hypothesis is rejected, which means Organizational Commitment has no significant effect on Organizational Citizenship Behavior (OCB) on doctors at St.Carolus Hospital, Jakarta.
- 3) The third hypothesis proposed is that the Job Satisfaction variable has a significant effect on the Organizational Citizenship Behavior (OCB) variable. Based on the multiple regression analysis shown in table 4.7, the t-count value in X3 is 4.599, while the t-table value is 2.003 and the sig value is 0.000. So the conclusion is that because $4.599 > 2.003$ and sig value $0.000 < 0.05$, Hypothesis 3 is accepted, which means that Job Satisfaction has a significant influence on Organizational Citizenship Behavior (OCB) on doctors at St.Carolus Hospital, Jakarta.

Discussion

Effect of Transformational Leadership on Organizational Citizenship Behavior (OCB)

From this research, it shows the following results, namely partially the transformational leadership variable with a t value of $-0.512 < t \text{ table} = 2.003$, so it can be concluded that the first hypothesis is rejected, which means that the Transformational Leadership variable partially does not significantly affect the Organizational Citizenship variable. Behavior(OCB). Judging from the correlation between the dimensions that exist in the Transformational Leadership variable, the Inspirational Motivation dimension shows a moderate relationship with the job dimension on the Job Satisfaction variable but not with the dimensions of Ideal Influence, Individual Consideration, and Intellectual Stimulation which only shows a low relationship. This is supported by research conducted by "Ida Bagus Made Juniarta, I Made Wardana,

The Effect of Organizational Commitment on Organizational Citizenship Behavior (OCB)

From the research conducted, it shows that the organizational commitment variable has no effect on Organizational Citizenship Behavior (OCB), and this can be seen from the t-count value obtained by $0.399 < t_{table} = 2.003$, because the results of the t-count value are less than t-table. The table shows that the second hypothesis is rejected, which means that organizational commitment has no effect on organizational citizenship behavior (OCB). Looking at the correlation between the dimensional variables contained in organizational commitment, namely the Normative Commitment dimension, it shows a moderate relationship with the job dimension on the Job Satisfaction variable but not with the Affective Commitment and Continuance Commitment dimensions which only show a low relationship.

Effect of Job Satisfaction on Organizational Citizenship Behavior (OCB)

From the research conducted, it shows the Job Satisfaction variable with a t-count value of 4.599, and this is greater than the t-table value of 2.003, because the results of this value indicate that the t-count is greater than t-table, meaning that the third hypothesis is accepted where Job Satisfaction partially significant effect on Organizational Citizenship Behavior (OCB). Looking at the correlation between dimensions, all variables on the Job Satisfaction dimension such as Job, Supervision, Colleagues, Career Promotion, and salary income have a relationship with the dimensions that exist in the Organizational Citizenship Behavior (OCB) variable. These results are also in accordance with research conducted by Chen, Wang, and Pan (2018) "showing that the job satisfaction variable has a significant positive effect on Organizational Citizenship Behavior (OCB). This result is also in accordance with the statement by Dewangga, Paramita, and Hariono (2016) which "illustrates that job satisfaction has a significant positive effect on Organizational Citizenship Behavior (OCB)." These results are also in accordance with research conducted by Fanani, Djati, and Silvanita (2015) "which states that job satisfaction has a significant positive effect on Organizational Citizenship Behavior (OCB)." These results are also in accordance with Lubis' research (2017) "which states that job satisfaction has a significant positive influence on Organizational Citizenship Behavior (OCB)." "These results are also in accordance with research conducted by Fanani, Djati, and Silvanita (2015) "which states that job satisfaction has a significant positive effect on Organizational Citizenship Behavior (OCB)." These results are also in accordance with Lubis' research (2017) "which states that job satisfaction has a significant positive influence on Organizational Citizenship Behavior (OCB)." "These results are also in accordance with research conducted by Fanani, Djati, and Silvanita (2015) "which states that job satisfaction has a significant positive effect on Organizational Citizenship Behavior (OCB)." These results are also in accordance with Lubis' research (2017) "which states that job satisfaction has a significant positive influence on Organizational Citizenship Behavior (OCB)."

The influence of Transformational Leadership, Organizational Commitment, and Job Satisfaction together have an effect on Organizational Citizenship Behavior (OCB)

From this research, it shows that simultaneously or together the three variables, namely the transformational leadership variable, the Organizational Commitment variable, and the Job Satisfaction variable have a significant positive influence on the Organizational Citizenship Behavior (OCB) variable with doctors as respondents in hospital health services. St. Carolus Jakarta. Thus, if the three variables studied, namely the variables of Transformational Leadership, Organizational Commitment, and Job Satisfaction, increase simultaneously or

together, it can increase Organizational Citizenship Behavior (OCB) for doctors who work at health services at St. Carolus Hospital Jakarta. In this study, it shows that the coefficient of determination is worth 0.432 or in other words as much as 43.2%.

CONCLUSION

The conclusions obtained in this study after conducting an in-depth analysis to see whether the variables of Transformational Leadership, Organizational Commitment, Job Satisfaction have an influence on the variable organizational citizenship behavior (OCB) in accordance with the hypothesis given by the researcher at the beginning of the study:

- 1) Transformational leadership has no effect on Organizational Citizenship Behavior (OCB) on doctors who are in health services at St. Carolus Hospital, Jakarta.
- 2) Organizational Commitment has no effect on Organizational Citizenship Behavior (OCB) on doctors at St. Carolus Hospital, Jakarta.
- 3) Job satisfaction for doctors at St. Carolus Hospital, Jakarta has a positive and significant influence on Organizational Citizenship Behavior (OCB).
- 4) Transformational Leadership, Organizational Commitment, and Job Satisfaction on doctors at St. Carolus Hospital, Jakarta together have a significant positive effect on doctors at St. Carolus Hospital, Jakarta.

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