

## **The Effect of Perceived Organizational Support and Organizational Commitment to Organizational Citizenship Behavior Nurse Dr. Tadjuddin Chalid**

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**Abstract:** The importance of organizational support in the relationship between the organization and employees is the way in which work attitudes and employee behavior are influenced by the relationship between employees and the organization. This study aims to analyze the effect of perceived organizational support on organizational citizenship behavior of nurses, analyze the effect of perceived organizational support on nurses' organizational commitment, analyze the effect of organizational commitment on organizational citizenship behavior of nurses, analyze the direct and indirect effects of perceived organizational support on organizational citizenship behavior through commitment. organizational nurse Dr. Tadjuddin Chalid Makassar. This type of research is a quantitative study using an observational study with a cross sectional study design. Sampling using total sampling so that the sample in this study were nurses at Dr. Tadjuddin Chalid Makassar, totaling 106 respondents. The results showed that perceived organizational support is related to organizational commitment of nurses, perceived organizational support is related to organizational citizenship behavior of nurses, organizational commitment is related to organizational citizenship behavior of nurses, variables perceived organizational support and organizational commitment have a direct effect on organizational citizenship behavior of nurses, and there is no influence. The direct variable perceived organizational support for organizational citizenship behavior through organizational commitment of nurses at Dr. Tadjuddin Chalid Makassar. Therefore, management is expected to pay attention to employee engagement and employee expectations by providing allowances, providing opportunities to continue higher education, promotion, awarding exemplary nurses and participating in organizational policy making.

**Keywords:** organizational citizenship behavior, perceived organizational support, organizational commitment, nurses

### **1. Introduction**

The increasingly tight competition in the business world has an impact on the increasingly incessant organization to create competitiveness so that it can survive both on a national and global scale. One of the challenges in organizations is related to motivating and managing employees in an organization by leaders in a highly competitive world. To maintain an organization's competitive advantage, effective human resource management is needed in addition to the very important employee attitudes (Ibrahim et al., 2013).

Work attitudes are considered as an important and central aspect of employee behavior that work attitudes are very important because they have the potential to predict important behaviors (Judge & Kammeyer-Mueller, 2012). It is therefore important to note that the attitude of human resources towards their work is very important and there are so many challenges associated with these attitudes including the inability of management to deal with these jobs regarding attitudes and how they affect employee behavior and performance (Alizadeh et al., 2012).

Chiu, Huang, Cheng (2015) emphasizes the importance of organizational support in the relationship between organization and employees as the way in which work attitudes and employee behavior are influenced by the relationship between employees and the organization described using social exchange theory. A sense of duty is given to employees through reciprocal specifications so that they can give back to the organization. Thus, performance, job satisfaction, organizational commitment and the role of external behavior can be influenced by perceived organizational support.

Organ (2006) stated that if an organization has employees who have high organizational citizenship behavior (OCB), it can be expected that the organization will be able to face challenges that arise from environmental changes, both internal and external. OCB is a preferred behavior that is not part of an employee's formal work obligations, but supports the effective functioning of the organization (Robbins, 2008).

One of the factors that influence OCB is perceived organizational support. Osman et al. (2015), stated that perceived organizational support has the highest correlation with OCB. When employees receive support from the organization, they will strive to do better for the organization. The better the perception of employees who feel that they have organizational support in the environment where they work will be followed by the high behavior of the OCB concerned (Sari, 2015).

Organizations that continuously provide support to their workers will make workers more enthusiastic about working and have confidence in the organization. High trust in an organization will make workers have a high sense of loyalty as well. Another important factor that shapes OCB behavior is organizational commitment. Ardi, et al (2015)

stated that organizational commitment has a positive and significant relationship to OCB. When members of an organization consider themselves part of the organization and have a strong desire to remain in the organization, then at that time the members of the organization are encouraged to behave positively for the advancement of the organization where they work.

Organizational commitment can be said to be the degree to which employees believe and accept organizational goals, and desire to stay with the organization (Mathis, 2006). Employees who are not committed to the organization are more likely to leave the organization perhaps through permanent absence or turnover. Based on the results of interviews with several nurses at Dr. Tadjuddin Chalid stated that nurses lacked enthusiasm in dealing with their work and always felt tired quickly because there was too much work to be done. This is indicated by several nurses who always arrive late. Some nurses also stated that they were not satisfied with their work because they felt what they were doing was not in accordance with what they got.

The results of the performance evaluation of nurses were measured using nursing care standards based on the standards of the Indonesian National Nurses Association (PPNI) in 2010, the achievement was that in 2019 the level of performance of nurses in the Inpatient Installation of Dr. Tadjuddin Chalid Makassar with an average of 68.8% which means that it is not in accordance with nursing care standards (100%) with details of nursing care, namely dimensions of nursing assessment, nursing diagnoses, planning, nursing actions, evaluation, and nursing records.

Based on the observations and interviews conducted, it indicates that the level of organizational citizenship behavior (OCB) of nurses is still low, this can be seen from the OCB indicators used. The first indicator, altruism (concern) of nurses which is still lacking seen from the education and training section, where this section is related to planning / implementing education, training in order to improve the quality of health services, this section must also report the implementation of tasks periodically, but there are still officers who have difficulty recapping data because there is a mismatch between manual recording and a computer, on the other hand, the officers' co-workers are seen who are indifferent and do not want to help. Furthermore, on the Conscientiousness indicator, it can be seen that some nurses take breaks outside of their supposed hours and some are busy playing their cellphones. Furthermore, on the Sportsmanship indicator, there are still nurses who complain when asked to do additional tasks by their supervisors. Meanwhile, in the Courtesy indicator, there are nurses who are less alert and do not look enthusiastic in responding to patients or hospital visitors. The last indicator is Civic-Virtue which is also considered to be still lacking, this can be seen that there are nurses who are less enthusiastic in participating in an activity when there is no reward or punishment that is set.

In 2017, 2018 and 2019, it is known that the number of nurses turnover in 2019 was 8.6%. The number of nurses turnover in Dr. Tadjuddin Chalid as many as 11.3% of people in 2017, and in 2018 to 9.4% of people. The reasons for the turnover were the nurses who moved away and were honorary. Even though this figure is small or small, it can become a barrier in the process of providing health services (Goetz et al, 2015). However, the increasing turnover will be dangerous for the sustainability of the organization and can reduce the productivity of the organization (Joarder et al, 2011).

The turnover value that continues to increase will cause losses for the hospital. One of the impacts of high turnover is the existence of financial costs associated with employee turnover such as costs for recruiting and training new employees (Park et al, 2014). There is also a waste of money that is used for orientation, overtime, and supervision. In addition, there are non-financial costs such as lost productivity and decreased quality of service. There are many factors that affect turnover, including job stress, job satisfaction, work environment, organizational commitment, and so on (Waldman et al, 2004). Organizational commitment plays a key role in the occurrence of turnover (Glisson & Durrick, 1998). Based on the research problem, it is necessary to do an analysis to see the effect of Perceived Organizational Support and Organizational Commitment on Organizational Citizenship Behavior of Nurses at Dr. Tadjuddin Chalid Makassar.

## **2. Methods**

### ***Research design***

This type of research is a quantitative study using an observational study with a Cross Sectional Study approach. This research was conducted at Dr. Tadjuddin Chalid.

### ***Population and sample***

The population of this study were all nurses who performed services and served in the Inpatient Room, IGD, ICU, OK in Dr. Tadjuddin Chalid, namely 106 people. The sample size in this study was determined using total sampling, namely 106 people.

### ***Method of collecting data***

The instrument used in data collection was a questionnaire, regarding the independent variables in the form of Perceived Organizational Support and Organizational Commitment while the dependent variable was Organizational Citizenship Behavior.

### ***Data analysis***

Univariate analysis was conducted to obtain an overview of the research problem by describing each variable used in the study and the characteristics of the respondent. Univariate analysis consisted of descriptive analysis of the

characteristics of the respondents, descriptive analysis of the research variables and analysis of the crosstabulation between the characteristics of the respondents and the research variables. Bivariate analysis was carried out to see the relationship between two variables, namely between the independent variable and the dependent variable. The statistical test used was the Chi Square test. Multivariate analysis was performed on variables that had direct and indirect influence using the path test.

### 3. Results

**Table 1. Distribution of Respondents Based on Characteristics of Nurse Respondents**

characteristic	Research Samples	
	n	%
<b>installation</b>		
Hospitalization	54	50.94
IGD	18	16.98
ICU	19	17.92
CK	15	14.15
<b>gender</b>		
man	11	10.38
woman	95	89.62
<b>age</b>		
20-30 years old	30	28.30
30-45 years old	61	57.55
>45 years old	15	14.15
<b>Long Work</b>		
3-5 years old	15	14.15
6-8 years old	60	56.60
>8 years old	31	29.25
<b>Last Education</b>		
DIII	8	7.55
S.Kep	76	71.70
Ners	22	20.75
<b>Staffing Status</b>		
Civil Servant	68	64.15
Other	38	35.85
<b>TOTAL</b>	<b>106</b>	<b>100.00</b>

*Source: Primary Data, 2021.*

Table 1 shows the frequency distribution based on the characteristics of the sample at the research location, most of the respondents at the age level of 35-45 years, as many as 61 respondents (57.55%) are in the inpatient installation class. In terms of gender, most of the respondents were female, namely 95 respondents (89.62%). In terms of age, most of the respondents were 30-45 years old, as many as 61 respondents (57.55%). Judging from the length of work, most of the respondents worked 6-8 years, as many as 60 respondents (56.60%). Judging from the latest education, most of the respondents of S.Kep's latest education were 76 respondents (71.70%). Judging from the employment status, most of the respondents were civil servants, as many as 68 respondents (64.15%).

**Table 2. Frequency Distribution of Variables of RSUP Research Dr. Tadjuddin Chalid**

variable	Research Samples	
	n	%
<b>Perceived Organizational Support</b>		
Not Supported	4	3.77
support	102	96.23
<b>Organizational Commitment</b>		
low	35	33.02
tall	71	66.98
<b>Organizational Citizenship Behavior</b>		
High OCB	29	27.36
Low OCB	77	72.64

Source: Primary Data, 2021.

Table 2 explains the percentage of respondents' assessment of the research variables. The results of some respondents stated that inpatient installations, IGD, ICU, and OK that Perceived Organizational Support, Organizational Commitment, and Organizational Citizenship Behavior were classified as high (good).

**Table 3. Influence of Research Variables rsup Dr. Tadjuddin Chalid**

<i>Perceived Organizational Support</i>	Organizational Commitment				Total	P-value
	low		tall			
	n	%	n	%		
Not Supported	4	100.00	0	0.00	4	0.014
support	31	30.39	71	69.61	102	
<b>Total</b>	<b>35</b>	<b>33.02</b>	<b>71</b>	<b>66.98</b>	<b>106</b>	
<i>Perceived Organizational Support</i>	Organizational Citizenship Behavior				Total	P-value
	High OCB		Low OCB			
	n	%	n	%		
Not Supported	4	100.00	0	0.00	4	0.001
support	25	24.51	77	75.49	102	
<b>Total</b>	<b>29</b>	<b>27.36</b>	<b>77</b>	<b>72.64</b>	<b>106</b>	
Organizational Commitment	Organizational Citizenship Behavior				Total	P-value
	High OCB		Low OCB			
	n	%	n	%		
low	26	74.29	9	25.71	35	0.000
tall	3	4.23	68	95.77	71	
Total	29	27.36	77	72.64	106	

*Source: Primary Data, 2021.*

Table 3 shows the relationship between the independent variable and the dependent variable. Based on the results of the analysis, it can be seen that the relationship between Perceived Organizational Support and Organizational Commitment to Organizational Citizenship Behavior of Nurses at Dr. Tadjuddin Chalid Makassar. The results of the bivariate analysis show that there is a relationship between the variable Perceived Organizational Support and OCB with a value of  $p = 0.000 < 0.05$ , there is a relationship between the variable Organizational Commitment to Organizational Citizenship Behavior with a value of  $p = 0.000 < 0.05$ .

**Table 4. Results of Analysis of The Indirect Influence of Perceived Organizational Support variables on Organizational Citizenship Behavior through The Commitment of Nurse Organizations at RSUP Dr. Tadjuddin Chalid Makassar**

	<b>Estimate</b>	<b>Std.Err</b>	<b>z-value</b>	<b>P(&gt; z )</b>	<b>Std.lv</b>	<b>Std.all</b>
Indirect	0.292	0.124	2.351	0.019	0.243	0.243
Total	0.452	0.152	2.969	0.003	0.377	0.377

*Source: Primary Data, 2021.*

Table 4 shows that after multivariate analysis, it is found that the results of statistical tests show that the P value of the indirect variable, 0.019 is smaller than 0.05, means that perceived organizational support has an indirect and positive effect of 0.243 (24.3%) on Organizational Citizenship Behavior through Organizational Commitment. Thus it can be concluded that each increase of Perceived Organizational Support will have an indirect effect on the increase in Organizational Citizenship Behavior through Organizational Commitment as much as 0.243 (24.3%).

In addition, the statistical test results of the P value on the total variable, 0.003, are smaller than 0.05, so it can be concluded that the Perceived Organizational Support variable has a direct and indirect effect on Organizational Citizenship Behavior.

#### 4. Discussion

Research hypothesis 1 (H1) states that there is an effect of perceived organizational support with OCB nurses. Based on the statistical analysis carried out, it is known that perceived organizational support has an effect on OCB nurses at Dr. Tadjuddin Chalid. A significant effect is also indicated by a significance value of 0.000 so that in this case the research hypothesis 1 (H1) is accepted.

POS is believed to be able to increase employee OCB in the company. If the company has provided organizational support which is then felt by employees, employees will feel more comfortable, more valued for their contributions and feel cared for by the organization. Employees feel they own the company and it is easier to carry out an extra role towards the company, this extra role behavior is commonly called organizational citizenship behavior.

In the theory of social exchange, an action shown by a person depends on the favorable reaction obtained from the other party. Employees and superiors apply the norm of reciprocity in a relationship, they will reciprocate favorable treatment from one of the parties, which then leads to favorable results for both (Rhoades & Eisenberger, 2002). The social exchange theory can explain that the higher the perception of organizational support provided to employees, the more OCB is employed. In short, employees who receive support from the organization feel they have an obligation to reciprocate this treatment with behaviors that benefit the organization, such as being involved in OCB.

Overall the results of this study indicate that respondents who have a good perception of perceived organizational support are 96.23%, come from the 36-45 year age group, female gender with an undergraduate education level. The same goes for the 6-8 years working period and the civil servant status.

According to Rastgar et al (2014), one of the important factors for carrying out extra role behavior by human resources in an organization is organizational support. One of the factors that play an important role in the attitude and behavior of an employee, including OCB, is the perception of support from the organization for him (Wu and Liu, 2014). This concept is known as Perceived Organizational Support (POS). According to Wu and Liu (2014), Perceived Organizational Support (POS) is a belief held by employees that the organization appreciates its contribution and cares about its welfare. Wu and Liu added that this view can help employees to increase positive work results and reduce negative work results. This is indicated by increased commitment to the organization, job satisfaction, performance, and community organizational behavior (or more commonly known as OCB), and reduced employee turnover (Cropanzano et al., 1997; Eisenberger et al., 1986; Moorman et al. al., 1998; Rhoades and Eisenberger, 2002; Shore and Wayne, 1993; Van Knippenberg and Sleebos, 2006; Wayne et al., 1997, cited in Wu and Liu, 2014).

Wu and Liu (2014) in their research entitled "Perceived Organizational Support, Organizational Commitment and Service-Oriented Organizational Citizenship Behaviors", support previous studies studying this issue that it is true that POS is strongly associated with OCB. Eisenberger et al. (2001, referred to in Wu and Liu, 2014) also revealed that employees who feel more supported by the organization will show reciprocity by showing more OCB than employees who feel less support. These results support the theory of Meyers et al. (2002, referred to in Wu and Liu, 2014), that employees who have a high level of affection commitment tend to display attitudes that help their organization, in this context OCB.

Research hypothesis 2 (H2) states that there is an effect of perceived organizational support on nurse organizational commitment. Based on the statistical analysis carried out, it is known that perceived organizational support has an effect on the organizational commitment of nurses at Dr. Tadjuddin Chalid. A significant effect is also indicated by a significance value of 0.000 so that in this case the research hypothesis 2 (H2) is accepted.

The success of the organization can be achieved because of the effort of managing the resources that they have received. According to Dilip Bhatt in Amir (2015: 93), organizations must invest as much as the amount of effort for resource management, which is as large as 75%, as much as 10% of technology. *Besarnya upaya yang need dialokasikan kepada daya source manusia give makna bahwa daya source manusia merupakan hal yang sangat penting bagi sebuah organisasi, for itu organisasi need mengoptimalkan dukungan terhadap karyawan agar karyawan memiliki persepsi bahwa organisasi telah menghargai kontribusi mereka. Owners Kareva*

The perception of support for organizations or Perceived Organizational Support (POS) which will give more than a commitment. (Rhoades & Eisenberger, 2002).

Aligned with the norm of reciprocity, supported employees tend to value and respect their organization and are therefore willing to contribute to organizational goals. Positive feelings evoked in this way tend to help meet socio-emotional needs and connect employees to the organization (Dawley et al. 2010). Perceived organizational support has the benefit of increasing employee commitment, and it would be better if all organizations focus on increasing perceived organizational support, but not all organizations can and are able to provide a level of support to employees. In such cases the organization can take several alternative actions. Can increase work independence to compensate for the lack of support from companies (Yahya et al. 2012).

Research hypothesis 3 (H3) states that there is an effect of organizational commitment with OCB nurses. Based on the statistical analysis carried out, it is known that organizational commitment has an effect on the OCB of nurses at Dr. Tadjuddin Chalid. a significant effect is also indicated by a significance value of 0.000 so that in this case the research hypothesis 3 (H3) is accepted. This means that employees who are committed to the organization will show good performance as well. High employee performance will encourage organizational citizenship behavior, namely behavior that exceeds what has been standardized by the organization.

According to Greenberg & Baron (2003), employees who have high organizational commitment are employees who are more stable and more productive so that in the end they are also more profitable for the organization or company. Meyer and Allen in Greenberg & Baron (2003) state that employees who have organizational commitment will work with dedication, because employees who are highly committed think that the most important thing that must be achieved is the achievement of tasks in the organization. Employees who have high organizational commitment also have a positive outlook and will do their best for the benefit of the organization. This makes employees have the desire to provide energy and responsibility that are more supportive of the welfare and success of the organization in which they work.

Employees who feel more committed to the organization have habits to rely on, plan to stay longer in the organization, and put more effort into their work. In other words, employees who are committed to their company will show good performance as well. High employee performance will encourage the emergence of organizational citizenship behavior (OCB), which is behavior that exceeds what the company has standardized (Krietner & Kinicki, 2004).

Research hypothesis 4 (H4) states that perceived organizational support affects OCB through organizational commitment. Based on the results of the calculations carried out, it is known that perceived organizational support has an indirect effect on OCB through organizational commitment. This is because there is a significant influence on the variable perceived organizational support on the OCB variable and the effect of the OCB variable on the significant organizational commitment variable. Then for the value of the indirect effect is obtained from the product of the direct effect of perceived organizational support with organizational commitment and the direct influence between organizational commitment and OCB, so that the indirect effect is 243 (24.3%). In addition, the statistical test results of the P value on the total variable, 0.003, are smaller than 0.05, so it can be concluded that the Perceived Organizational Support variable has a direct and indirect effect on Organizational Citizenship Behavior.

Shore & Wayne (1997) found that perceptions of organizational support were predictors of organizational citizenship behavior (OCB) and were positively related to performance. In fact, humans organize or work in organizations to fulfill their needs. Employees and human resources also need organizational support that can be felt through salaries, awards, promotions, etc. Perceptions of organizational support are important for every employee, as evidence that their work results while in the organization are continuously valued and can provide positive attitudes or behaviors to employees, when employees are positive, this can also help achieve the overall goals of the organization.

Rhoades & Eisenberger (2002) stated that perceptions of organizational support can be defined as employees' perceptions of the extent to which the organization assesses their contribution and cares about their welfare. Meanwhile, according to Wayne (1997), perceptions of organizational support are global beliefs developed by employees regarding the extent to which organizational commitment to them (employees) is seen from the organization's appreciation of their contributions and organizational attention to their lives. According to Benlioglu (2014), perceptions of organizational support are made on the grounds of working conditions and some human resource practices contribute to the creation of positive attitudes of employees and actors. There are eight indicator points that can be used to measure the perceived level of organizational support, namely the organization appreciates employee contributions, the organization appreciates the extra effort employees have given, the organization will pay attention to all complaints from employees, the organization really cares about employee welfare, the organization will notify employees if not. doing a good job, the organization cares about general satisfaction with the work of employees, the organization shows great concern for employees, and the organization feels proud of the success of employees at work.

## 5. Conclusion

The results showed that perceived organizational support is related to organizational commitment of nurses, perceived organizational support is related to organizational citizenship behavior of nurses, organizational commitment is related to organizational citizenship behavior of nurses, variables perceived organizational support and organizational commitment have a direct effect on organizational citizenship behavior of nurses, and there is no influence. The direct variable perceived organizational support for organizational citizenship behavior through organizational commitment of nurses at Dr. Tadjuddin Chalid Makassar. Therefore, management is expected to pay attention to employee engagement and employee expectations by providing allowances, providing opportunities to continue higher education, promotion, awarding exemplary nurses and participating in organizational policy making.

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