

# Mediation Role of Organizational Commitment on the Effect of Job Satisfaction and Work Engagement on Organizational Citizenship Behavior Nurse

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## Abstract

*The purpose of this study was to analyze the effect of job satisfaction and work engagement on organizational citizenship behavior and analyze the mediating role of organizational commitment in mediating the effect of job satisfaction and work engagement on organizational citizenship behavior. The population in this study were nurses at the Klungkung District Hospital, totaling 263 people. The sample in this study was 159 respondents. The method of determining the sample in this study uses probability sampling. The technique sampling chosen is proportionate stratified random sampling, which is used when the population has members or elements that are not homogeneous and stratified proportionally. This research uses PLS (analysis technique Partial Least Square). The results showed that job satisfaction and work engagement positively and significantly affected organizational citizenship behavior. Job satisfaction and work engagement have a positive and significant effect on organizational commitment, and organizational commitment has a positive and significant effect on OCB. Organizational commitment as mediation partial or partial mediation on the effect of job satisfaction on organizational citizenship behavior and organizational commitment as partial mediation on the effect of work engagement on organizational citizenship behavior, meaning that the independent variable can directly influence the dependent variable or indirectly by involving the mediating variable. Nurse behavior is very dependent on job satisfaction that is felt through intrinsic and extrinsic factors so that later the nurses will form positive energy within themselves by dedicating themselves or involving themselves to the hospital.*

## Keywords

job satisfaction; work engagement; organizational commitment and organizational citizenship behavior



## I. Introduction

Hospitals are organizations that provide health services. The primary purpose of activities in hospitals is to serve patients and their families in various forms of quality services. Quality health services mean providing health services according to individual and community needs so that health services must be carried out seriously to improve the quality of services so that the community is satisfied. One of the government hospitals owned by Klungkung Regency is the Klungkung Regency Hospital.

The success of hospital services depends on human resources (HR). Nurses are one of the primary keys to the success of hospital services because they are considered as the primary workforce in protecting and improving patient health (Ekici et al., 2017). The

achievement of organizational goals or not depends on the behavior of individuals in the organization, so the behavior of nurses must be considered for the success of the hospital's goals. The success of the organization in achieving its goals is not only determined by the behavior of nurses who are assigned tasks according to their job descriptions (in role behavior), but the behavior of nurses who are outside their job descriptions (extra-role behavior) also supports the functioning of an organization. The behavior of nurses outside the tasks listed in their descriptions is a job called organizational citizenship behavior (OCB). OCB is reflected through helping others and volunteering for extra tasks. The presence of high OCB in nurses is expected to have a good impact on health services in hospitals.

Research by Cheung and Kelly (2014), shows that employees who have altruistic motives (behave voluntarily), tend to have better OCB behavior. Meanwhile, employees who have egoistic motives tend to have poor OCB behavior. Swaminathan (2013), states that the increase in organizational citizenship behavior (OCB) depends on the job satisfaction felt by employees, if employees have satisfaction good job it will influence their performance and OCB behavior in the organization. Maharani et al., (2013) the more employees feel satisfied at work, the higher the employee's OCB behavior. This is in line with Pradhiptya's research (2013), that job satisfaction has a positive and significant effect on OCB which shows that the higher the level of job satisfaction employees, then the OCB of employees will also increase.

Another variable that can affect OCB besides job satisfaction is work engagement. Mathumbu & Dodd (2013) stated that work engagement could affect OCB. Entanglement of work(work engagement)is a condition where a person's mental work is associated with positive and characterized by spirit, dedication and absorption (Schaufeli et al.,2006). The results of research by Rayton and Yalabik (2014) found that work engagement is more likely to occur when employees feel that their organization is fulfilling their obligations and when employees are satisfied with their work. Job satisfaction and work engagement can lead to OCB because of the reciprocal relationship between nurses and organizations or superiors, for example from the organization (hospital) providing appropriate salaries for nurses, and nurses will do a good job for the organization, where this relationship is very closely related. with social exchange theory. Social exchange theory will imply that employees (nurses) are treated well by the organization (hospitals) so that nurses are committed to giving back with positive behavior through the performance of nurses.

Employees who are satisfied with their work will tend to show positive words about their organization, want to help others and employees will feel satisfied if they can do their work beyond the tasks they do as a form of return to their organization (Andriani et al., 2012). Job Satisfaction Is one factor that plays an important role in creating work engagement. On the other hand, unfulfilled expectations and promises can reduce employee job satisfaction, a decrease in employee job satisfaction as a result can affect other outcomes such as employee commitment. Organizations that have human resources with high work engagement can maintain and improve performance even though the surrounding environmental conditions are not conducive (Hayuningtyas and Avin, 2015). Furthermore, these conditions will have an impact on employee behavior which can increase OCB.

Research by Saputra et al. (2013) explains that work engagement positively contributes to organizational citizenship behavior (OCB). In addition, Kurniawati (2018) shows the results that work engagement has a significant effect on OCB. Entanglement of work(work engagement)is one of the important things. An employee who has engagement high will make the employee feel bound to the organization and everything in the organization, which refers to the increased organizational commitment of employees and makes employees comfortable in the organization, so that they will do their best for the organization by providing Fauzi Ridwan et al., 2018).

Organizational commitment influences OCB. Research Fanani et al. (2017) stated that organizational commitment has a significant and positive effect on OCB. If the commitment of individuals in the organization is high, their OCB form is also high (Meyer et al. 2002). A person's high level of organizational commitment will see himself as a member who is obliged to be responsible for his organization, ignore small sources of dissatisfaction, and see himself as a member of the organization and enthusiastic about working. In this study, organizational commitment as a mediating variable, so that the variables of job satisfaction and work engagement do not directly affect the change or emergence of variables organizational citizenship behavior (OCB).

The objectives of this study are as follows: 1) To examine the effect of job satisfaction on the organizational citizenship behavior of nurses at the Klungkung District Hospital, 2) To examine the effect of work engagement on the organizational citizenship behavior of nurses at the Klungkung District Hospital, 3) To examine the effect of Klungkung District Hospital. job satisfaction on the organizational commitment of nurses at the the Klungkung District Hospital, 4) Testing the effect of work engagement on the organizational commitment of nurses in Klungkung District Hospital, 5) Testing the effect of organizational commitment on organizational citizenship behavior of nurses in Klungkung District Hospital, 6) Testing the mediating role of organizational commitment on the effect of job satisfaction on organizational citizenship behavior nurses in Klungkung District Hospital, 7) Examine the mediating role of organizational commitment on the effect of work engagement on organizational citizenship behavior of nurses in Klungkung District Hospital.

## **II. Review of Literature**

### **2.1 Social Exchange Theory**

The theory underlying this study is the social exchange theory. Social exchange theory can explain how to maintain a balance of social exchange between employees and organizations. Fung et al. (2012) stated that social exchange theory is the view of employees that when they have been treated well by the organization, they tend to behave and behave more positively towards the organization. Social exchange can occur if both parties, namely between employees and the organization, can give something to each other based on trust (Fung et al. 2012).

### **2.2 Organizational citizenship behavior (OCB)**

OCB is a term used to identify the behavior of employees outside of their main duties, but this behavior is desirable and useful for the organization (Neami & Shokrkon, 2004). This OCB involves several behaviors including helping others, volunteering for extra tasks, obeying workplace rules and procedures. These behaviors describe "employee added value" which is a form of prosocial behavior, namely positive, constructive and meaningful social behavior to help (Aldag & Reschke, 1997).

### **2.3 Job Satisfaction**

Job Satisfaction is a positive attitude towards one's job. Basically job satisfaction is an individual thing. Each individual will have a different level of satisfaction according to the value system that applies to him. Job satisfaction shows a match between one's expectations that arise and the rewards provided by the job, so job satisfaction is also closely related to the theory of justice, psychological agreement and motivation (Robbins and Judge, 2008:206). According to Mathis and Jackson (2006:98), job satisfaction is a positive emotional state that evaluates one's work experience. Wagner and Hollenbeck (2010:111) suggest that job satisfaction is a feeling of pleasure or a positive emotional statement from the results of

fulfilling a job or work experiences. Bangun Wilson (2012: 327) states that an employee can feel whether his job is fun or unpleasant to do with job satisfaction. Job satisfaction is also related to the general attitude towards a person's work, the difference between the amount of reward a worker receives and the amount they believe they should receive (Rafida, 2020). Job satisfaction is the attitude that someone shows in feeling his job (Arif, 2019). Job satisfaction affects the level of employee discipline, meaning that if satisfaction is obtained from work, good employee discipline (Syardiansah, 2020).

## **2.4 Work Engagement**

Work Engagement has several terms in its use, including job engagement, employee engagement and work engagement. In this study, the author uses the term work engagement. The author uses the term work engagement (Seppala et al. 2009) to explain employee engagement because the existing understanding of work engagement has summarized the two meanings of job engagement and employee engagement. Employee engagement both And work engagement have the same characteristics and shaping aspects. Broadly speaking, the two terms are formed by the same aspects, namely vigor, dedication, and absorption. According to Kahn (1990:2), work engagement is conceptualized as organizational members who carry out their work roles and express themselves physically, cognitively, and emotionally during work. Such attachment is essential to encourage the emergence of employee morale. Work engagement is a condition in which a person has a positive mind so that he is able to express himself physically, cognitively and effectively in doing his job (Schaufeli and Bakker, 2004). Saks (2006:26) explains that engagement is a construct that uses cognitive, emotional and behavioral components associated with work responsibilities. Taylor (2012:23) also states that work engagement is a feeling of participation in employees' cognitive, emotional, and physical aspects in work activities, performance, and organizational output.

## **2.5 Organizational Commitment**

Organizational commitment is defined as a condition in which an employee favors a particular organization and its goals and desires to maintain membership in the organization. The concept of organizational commitment relates to the level of involvement of people with the organization where they work and are interested in staying in the organization. So, high job involvement means siding with an individual's particular job, while commitment high organizational means siding with the organization that recruited the individual (Robbins and Judge, 2008: 118).

## **2.6 Research Hypothesis**

Someone who has satisfaction in work will have a willingness to do things that are more outside of his formal responsibilities. This willingness is then known as organizational citizenship behavior (OCB). In a number of literatures, it is explained that OCB is the behavior of individuals who voluntarily carry out tasks outside their responsibilities and positively impact the organization or their group members. Swaminathan (2013), an increase in organizational citizenship behavior (OCB) depends on the job satisfaction felt by employees. If employees have a good job, it will influence their performance and behavior OCB in the organization. Research by Huang et al. (2012) to increase OCB in nurses in Taiwan Hospitals by influencing job satisfaction. Their study and previous research results that have been disclosed, it can be formulated hypothesis of the study as follows:

H 1: Job Satisfaction positive and significant impact on Organizational Citizenship Behavior (OCB).

Work engagement is a person's attitude and behavior at work by expressing himself totally physically, cognitively, affectively and emotionally. Organizations with high work engagement in human resources can maintain and improve performance even though the surrounding environmental conditions are not conducive (Hayuningtyas and Avin, 2015). Furthermore, these conditions will have an impact on employee behavior that can increase organizational effectiveness and efficiency such as helping other co-workers in handling organizational tasks and personal problems, taking care of each other's behavior to prevent interpersonal problems, exceeding the expectations of the organization, tolerating situations that are not as they should be without for any reason, feel responsible and involved in all organizational activities. Kurniawati's research (2018:5) shows that work engagement significantly affects OCB. According to Hariyadi (2019: 359), if the employee has a sense of attachment to the organization, the employee will have a high awareness to exert all his best abilities for the organization. Recent research Marić et al. (2019:35) shows that work engagement is positively related to organizational citizenship behavior (OCB). With the previous studies and research results that have been disclosed, the research hypothesis can be formulated as follows:

H2: Work Engagement has a positive and significant effect on Organizational Citizenship Behavior (OCB).

Job Satisfaction Reflects a person's feelings towards his job. This can be seen in a positive attitude towards work and everything that is faced in the work environment. Sowmya and Panchanatham (2011) found a strong relationship between job satisfaction and organizational commitment, which states that employees with a high level of job satisfaction will also have a high commitment to the organization. Research by Puspitawati and Riana (2014) states that job satisfaction significantly affects organizational commitment. Eslami and Gharakhani (2012) employees with job satisfaction tend to be committed to the organization and are more committed to attending work. Ariawan and Sriathi's research (2018); and Eliyana et al. (2019) stated that job satisfaction has a positive and significant effect on organizational commitment. With the previous studies and research results that have been disclosed, the research hypothesis can be formulated as follows:

H3: Job Satisfaction has a positive and significant effect on organizational commitment.

Work engagement is an employee's enthusiasm for work, which occurs because employees direct their energy to work, which is in line with the company's strategic priorities. This enthusiasm is formed because employees feel engaged (bound) so that they have the potential to display behavior. Employee attachment to the organization will provide the best through enthusiasm and earnestness in working and create positive energy for other employees, indirectly also making other employees feel enthusiastic and motivated at work. Work engagement can affect employees in organizational commitment, this can be proven and strengthened in previous research journals. Lin & Ping (2016) said that work engagement is consistently associated with organizational commitment, this tends to have a more trusting and quality relationship so that commitment to the organization is established. Work engagement is a predictor of organizational commitment, which means work engagement high can increase employee organizational commitment (Lin & Ping, 2016). With the previous studies and research results that have been disclosed, the research hypothesis can be formulated as follows:

H4: Work engagement has a positive and significant effect on organizational commitment.

Research conducted by Mahayasa, et al. (2018) stated that there is a unidirectional relationship between organizational commitment and OCB, namely the higher the level of organizational commitment of nurses in the type C private general hospital industry in Denpasar City, the higher the OCB of nurses in the hospital industry. Mahardika & Wibawa (2019) stated that organizational commitment has a positive and partially significant effect on OCB of employees at Focus Design Art Glass Ubud Company. This shows that the greater the organizational commitment, the greater the behavior of the OCB role in the Focus Design Art Glass Ubud Company. Widiyanto et al. (2013) suggested that organizational commitment has a positive and significant effect on OCB behavior. With the previous studies and research results that have been disclosed, the research hypothesis can be formulated as follows:

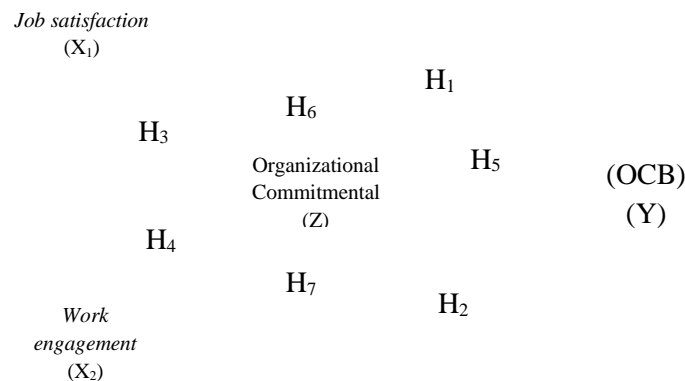
H5: Commitment Organizational positive and significant effect on organizational citizenship behavior (OCB).

A person with a high level of job satisfaction shows a positive attitude towards his work. Satisfied employees are more likely to speak positively about the organization, help others and far exceed the normal expectations of their job. One of the reasons for increasing organizational commitment is job satisfaction, individuals who are satisfied with their work will have a commitment to the company and vice versa if the individual is not satisfied with their work, it is difficult to have a commitment to the company (Shah et al. 2012). Research conducted by Darmawati, et al. (2015) stated that organizational commitment mediates the effect of job satisfaction on OCB in Yogyakarta State University employees. These results indicate that the higher the level of employee job satisfaction, the organizational commitment will increase and with a high level of organizational commitment will increase OCB. With the previous studies and research results that have been disclosed, the research hypothesis can be formulated as follows:

H6: Organizational commitment can mediate the effect of job satisfaction on organizational citizenship behavior (OCB).

Organizations with high work engagement in human resources can maintain and improve performance even though the surrounding environmental conditions are not conducive (Hayuningtyas and Avin, 2015). Hanasya (2016) conducted research at the State University of North Malaysia with the object being employees. His research states that work engagement has a significant and positive effect on organizational commitment. Then Lin & Ping (2016) said that work engagement is consistently associated with organizational commitment, this tends to have a more trusting and quality relationship so that commitment to the organization is established. Tang et al. (2016) revealed that work engagement is a predictor of organizational commitment, which means work engagement can increase employee organizational commitment. Darmawan & Satrya (2018) concluded that organizational commitment has a positive and significant effect on Organizational Citizenship Behavior (OCB). With the previous studies and research results that have been disclosed, the research hypothesis can be formulated as follows:

H7: Organizational commitment can mediate the effect of work engagement on organizational citizenship behavior (OCB).



**Figure 1. Research Hypothesis**

### III. Research Methods

The location of this research is Klungkung District Hospital, with the respondents being nurses (inpatient and outpatient). This place was chosen as the research location because in Klungkung District Hospital there is a phenomenon regarding organizational citizenship behavior. In addition, organizational citizenship behavior has never been studied there. The three types of variables used in this study are exogenous variables in this study, namely job satisfaction (X<sub>1</sub>) and work engagement (X<sub>2</sub>). The endogenous variable in this study is organizational citizenship behavior (OCB) (Y). The mediating variable in this study is organizational commitment (Z). The population used in this study were inpatient and outpatient nurses at the Klungkung District Hospital. The total number of nurses in the Klungkung District Hospital is 263 people. The sampling method used in this research is probability sampling. Probability sampling is a technique that provides equal opportunities for each element (member) of the population to be selected as a member of the sample. The sampling technique chosen is proportionate stratified random sampling. Proportionate stratified random sampling is a technique used if the population has members or elements that are not homogeneous and proportionally stratified (Sugiyono, 2017:13). Based on the results of calculations using the Slovin formula with a significance level of 5 percent, the sample used in this study amounted to 159 nurses. Data was collected through observation, interviews, and questionnaires using a scale of Likert 1-5. This research uses analysis technique Structural Equation Modeling (SEM) with approach Partial Least Square (PLS) with the help of software smart PLS 3.0.

### IV. Discussion

#### 4.1 Results

##### a. Characteristics of Respondents

**Table 1.** Description of Respondents' Assessment of Research Variables

No.	Information	Classification	Number (persons)	Percentage
1	Gender	Male	55	34.6

		Female	104	65.4
		<b>Total</b>	<b>159</b>	<b>100</b>
2	Age	21-30 years	99	62.3
		31-40 years	59	37.1
		> 40 years	1	0.6
		<b>Total</b>	<b>159</b>	<b>100</b>
3	Marital Status	Married	115	72.3
		Not yet Married	44	27.7
		<b>Total</b>	<b>159</b>	<b>100</b>
4	Working Period	1-5 years	85	53.5
		5-10 years	62	39.0
		>10 years	12	7.5
		<b>Total</b>	<b>159</b>	<b>100</b>
5	Work Status	PNS	96	60.4
		Contract Workers	63	39.6
		<b>Total</b>	<b>159</b>	<b>100</b>
6	Work Units	Inpatient	138	86.8
		Inpatient Jalan	21	13.2
		<b>Total</b>	<b>159</b>	<b>100</b>

Based on Table 1, the total number of respondents totaled 159 people. In terms of gender, the majority of female respondents were 104 people, namely 65.4%, while the majority of male respondents were 55 people, namely 34.6%. These results mean that the majority of respondents are mostly women.

### b. Discriminant Validity

Another model to assess *discriminant validity* is to compare the square root of the *average variance extracted* (AVE) for each variable with correlations between variables with other variables in the model. The model has *discriminant well* if the measurement *average variance extracted value is* (AVE) more than 0.50. The results of the test are *discriminant validity* presented in the model as shown in Table 2.

**Table 2.** Comparison of the Square Root of Average Variance Extracted with Latent Variable Correlations

Research Variables	AVE	Correlation			
		<i>Job Satisfaction</i> ( <i>X1</i> )	<i>Organizational Commitment</i> ( <i>Z</i> )	<i>OCB</i> ( <i>Y</i> )	<i>Work Engagemen t</i> ( <i>X2</i> )
Job Satisfaction ( <i>X1</i> )	0.51 1	1,000	0.536	0.650	0.561
Organizational Commitment ( <i>Z</i> )	0.62 9	0.536	1,000	0.627	0.503
OCB ( <i>Y</i> )	0.52 6	0.650	0.627	1,000	0.567
Work Engagement ( <i>X2</i> )	0.57 8	0.561	0.503	0.567	1,000



Based on Table 2, it can be explained that all variables have an AVE value at above 0.50 and the correlation value for each variable is higher than the correlation between variables. These results indicate that the latent variable indicator itself is better than the other latent variable indicators. Based on the results of this analysis, it can be said that the data has good *discriminant validity*.

### c. Composite Reliability

**Table 3.** Composite Reliability

No	Variable	Cronbach's Alpha	Composite Reliability	Description
1	<i>Job Satisfaction</i>	0926	0936	Reliable
2	Commitment Organizational	0957	0962	Reliable
3	OCB	0935	0943	Reliable
4	<i>Work Engagement</i>	0908	0925	Reliable

Table 3 shows that Cronbach's alpha's *composite reliability* and value for all the constructs has a value greater than 0.7. Thus, in this research model, each research construct has good reliability.

### d. R Square

Structural models are evaluated using *Q-square predictive relevance* to measure how well the model and its parameter estimates generate the observed values.

**Table 4.** R-Square

Constructs	R Square of
Organizational Commitment	0.347
OCB	0.556

In Table 4 it can be seen that the *R-square value* of the organizational commitment variable is 0.347, and OCB is 0.556. This value will later be used to calculate *Q-square predictive relevance*, which is used to measure how good the model's observations and the parameter estimates are. Likewise, the value of *organizational citizenship behavior* is 0.711; this value is greater than 0. So it can be interpreted that the model is good because it has a relevant predicate, which is 71.1 percent. This shows that variations in *organizational citizenship behavior* can be explained by the variables used, namely *job satisfaction*, *work engagement* and organizational commitment, while the remaining 28.9 percent is explained by other variables that have not been included in the model.

### e. Hypothesis Testing

The basis used in testing the hypothesis is the value *probability (p-value)* in the *output path coefficients* presented in Table 5.

**Table 5.** Coefficients Path

Construct	Path Coefficient	t-statistics	P-values	Description
<i>Job Satisfaction</i> -> OCB	0361	4224	0000	Significant

<i>Work Engagement</i> -> OCB	0197	2756	0006	Significant
<i>Job Satisfaction</i> -> Organizational Commitment	0370	4390	0000	Significant
<i>Work Engagement</i> -> Organizational Commitment	0.296	3.783	0.000	Significant
Organizational Commitment -> OCB	0.335	5.361	0.000	Significant

In Table 5 it can be seen that all variables have *p-value* <0.05 (*alpha* 5 percent), it can be concluded that the hypothesis in this study is entirely accepted.

## f. Testing Mediation

**Table 6.** Effect of Direct, Indirect Influence and Effects of Total Variable and Calculation VAF

Variable	direct effect	
	Coefficient Line	t-statistics (  O / STDEV  )
<i>Job Satisfaction</i> -> OCB	0361	4224
<i>Work Engagement</i> -> OCB	0197	2756
<i>Job Satisfaction</i> -> Organizational Commitment	0.370	4.390
<i>Work Engagement</i> -> Organizational Commitment	0.296	3783
Organizational Commitment -> OCB	0.335	5.361
Variable	Indirect Effect of	
<i>Job Satisfaction</i> -> Organizational Commitment-> OCB	<b>0.124</b>	<b>3.189</b>
<i>Work Engagement</i> -> Organizational Commitment-> OCB	<b>0.099</b>	<b>3.016</b>
Variable	Effect of Total	
<i>Job Satisfaction</i> -> OCB	<b>0.485</b>	6.094
<i>Work Engagement</i> -> OCB	<b>0.296</b>	3,653
<i>Job Satisfaction</i> -> Organizational Commitment	0.370	4,390
<i>Work Engagement</i> -> Organizational Commitment	0.296	3,783
Organizational Commitment -> OCB	0.335	5,361
VAF -> Indirect Influence / Total Influence (0.124/0.485)	<b>0.256</b>	
VAF -> Indirect Effect / Total Effect (0.099/0.296)	<b>0.334</b>	

The results of the direct influence test show that the coefficient value between the variables *job satisfaction* on OCB is 0.361 with *at-statistics value* of 4.224, while the variable *work engagement* on OCB is 0.197 with *at-statistics value* of 2.756. The addition of an organizational commitment variable as a mediating variable has a different effect on the direct relationship between *job satisfaction* and *work engagement* on OCB. Based on the data in Table 6 it can be explained that first, the role of organizational commitment as a mediator between *job satisfaction* and OCB has a VAF value of 0.256 (25.6 percent). These results indicate that the organizational commitment variable has a role as a partial mediation (*partial mediation*) between *job satisfaction* and OCB, which means that *job satisfaction* is able to influence OCB directly or indirectly through organizational commitment. Second, the role of

organizational commitment as a mediation between *work engagement* and OCB has a VAF value of 0.334 (33.4 percent). These results indicate that the organizational commitment variable has a role as a partial *mediation between work engagement* and OCB, which means that *work engagement* is able to influence OCB directly or indirectly through organizational commitment. It can be concluded that organizational commitment acts as a partial mediating variable on the relationship between *job satisfaction* and OCB and organizational commitment also acts as a partial mediating variable on the relationship between *work engagement* and OCB.

#### 4.2 Discussion

Based on the research results show that *job satisfaction* has a positive effect on OCB. This proves that the higher the level of satisfaction felt by nurses, they will reciprocate by doing extra work (OCB). Nurses who are satisfied with the salary received, are satisfied with the clarity of the application of policies by the hospital and about the work that is charged in accordance with the skills they have and are satisfied with the work harmony that occurs between co-workers, the nurse will try to do her job to the maximum and also doing things outside of work that will have a positive impact on the hospital.

Based on the results of the study, it shows that *work engagement* has a positive effect on OCB. So it can be concluded that the more nurses involve themselves in the hospital, the more they will do extra work which is commonly known as OCB. Through Indicators, it is *work engagement* able to bring up OCB in the nurses of the Klungkung District Hospital. These findings indicate that to increase OCB, dedication to the hospital is required, not only physically, cognitively, but also emotionally or known as *work engagement*. With the emergence of *work engagement*, nurses will be enthusiastic to work more and better. They will voluntarily help co-workers who have difficulty in terms of work, work hard to exceed the expectations of the hospital, do not complain in a less than ideal work environment, be polite to co-workers, and always participate in hospital activities outside of working hours.

Based on the research results indicate that *job satisfaction* has a positive influence on organizational commitment. This proves that the higher the job satisfaction of nurses, the higher the organizational commitment in the hospital. This means that nurses who are satisfied with the salary received, satisfied with the clarity of the implementation of policies by the hospital and about the work that is charged are in accordance with their skills, and are satisfied with the work harmony that occurs between co-workers, then nurses will have a commitment to their organization so that nurses have a strong desire strong enough to stay in the hospital and participate in the achievement of organizational goals.

Based on the results of the study, it shows that *work engagement* has a positive influence on organizational commitment. This proves that the higher the *work engagement* nurse's, the higher the nurse's organizational commitment. Research at the Klungkung District Hospital shows that *work engagement* plays an important role in encouraging organizational commitment, when nurses feel that they are bound to the organization, they will stay in the organization. This study shows that one of the things that makes them feel attached is how the organization is able to provide a supportive and positive working environment and conditions, so that they feel happy and proud, and it influences how they have a desire to commit to the organization. Nurses with a high level of engagement are able to have a strong commitment to be responsible for their work, put more effort into achieving results that even exceed expectations and are committed to staying in the organization for the long term.

Based on the results of the study indicate that organizational commitment has a positive influence on OCB. This proves that the higher the nurse's organizational commitment, the higher the *organizational citizenship behavior* in an organization. Research at the Klungkung District Hospital shows that nurses who have an emotional attachment to their organization,

attachment-based on economic values and moral values will do their job well and are willing to carry out their main tasks that provide benefits for the organization.

Based on the results of the study, the addition of the variable organizational commitment as a mediating variable has a different effect on the direct relationship of *job satisfaction* to *organizational citizenship behavior* (OCB). Testing the mediating variable of organizational commitment is done by calculating the value of *Variance Accounted For* (VAF). Based on the results of the calculation of the value of VAF, it shows that the organizational commitment variable has a role as a mediation between *job satisfaction* and *organizational citizenship behavior*, so the hypothesis which states that organizational commitment acts as a mediating relationship between *job satisfaction* and *organizational citizenship behavior* (OCB) is proven. The higher the level of job satisfaction of nurses, the organizational commitment will also increase and with a high level of organizational commitment will increase OCB. Nurses who have high job satisfaction will have a commitment to their organization so that nurses will tend to take actions that go beyond their duties and responsibilities (OCB). With the fulfillment of job satisfaction of nurses, they will show a positive attitude towards their work. Satisfied nurses are more likely to speak positively about the organization, help others and far exceed the normal expectations of their job.

Based on the results of the study, the addition of the variable organizational commitment as a mediating variable has a different effect on the direct relationship of *work engagement* to *organizational citizenship behavior* (OCB). Testing the mediating variable of organizational commitment is done by calculating the value of *Variance Accounted For* (VAF). Based on the results of the calculation of the VAF value, it shows that the organizational commitment variable has a role as a mediation between *work engagement* and *organizational citizenship behavior*, so the hypothesis which states that organizational commitment acts as a mediating relationship between *work engagement* and *organizational citizenship behavior* (OCB) is proven. The higher the level of *engagement* nurse, the organizational commitment will also increase and with a high level of organizational commitment will increase OCB. *Work engagement* forms a close physical, emotional, and cognitive relationship or involvement between a person and the organization where he works, leading a person to an enthusiastic attitude and positive behavior towards the organization where he works to achieve common goals and success. The commitment created at the Klungkung District Hospital is based on the level of attachment and the level of enthusiasm felt by nurses, this is what will then drive the *organizational citizenship behavior* (OCB).

## V. Conclusion

Based on the results of the study, several conclusions were obtained in the study as follows:

1. *Job satisfaction* has a positive effect on *organizational citizenship behavior*. This shows that the more satisfied nurses are, the higher the *organizational citizenship behavior* inside of them.
2. *Work engagement* has a positive effect on *organizational citizenship behavior*. This shows that if nurses involve themselves in the hospital, they will further foster *organizational citizenship behavior* within them to work more and better.
3. *Job satisfaction* has a positive effect on organizational commitment. This means that the higher the nurse's job satisfaction, the higher the nurse's organizational commitment.

4. *Work engagement* has a positive effect on organizational commitment. This means that the higher the *work engagement* in the nurse, the higher the nurse's organizational commitment.
5. Organizational commitment has a positive effect on *organizational citizenship behavior*. This shows that the higher the nurse's organizational commitment, the higher the *organizational citizenship behavior* inside of them.
6. Organizational commitment has a partial mediating role (*partial mediation*) on the influence of *job satisfaction* on *organizational citizenship behavior*. This means that the higher the satisfaction of nurses, the higher the organizational commitment in them so that it will increase *organizational citizenship behavior* (OCB).
7. Organizational commitment has a partial mediation role (*partial mediation*) on the effect of *work engagement* on *organizational citizenship behavior*. This means that the higher the *work engagement* of nurses, the higher the organizational commitment within them so that it will increase *organizational citizenship behavior* (OCB).

Based on the results of the study and the conclusions above, the following are some suggestions that can be given:

1. Suggestions to the hospital to pay more attention to the job satisfaction of nurses and improve the harmonious reciprocal relationship between nurses and organizations (hospitals), because there are still many nurses who are not optimal to bring out the OCB in them.
2. On the job satisfaction variable, one of the extrinsic factors is that the nurses at the Klungkung District Hospital are not satisfied with the way their superiors handle the complaints of the nurses, getting the lowest score. This indicates that there are still many nurses who are not satisfied with the way senior nurses (supervisors) handle problems or complaints that nurses own, so the hospital should provide direction to the head of the room to maintain mutual communication methods so as to prioritize tolerance for co-workers in less than ideal conditions so as not to cause problems.
3. On the variable *work engagement*, nurses at the Klungkung District Hospital are less willing to push themselves to achieve challenging work goals and have less than optimal grades. This indicates that nurses are less enthusiastic about work and have not survived in less than ideal conditions. Suggestions to the hospital to pay more attention to the job satisfaction factor of nurses, because job satisfaction is one of the factors that play an important role in creating *work engagement*.
4. In the variable commitment organization, Klungkung District Hospital nurses if they get another offer for a better job at another agency, they do not feel that the offer is the right reason to leave the hospital where they are currently working, and has a less than optimal value. This indicates that the obligation to stay in the organization for moral and ethical reasons is still low, so the suggestion to the hospital is to prioritize nurse job satisfaction. Nurses who are satisfied with their work will commit to the hospital and vice versa if the nurse is not satisfied with their work, it is difficult to commit to the hospital.
5. In the OCB variable, nurses at the Klungkung District Hospital sometimes complain about the number of assignments given, having less than optimal scores. This is related to the variables that affect OCB, namely job satisfaction, work engagement and organizational commitment, so the suggestion to hospitals is to consider nurses' job satisfaction more and involve nurses more in hospital activities.

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