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Effect of Transformational Leadership and Work Stress on Organizational Citizenship Behavior with Organizational Commitment as an Intervening Variable

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Article info	Abstract
  Correspondent author: Name: MF Arrozi Address: Universitas Esa Unggul, Jalan Arjuna Utara, Duri Kepa, Kebon Jeruk, Jakarta Barat, 11510 E-Mail: arrozi@esaunggul.ac.id 	**Background.** Organizational citizenship behavior (OCB) goes beyond formally defined roles and is not stated in the job description. **Objective**: The study aimed to examine the effect of Organizational Citizenship Behavior (OCB) that is influenced by the Transformational Leadership of the Head of the Inpatient Room, work stress, and nurse organizational commitment simultaneously. **Method:** This research uses a survey method with an explanatory causality approach. Data was collected using a questionnaire and tested using Multiple Linear Regression Analysis. **Result:** Transformational leadership, job stress, and organizational commitment significantly affect organizational citizenship behavior simultaneously. Transformational leadership is the most significant factor. Organizational commitment can mediate the effect of Transformational Leadership and work stress on Organizational Citizenship Behavior. Transformational leadership significantly affects Organizational Commitment, Work Stress significantly affects Organizational Commitment, Organizational Commitment significantly affects Organizational Citizenship Behavior, and Transformational Leadership significantly affects Organizational Citizenship Behavior. Work stress significantly affects Organizational Citizenship Behavior. **Implication:** This study helps hospital management to promote a more effective work culture through Transformational Leadership training, Organizational Citizenship Behavior of Heads of Inpatient rooms, and a new method of selecting new nurses recruitment by HRD and long-term prosocial improvement for senior employees **Keyword**s: Transformational Leadership; work stress; Organizational Commitment; Organizational Citizenship Behavior

INTRODUCTION

As an organization providing health services, Hospital Management should maintain the quality of hospital services. The quality of friendly and courteous nursing services will add value to service users. The role of OCB is to increase the satisfaction and performance of community services. Competitive hospital performance in the service sector is an essential factor in success and adds the value of the incentive to buy or use services (1).

Organizational Citizenship Behavior is the basis for government policies, especially related to public services in the world, with the health aspect reaching 12%. Ten countries contribute the majority to OCB journals, as much as 74% of the total study currently circulating (2). In Indonesia, the National public service index in 2021 has only reached 3.79 out of 5, so, many things to do to achieve satisfaction (3). Public organizations face greater scrutiny and performance expectations from citizens, struggling to maintain service levels amid budget cuts.

Organizational citizenship behavior (OCB) goes beyond formally defined roles and is not stated in the job description. It is an optional behavior and is not considered in rewards or assessments. It benefits organizations and workgroups for the social and psychological environment (4). The term OCB started with Barnard (5), who suggests the importance of discretionary and spontaneous behavior that is beyond the requirements of explicit roles, but that is essential for organizational effectiveness.

In the cooperative activities with fellow members, protective actions of the system or subsystems, and creative ideas for improvement. Self-training for increasing individual responsibility and an attitude that maintains the organization by external stakeholders and constituents. Then, in an empirical study report on the nature and antecedents of such behavior, the concept of embodying this contribution as "organizational citizenship" behavior (OCB) consists of interactions with lower-level managers to describe orders to their

subordinates. Therefore, they cannot promise a specific reward (other than a thank you). This study refers to the theory and indicators of Organ as the theoretical basis for developing OCB instruments (6). With the definition of OCB, it is optional of the job description describing OCB through the assessment of the dimensions of Altruism; namely, workers are not selfish in teamwork to all members. Conscientiousness is employees who are careful and diligent in their work. Sportsmanship is a process of employees maintaining their value and making it conducive. Courtesy is the politeness of avoiding conflict and reminding friends. Civic Virtue is employees contribute through the moral values of society.

There is a significant positive relationship between quality of work life, work stress, job satisfaction, and OCB. The quality of work life is the most considerable variable among the independent variables because it can identify about 18% of behavior (7). Several studies have examined the relationship between work stress and OCB and showed different findings. Nurses as the sample indicated that interpersonal effectiveness is not affected by the frequency and intensity of stressful events but by subjective stress (8).

Work stress significantly affects employee welfare, mental health, self-assessment, organizational citizenship behavior, and employee-customer identification (9).

Exploring the significant relationship between work stress and organizational commitment is crucial in improving hospital quality of health (10). Work stress has been revealed to have a meaningful inverse relationship with organizational commitment (11). There is a direct relationship between work stress and organizational commitment considering that the higher stress levels, the lower engagement levels with their organizations. Higher work stress is a violation of rights. Where extreme levels of work stress reduce the value of any benefits received yet hinder organizational commitment(12).

It also was consistent with the transformational leadership factors, which positively correlate with organizational citizenship behaviors. Applying Transformational leadership will be an inevitable and significant trend to increase organizational commitment and reduce turnover rates aggressively.

The study revealed the association between transformational leadership and organizational commitment using various contextual settings and obtained different findings. Transformational leadership is a potential determinant both directly and indirectly (13). Transformational leadership intrinsically encourages more job satisfaction and increases its ability to instill a sense of mission and intellectual stimulation (Mwesigwa, Tusiime, and Ssekiziyivu,2020). The transformational leadership style is most suitable for the health sector because it focuses on change and organizational issues related to trust, commitment, and job satisfaction that promote this style related to today's dynamic organizations to achieve performance and goals (14).

Even though those factors positively affected organizational citizenship behavior, few studies examine the effect of Job satisfaction and stress on organizational citizenship behavior, in which organizational commitment is an intervening variable simultaneously. Therefore, this study will examine partial and simultaneous factors associated with organizational citizenship behavior.

OBJECTIVE

The study aimed to examine the Effect of Transformational Leadership by the head of the inpatient room and Work Stress on Organizational Citizenship Behavior with Organizational Commitment as an Intervening Variable of Hospitalization.

METHODS
Design

The design of this study used a quantitative approach, and the design of this study was a cross-sectional study design.

This study was used to analyze the relationship between Organizational Citizenship Behavior and determine steps to improve and enhance Organizational Citizenship Behavior.

Sample, sample size, and Sampling Technique

The sample in this study was the nurse in the inpatient installation. Sixty-six inpatient nurses were involved in this study, which was taken by total sampling technique. This technique was used because of the limited number of samples in this study. However, in sampling, the researcher also considered inclusion criteria such as the X Hospital Nurse Health Staff who served in the Inpatient Room. Meanwhile, officers who are on maternity leave or exposed to covid-19 are excluded from this study.

Instruments for data collection

The demographic data questionnaire was used to see the characteristics of the respondents. This instrument consists of gender, age, education level, and service length. The data in this study were collected through questionnaires distributed to respondents. The research questionnaire consists of 62 questions divided into four variables: Organizational Citizenship Behavior, Transformational Leadership, Job Stress, and Organizational Commitment. The research questionnaire was prepared by submitting a closing statement and a choice of answers to be submitted to the research sample with a Likert interval scale. The questionnaire measurement scale uses a Likert scale of 1-5. 1 = Strongly Disagree, 2 = Disagree, 3 = Uncertain, 4 = Agree and 5 = Strongly Agree. Except for the variable Commitment questionnaire number 3,4,5,7,9,13 using a Likert scale of 1-5. 5 = Strongly Disagree, 4 = Disagree, 3 = Uncertain, 2 = Agree, and 1 = Strongly Agree.

The Organizational Citizenship Behavior Questionnaire was used to measure the work culture of inpatient nurses at the hospital. The researcher uses an instrument based on theory and research

(Organ, Podsakoff, and MacKenzie, 2006) where the device consists of 5 identifying factors: Altruism, Conscientiousness, Sportsmanship, Courtesy, and Civic Virtue.

The Transformational Leadership Questionnaire was used to measure the Leadership of the Head of the Room for inpatient nurses in the hospital. Researchers use instruments based on theory and research (Bass, 1985) where the instrument consists of 4 identifying the dimensions of Ideal Influence, Leader Behavior, Intellectual Stimulation, and Individual Consideration.

The Work Stress Questionnaire was used to measure the work stress of inpatient nurses while working in hospitals. The researcher uses an instrument based on theory and research (Leung et al., 2007) where the instrument consists of 6 identifying dimensions of personal behavior, social support, role conflict, and Bad environment. Workload, Home, and work situation.

The Organizational Commitment Questionnaire was used to measure the Organizational Commitment of inpatients working in the hospital. Researchers use instruments based on theory and research (Meyer & Allen, 1993) where the instrument consists of 3 identifying the dimensions of Affective Commitment, Continuous Commitment, and Normative Commitment.

Data analysis

Techniques Descriptive data analysis describes the average (mean), minimum and maximum values for respondents. This index number analysis was carried out to determine the general perception of respondents regarding a variable being studied. Path analysis was used to analyze the relationship between variables and to know the direct or indirect effect of a set of independent variables (exogenous) on the dependent variable (endogenous). This study uses the path analysis method of decomposition, which is indicated by the path coefficients of each diagram of the causal relationship between the variables

X1, and X2 to Y through the intervening variable Z. The structural equation can be arranged as follows:

$Y = a + b1X1 + b2X2 + e1(3.3)$
$Z = a + b3X1 + b4X2 + b5Z + e2(3.4)$
Estimation of the Structural Equation model

RESULT
Characteristic of respondents

Characteristics of respondents in this study showed that respondents with male gender as many as four people (6.4%) and respondents with female gender as many as 58 people (93.6%). This indicates that most of the respondents were female. The table above also showed that most female respondents were in the age range of 20-35 years, as many as 51 people (82.26%). The smallest was in the male age range of 20-35 years (6.45%) o. The female group's service length was above three years (80.64%), and the smallest was in the male group, less than one person (1.6%). The table above shows that the majority of respondents had a diploma education, the female group was 46 people (74.19%), the smallest was four people (6.45%)

Table 1. Correlation between variables

Variable relationship	Estimate	SE	C.R	p-value
Relationship of Transformational Leadership with Organizational Commitment	.291	.120	2.424	.015
The relationship between work stress and organizational commitment	.208	.100	2.072	.038
Organizational commitment relationship with Organizational Citizenship Behavior.	.391	.133	2.936	.003
Relationship between Transformation	.287	.131	2.195	.028

al Leadership and Organizational Citizenship Behavior				
Relationship between work stress and organizational citizenship behavior	.214	.108	1.990	.047

Partial and simultaneous tests between variables

The results of the Partial Test with Structural Equation Modeling (SEM) show that: 1) There is a relationship between Transformational Leadership and Organizational Commitment (p-value = .015). 2). Work stress significantly negatively affects organizational commitment (p-value = .038). 3) Organizational Commitment significantly positively affects Organizational Citizenship Behavior (p-value = .003). Transformational leadership significantly positively affects Organizational Citizenship Behavior (p-value = .028). Work stress has a significant negative effect on Organizational Citizenship Behaviors (p-value = .047)

The results of the direct effect analysis show as follows:
$Y = a + 0.291(68.03) + 0.208(40,24) + 0.32.$
$Z = a + 0.287(68.03) + 0.214(40.24) + 0.391 + 0.34$

The goodness of fit model

The goodness of fit model test results conforms to the analysis and structural models. The result of the Chi-square is 0.00, so it is smaller than the Chi-square table, with the conclusion that the independent variable affects the dependent simultaneously. The *p*-value is no longer needed in this condition because the number 0.00 is the smallest.

Table 2. The goodness of fit model

CMIN					
Model	NPAR	CMIN	DF	P	CMIN/DF
Default model	14	.000	0		
Saturated model	14	.000	0		
Independence Model	8	30.367	6	.000	5.061

Baseline Comparisons					
Model	NFI Delta1	RFI Rho1	IFI Delta2	TLI Rho2	CFI
Default model	1.000		1.000		1.000
Model	RMSEA	LO90	HI90	PCLOSE	
Independence model	.258	172	.353	.000	

DISCUSSION

This result showed a significant difference in transformational leadership, work stress, and commitment to organizational citizenship behavior simultaneously.

It was due to the head nurse having good relations with nurses. Therefore, it would reduce stress during work, and a new management program through remuneration is expected to increase the nurse's long-term commitment. The final result is expected to increase the perception of nurses' Organizational Citizenship Behavior.

The supported combination of high variables of Transformational Leadership through Organizational Commitment as an intervening factor to create Organizational Citizenship Behavior (11,15). Another factor also showed the positive relationship between work stress on organizational citizenship behavior. It was supported by previous (16)

Another result shows that transformational leadership has a significant positive effect on organizational commitment partially. A good relationship with nurses with attitudes and behavior increases the perception of nurse commitment. It was consistent with the previous study that found that transformational leadership creates a

friendly and supportive environment in the workplace by focusing on individual needs (17). The preferences of employees and expressing concern for subordinates and reciprocating them by increasing their commitment to the organization (18). Kamran Iqbal et al. stated that Leaders who consider followers' needs and value their efforts (19). A study also confirms that transformational leadership in social welfare organizations mainly refers to caring for people with disabilities related to positive attitudes and employee welfare which will lead to commitment (20).

Work stress has a significant negative effect on organizational commitment. It was indicated that increasing work stress would decrease organizational commitment. It was consistent with a previous study that mentioned that front-line nurse managers under job stress are more likely to experience emotional exhaustion that contributes to depersonalization and reduced affective commitment (21).

It also showed from another study mentioned a substantial impact of employees' physical and psychological well-being on organizational commitment (22). Another study stated that this long-lasting disorder leads to physical and mental problems among employees (23). It could influence their performance, job satisfaction, and organizational commitment (24).

The stress level of employees can be determined and contribute to reducing stress and increasing affective commitment in high-stress sectors (25)

Another finding also showed the positive effect of Organizational Commitment on Organizational Citizenship. The new management program through remuneration is expected to increase the long-term commitment of nurses related to Organizational Citizenship Behavior.

The study findings are supported by a previous study, which states that high commitment to an organization increases organizational citizenship behavior (11). It also mentioned that Job satisfaction changes employees' commitment to civic behavior

through their spiral effect (15). It is also supported by Peng Liu, which states that transformational leadership shows a strong positive relationship with effectiveness because it involves emotions and adequate support to motivate subordinates to stay in the organization (26).

CONCLUSION

In conclusion, transformational leadership and work stress significantly affect organizational citizenship behavior simultaneously, with organizational commitment as a mediator factor. Transformational leadership has a significant positive effect on organizational commitment. It means that increased transformational leadership will increase organizational commitment. Work stress has a significant negative effect on organizational commitment. It means that increased work stress will reduce organizational commitment. Organizational commitment has a significant positive effect on organizational citizenship behavior. Transformational leadership has a significant positive effect on organizational citizenship behavior. Work stress has a significant negative effect on organizational citizenship behavior. It means that increased work stress will reduce organizational citizenship behavior.

Recommendation

Management needs to change the blaming situation with team-building training and improve the recruitment of nurses. The transformational leadership role of the inpatient's head is improved in the aspect of direct communication and support nurses at every private and group meeting to improve the condition of nurses not feeling like part of the family.

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