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The Effect of Organizational Citizenship Behaviour (OCB) on Employee Performance Through Employee Job Satisfaction in Central Healthcare in Indonesia

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ABSTRACT:

Introduction: The Community Health Center, or puskesmas, is a prominent organization in Indonesia that provides public health services. Human resources are the main driver to help the organization achieve its vision, mission, goals, and strategies.

Objectives: This study aimed to determine the effect of Organizational Citizenship Behavior (OCB) on employee performance through job satisfaction of UPT Puskesmas Wonokerto North Luwu Regency employees.

Methods: This type of quantitative research with a cross-sectional study approach. The population of this study was 67 respondents of UPT Puskesmas Wonokerto North Luwu Regency employees, and the research sample used the total sampling technique. Namely, the entire population was sampled. Data collection methods using questionnaires.

Results: The results of the Partial Least Square (PLS) analysis showed that there was a significant positive effect, namely, OCB on Job Satisfaction ($p = 0.000$) and OCB on employee performance ($p = 0.010$) at UPT Puskesmas Wonokerto. Meanwhile, for insignificant results, namely the effect of job satisfaction on performance ($p=0.162$) and the effect of OCB on employee performance through employee Job Satisfaction ($p=0.219$) at UPT at UPT Wonokerto.

Conclusions: The conclusion is that there is a positive influence of OCB on job satisfaction and OCB on employee performance at UPT Wonokerto Health Center. In contrast, those that have no effect are the effect of job satisfaction on performance and the effect of OCB on employee performance through employee job satisfaction at UPT Wonokerto. Seeing this condition, efforts are needed to improve and improve performance through a series of appropriate strategies so that performance is optimal.

1. Introduction

Health workers are devoted to the health field and have certain knowledge and skills that require the authority to make health efforts. Health care will be successful if employees do their basic tasks and extra tasks such as being willing to work together, helping colleagues, giving advice, participating effectively, providing good service, and using their work time effectively. This

behavior is known as *Organizational citizenship behaviour* (OCB).

Concurrent work will affect employees' work, namely not by expectations, stubbornness for work, lack of focus, and sometimes overtime. So far, many public complaints often deal with health workers in puskesmas, such as slow service and unfriendly officers in service. This is due to a lack of professionalism in carrying out duties and obligations, such as a lack of preparation,



supervision, and control which causes dissatisfaction. In addition to the above factors, other things are caused by workload overload, working environment conditions, and still lack of mutual help behavior among colleagues based on sincerity to achieve the vision and mission of service at the puskesmas.

This phenomenon can be a problem because it is related to the development of employee competencies that can affect individual performance, thus impacting organizational performance. This indicates a lack of employee loyalty. Employees who have OCB will have high loyalty in their place of work and will naturally feel comfortable and secure about their work. The health sector's vision and mission can be achieved by creating a health employee performance (1). Performance assessment in 2020 at the North Luwu Health Office, performance achievements and 9 indicators (60%) that achieved the target, and there were 5 target indicators (33.33%) that have not reached the target (North Luwu District Health Office, 2021). Health services at Puskesmas Wonokerto include outpatient services, an emergency room, a nap, and a maternity room. Health workers are considered appropriate if they already have 9 types of health workers (health workers): doctors, dentists, nurses, midwives, community health workers, environmental sanitation personnel, medical laboratories, nutrition workers, and pharmaceutical personnel. Puskesmas is said to be sufficient or fulfilling if there is at least 1 person from each type of health worker, even though like that the puskesmas is still overwhelmed if there is only one person for one type of health worker because, in reality, the personnel working at the puskesmas require more personnel who should work according to the procedures but because of the lack of types of employees and the number of officers so that there are employees concurrently in the administration, treasurer, working inside and outside the building (2). UPT Puskesmas Wonokerto does not have special employees in the registration department (Profile of PKM Wonokerto, 2020). Employee OCB behavior is needed and needs special attention and appreciation so that employees remain motivated through job satisfaction and high loyalty to do OCB, then, the officer will work optimally in completing his work, even doing some things that may be outside his duties.

2. Objectives

Therefore, this research is very important because it is expected that this study will not only determine the level of employee performance through job satisfaction but also explain the factors that support performance. Based on the background above, the author is interested in examining how OCB affects performance through job satisfaction of UPT Puskesmas Wonokerto Employees, North Luwu Regency.

3. Methods

Types of Research

This study used a type of quantitative research using a *cross-sectional study* design. This study used the Likert scale to determine the points of each answer from the questionnaire. Likert scales measure the attitudes, opinions, and perceptions of a person or group of people about social phenomena.

Location and Time of Research

This research was conducted at the Wonokerto Health Center in Wonokerto village, North Luwu district. The research will be conducted in February 2023.

Population and Sample

The population in this study was all employees of Puskesmas Wonokerto, which amounted to 67 people. The author uses the total sampling technique, where all population members are used as samples.

Data Collection and Data Analysis Techniques

This study used the Likert scale to determine the points of each answer from the questionnaire. With the Likert scale with a predetermined weight in each variable, the variables to be measured are described into variable indicators. Then the indicator is used as a starting point for compiling instrument items which can be in the form of statements or questions containing 6 levels of answers with the following choices: 1 = Very Strongly Disagree (ASTS), 2 = Strongly Disagree (STS), 3 = Disagree (TS), 4 = Agree (S), 5 = Strongly Agree (SS), 6 = Strongly Agree (ASS). The collected data was analyzed using *Partial Least Square* using the *PLS 3 smart* application. The data analysis used is univariate, bivariate, and multivariate.



4. Results

Table 1. Frequency Distribution Characteristic of Respondents Employees of UPT Puskesmas Wonokerto, North Luwu Regency

Characteristic	n	%
Age		
21-30 years	29	43.3
31-40 years	21	31.3
41-50 years	12	17.9
51-60 years	5	7.5
Gender		
Man	11	16.4
Woman	56	83.6
Period of Service		
<1 year	10	14.9
1-5 Years	26	38.8
6-10 years	9	13.4
>10 Years	22	32.8
Employment Status		
Civil servants	40	59.7
Honorary	12	17.9
Contract	15	22.4
Recent Education		
SMA	13	19.4
D3	24	35.8
S1	28	41.8
S2	2	3
Position/Division		
Medical Personnel	4	6
Paramedics	39	58.2
Admin Personnel	8	11.9
Pharmacist	1	1.5
Kesmas	6	9
Third Parties	9	13.4

Based on **Table 1**, the most age category is 21-30 years old as many as 29 respondents (43.3%), the most gender category is female as many as 56 respondents (83.6%), the most periode of service category is 1-5 years as many as 26 respondents (38.8%), the most employment status category is civil servants as many as 40 respondents (59.7%), the most recent education category is S1 as many as 28 respondents (41.8%), and the most position/division category is paramedics as many as 39 respondents (58.2%).

Table 2. Frequency Distribution of *Organizational Citizenship Behavior* (OCB) Dimension UPT Wonokerto Health Center, North Luwu Regency

OCB Dimensions	Low		Tall		Total	
	n	%	n	%	n	%
Altruism	1	94.7	66	98.5	67	100
Conscientiousness	2	3	65	97	67	100
Sportsmanship	0	0	67	100	67	100
Courtesy	0	0	67	100	67	100
Civic Virtue	0	0	67	100	67	100
Intrinsic Job Satisfaction	0	0	67	100	67	100
Job Satisfaction	0	0	67	100	67	100
Entrinsic	0	0	67	100	67	100
Quality	0	0	67	100	67	100
Quantity	1	1.5	66	98.5	67	100
Timeliness	0	0	67	100	67	100
Effectiveness	0	0	67	100	67	100
Independence	0	0	67	100	67	100

Based on **Table 2** on the OCB dimension categories, namely sportsmanship, courtesy, civic virtue, intrinsic job satisfaction, entrinsic job satisfaction, quality, timeliness, effectiveness and independence have a high level of OCB as many as 67 respondents (100%).

Table 3. The relationship between OCB and Job Satisfaction on Employee Performance and OCB's relationship on Job Satisfaction at UPT Wonokerto, North Luwu Regency

	Employee Performance (Y)						P Value
	Low		Tall		Total		
	n	%	n	%	n	%	
OCB(X1)							
Low	45	67.2	3	4.5	48	71.6	0.001
Tall	10	14.9	9	13.4	19	28.4	
Job Satisfaction (X2)							
Low	49	73.1	7	10.4	56	83.6	0.001
Tall	6	9	5	7.5	11	16.4	
Job Satisfaction (X2)							
OCB (X1)							
Low	47	70.1	1	1.5	48	68.4	0.001
Tall	9	13.4	10	14.9	19	31.6	

Based on **Table 3**, OCB and job satisfaction variables have a relationship to employee performance with p value = 0.001, and OCB variables to job satisfaction also have a relationship with p value = 0.001.

Table 4. Analysis of the Effect of OCB on Employee Performance through Job Satisfaction UPT Puskesmas Wonokerto, North Luwu Regency

Influence	Coefficient	T-Statistics	P value
Organizational Citizenship Behavior (OCB) (X1) → Job Satisfaction (X2)	0,642	8,006	0,001*
Organizational Citizenship Behavior (OCB) (X1) → Employee Performance (Y)	0,369	2,574	0,010*
Job Satisfaction (X2) → Employee Performance (Y)	0,250	1,401	0,162
X1 → X2 → Y	0,161	1,229	0,219

Based on table 4, the OCB variable on job satisfaction has a significant influence with p value = 0.001, and the OCB variable on employee performance also has a significant influence with p value = 0.010.

5. Discussion

The Effect of OCB on Job Satisfaction

OCB referred to in this study, is behavior that indicates responsibility in organizational life. The results showed that OCB behavior carried out by UPT Puskesmas Wonokerto, North Luwu Regency employees caused its own satisfaction. The results of the model structure analysis showed that the most influential indicator of OCB behavior is *civic virtue*, which is responsible in the organization. At the same time, Job



Satisfaction is intrinsic Job Satisfaction, which is the certainty of future work provided by the organization. On *Civic Virtue* behavior, most agree to seek the latest information supporting the organization's progress.

The attitude shown is to play an active role in improving the organization, correct information or errors that usually occur outside of the organization, and attend every meeting even though it is unimportant, it can lift the *organization's image*. Employees with a high level of OCB are an asset to an organization because employees like this will find it very easy to obey the orders given by their superiors without much thought later what they will get and so on.

This study's results align with research that states that OCB simultaneously affects employee Job satisfaction (3). The results of this study are not in line with research that states that OCB does not have a significant effect on Job satisfaction (4). Job satisfaction is one factor affecting life satisfaction because most human time is spent at work. The cause of employees feeling less satisfied because they are less receptive to *feedback*, their abilities are not optimally utilized, supervisors are inadequate, there are few opportunities to participate, and superiors rarely praise a job well done. They are more often experiencing boredom (5).

The Effect of Organizational Citizenship Behavior (OCB) on the Work

OCB referred to in this study, is behavior that shows indications in the form of responsibility for organizational life, for example, following organizational changes, recommending how organizational procedures can be improved, and participating in maintaining and protecting the resources owned by the organization. This dimension leads to responsible behavior for what has been given by the organization/company where someone works so that they have efforts to continue to improve the quality of their field of work. Based on the model structure analysis results, the highest OCB indicator is *civic virtue*, and in employee performance, the indicator with the highest value is employee quality. The quality of employees themselves describes employees who can complete their work quickly from a set time limit and can minimize errors.

For example, that occurs in the puskesmas in services in the drug room, respondents can complete the job well and can minimize errors. For example, respondents can move quickly and carefully meticulously in administering drugs and explaining to patients how to consume drugs, whether the dose given is correct, correct patients, correct indications, correct frequency of drug administration, and correct drugs. This can be seen through the quality service indicators in the drug room that there are no errors in drug administration. The results of this study are following research that states that OCB influences employee performance because OCB formed in a company can make employees more excited and more *relaxed*

at work because there is no sense of compulsion at work that it will bring up an attitude to work more than what is targeted by the company (6).

The results of this study do not follow the research that states that OCB owned by nurses at RSUD Dr. R Soedarsono Pasuruan City does not significantly improve nurse performance (7). OCB has a role in the perspective of the effectiveness of employee performance appraisal, especially in organizational development, that the more detailed an employee performance appraisal in an agency, the more related the OCB problem is as an alternative to employee performance appraisal in organizations with an informal appraisal system to involve employees feeling involved in organizational decisions by providing personal obligations. Because the more professional human resources who are in control of the employees who crew it, the vision, mission, and goals of the organization will be achieved effectively, efficiently, and productively. Therefore, it is necessary to have a structured and continuous effort from an organizational organization (8).

The effect of job satisfaction on work

Job Satisfaction, referred to in this study, is an employee attitude towards work related to cooperation between employees. The results showed that employees with high job satisfaction would improve employee performance in their organization. Building a good work team is certainly not easy to do. The reason is that a collision of interests can trigger conflicts with colleagues or superiors.

Other respondents said that not all health workers could work in teams and only carry out their duties individually as a result of delays in service/giving, as well as throwing responsibilities that should be their responsibility, arriving late, not being willing to watch the night, leaving early and this happens when there is a change of duties or work shifts, not willing to work overtime with colleagues at certain times. Of course, it causes a decrease in the quality of service.

The results of this study are **not** supported by research that states that job satisfaction has a **significant effect on OCB**. This **is proven by the** significance value of 0.013, which is lower than 0.05. So, the hypothesis about the positive effect of job satisfaction on OCB is proven. This means **that the more satisfied employees are with their work, the better the OCB practices carried out by employee** (9). Employees who have a strong bond with the company will improve their performance in their work for the company's benefit so that employee job satisfaction can increase and impact employee performance and create success for the company (10). According to Franklin, professionals need collaboration and teamwork to get quality health care (5).

The study's results that are in line with this study state **that the Effect of Job Satisfaction on Employee Performance shows no effect of Job Satisfaction (X2) on Employee Performance (Y2)**. Job satisfaction is an individual thing. A person has different



satisfaction levels according to the value system that applies to him. An individual will feel satisfied or dissatisfied is something personal, depending on how he perceives the conformity or conflict between his desires and the output. If the individual considers there is a match between the wishes and the output, then the individual still feels satisfied with his work. This will not affect its performance, whether it is degrading or improving performance (11).

The Effect of Organizational Citizenship Behavior (OCB) on Work Through Job Satisfaction of Employees

OCB referred to in this study, is the behavior of individuals who have a behavior of responsibility and care for the organization to be more effective. The results showed that employees who are satisfied with their work would also cause good OCB behavior so that employees will perform towards their organization. Respondents said there is still a lack of mutual help behavior among colleagues based on sincerity to achieve the vision and mission of service at the puskesmas. This can be seen from the behavior when other employees ask for help to help them. They still seem unwilling or delayed for the reason of doing other activities. This situation also occurs when a task must be completed, but it turns out that the employee still goes home on time for some reason, even though the task has not been completed. In addition, some employees still create small groups in a work environment that increasingly creates distance between individuals so that voluntary mutual help behavior only occurs in their groups.

Medical and medical personnel have different workloads that can ultimately affect their performance. Excessive workload provides work pressure with a high risk of experiencing mental disorders in the form of mild to severe stress that can interfere with performance. This research is not in line with research that says OCB can increase job satisfaction and, with the increasing job satisfaction of a person, better employee performance. Thus, to achieve high performance, companies need to improve the formation of OCB behavior for their employees, namely behavior that exceeds their duties regulated in the job description and the establishment of a collective work system (12).

This research is also not in line with the research obtained on the effect of the work environment, job satisfaction, and OCB on the performance of Ganesha Medan Polytechnic lecturers. The hypothesis test results simultaneously show that the work environment, job satisfaction, and OCB together significantly affect the performance of Ganesha Medan Polytechnic lecturers (13,14).

6. Conclusion and Suggestion

There is a positive influence of OCB on work satisfaction and OCB on employee performance at UPT Puskesmas Wonokerto. Meanwhile, what does not affect is job satisfaction on performance and OCB on employee performance through employee satisfaction at UPT Puskesmas Wonokerto. Seeing this condition, efforts are needed to improve and improve performance through a series of appropriate strategies so that performance is optimal.

Declaration of competing interest

All authors declare there is no conflict of interest in this study.

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