The Determinants of Organizational Citizenship Behavior and Job Satisfaction and Their Implications on Nurse Performance in the Impatient Room of Abdul Wahab Sjahranie Regional Public Hospital Samarinda

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Abstract
The purpose of this study is to analyze the influence of organizational culture, career development, and competence, toward organizational citizenship behavior, job satisfaction and nurse performance at the Abdul Wahab Sjahranie Regional Public Hospital Samarinda. This study uses survey techniques by distributing questionnaires. Then the data obtained is processed by Partial Least Square (PLS) method using Smart PLS. The population of this study is all nurses in the inpatient room at the AW Sjahranie Regional Public Hospital Samarinda, totaling 201 nurses. The sample of this study are 201 nurses. From the study results, it can be seen that organizational culture and job satisfaction have insignificant positive effect toward organizational citizenship behavior. Career development has insignificant negative effect on citizenship behavior. Competence has a significant and positive effect toward organizational citizenship behavior. Organizational culture has insignificant and positive effect toward job satisfaction. Career development has a significant and positive effect toward job satisfaction. Competence has insignificant negative effect toward job satisfaction. Organizational culture and job satisfaction have significant and positive effect on performance. Career development, competence and organizational citizenship behavior have insignificant positive effect on performance.
Keywords: Career Development, Competence, Organizational Citizenship Behavior, Organizational Culture, Job Satisfaction, Nurse Performance
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I. Introduction
The growth in the number of hospitals will lead to increasing competition among hospitals. In addition to having a social mission, the hospital also has a business mission, because the product is a service. Therefore, every hospital needs to continue to improve its quality to be able to compete with its competitors. One of them is Human Resource Management. This is important because humans are actors who have unique and multicomplex characteristics, and are the most critical component. The level of utilization of other resources will depend on how we utilize Human Resources.

II. Literature Review
2.1 Organizational Culture and Organizational Citizenship Behavior (OCB)
Organizational culture is a system of beliefs and values that develop in the organization and direct the actions of its members. In business, this system is often considered as a corporate culture. There are no two persons in common, there is no identical organizational culture. Experts and consultants accept that cultural differences have a major influence on organizational performance and the work life quality practiced by members of the organization (Schermerhorn, 2010). Jagannath and Bhabani (2012) stated that there was a meaning relation between organizational culture (belief and standards, self-reliance, individual obligation, conflict of acceptance, structure, risk acceptance, and support) with organizational citizenship behavior (altruism, conscientiousness, sportsmanship, courteousness and civic virtuousness). Organizational culture influences the formation of OCB. The organizational culture has a significant and positive effect to employees' ratings of OCB (Johnson, 2008; Sashkin, 2003).

2.2 Career Development and Organizational Citizenship Behavior
Career development is needed by every employee to increase work commitment. Developing organizations are identical to career development (Halmard, 2008). Career development has a direct impact on the commitment of human resources (Hans, 2007). Career development in an organization is synonymous with improving education, training, work mutations, and promotion (Phoobe & Steband, 2007). Career development includes career planning and management (Shaiful & Ali, 2015). Career development is understood through examining two processes, namely how individuals plan and implement their career goals (career planning), and how organizations plan and apply career development programs (Singh & Singh, 2010). In the career management process, an organization selects, evaluates, assigns and develops employees to provide a pool of weighted people

to meet future needs (Akhbari *et al.*, 2013).

2.3 Competence and Organizational Citizenship Behavior

Competence refers to applied understanding and expertise, accomplishment and behavior needed to complete tasks proficiently (Armstrong & Baron, 1995). This concept implies that employees must be competent to accomplish their roles effectualy (Armstrong, 2000). OCB is a discretionary individual behavior, not clearly acknowledged by the official merit system (Organ, 1988). This behavior is a personal choice. Some studies suggest that OCB can link performance and job satisfaction (Organ, 1988; Moorman, 1991). Boyatzis (1982) also put the notion of competence in the subject of performance. He defines competence as a characteristic that distinguishes excellent achievement from average achievement and poor achievement. Tremblay (2001) stated that competence has a firm independent positive impact toward mobilizing discretionary behavior. Dio's (2003) stated that competence leads to higher quality of decisions and greater achievement and efficiency. Garavan & McGuire (2001) added that competencies can be liberating and empowering, arguing that employees are provided with a broad degree of self-control and self-regulation, they will work on the compliance of organizational objectives. In addition, Denison (2006) argued that once employees are equipped, they will psychologically feel meaningfulness, capable, self-determination and effect, which will lead to the organizational effectiveness (Lee *et al.*, 2013). These types of capability are possessed by expertise workers, who are more and more being considered as the critical capital of the firm (Drucker, 1993).

2.4 Organizational Culture and Job Satisfaction

Robbins (2008) explained that the founders of the organization can be the main source of organizational culture. Corporate culture provides guidance to an employee in working, interacting with his group, with systems and administration, and interacting with his manager. Rogga (2001) stated that organizational culture can enchance job satisfaction of employee. Organizational culture has been indicated to present an important role in job satisfaction (Adkins & Caldwell, 2004; Johnson & McIntyre, 1998; Lund, 2003). Certain cultural elements are more valuable toward job satisfaction than other variables (Egan *et al.*, 2004; Lund, 2003; Macintosh & Doherty, 2005).

2.5 Career Development and Job Satisfaction

Dessler (2000) argued that career planning & development provide satisfaction, personal development, and quality work life for employees. Training and development provide benefits such as employee satisfaction, increased enthusiasm, higher retention rates, lower turnover, improvements in employee withdrawals, better outcomes, and the fact that satisfied employees will produce satisfied customers (Ekayadi, 2009).

2.6 Competence and Job Satisfaction

Bogner and Thomas (2014) stated that competence is a special skill and knowledge that is directed towards achieving upper level of satisfaction. Haerani (2003) stated that a worker will have a relatively high job satisfaction and achievement if he has good competence, while workers who have low competence will have a low pattern of job satisfaction and performance. Individual competence has a positive impact toward job satisfaction, work motivation, and performance (Yukl, 2007).

2.7 Organizational Culture and Performance

Four factors of corporate culture (integrity, professionalism, exemplary, respect for human resources) together influence the six service productivity indicators, which include (1) work ethic, (2) alignment with customers, (3) ability to deal with customer's problems, (4) customer satisfaction, (5) qualified and capable employees and (6) improving quality, services and processes. The more effective corporate culture is applied, the more it will improve service productivity (Aluko, 2003; Eoh, 2001).

2.8 Career Development and Performance

Employee performance is much influenced by management's attention to the needs of employees (Holland & Gottfredson, 2009). One of them is a job position that suits their talents, interests and abilities, so that it becomes the main reference in employee career development. Trivellas *et al.* (2015) stated that the primary implication of the accounting managers is that employees are more likely to achieve higher job performance and subsequently effectiveness, as a result of strengthened general competencies. Thus, specific directions for managerial action have been derived. Sofyan, *et al.* (2016) also stated that there was a positive influence of career development on performance.

2.9 Organizational Culture and Performance

Ley *et al.* (2007) stated that if individual competencies are in line with organizational competencies, effective

organizational goals can be achieved. Competence affects employee performance.

2.10 Job Satisfaction and Organizational Citizenship Behavior

Robbins and Coulter (2009) stated that job satisfaction is a determinant of OCB. Satisfied employees will express positive things about the company, help other colleagues, and exceed formal work expectations. The willingness of employees to participate in organizations usually depends on what goals they want to achieve by joining the organization concerned (Rochmania, 2012). Workers with high levels of job satisfaction are more likely to be engage in OCB. Furthermore, individuals with higher levels of job satisfaction demonstrate deceased propensity to search for another job, and a decreasing propensity to leave (Jahangir, 2004).

2.11 Organizational Citizenship Behavior and Performance

Robbins and Judge (2015) showed that organizations with employees who have good OCB will have better performance. Ahdiyana (2009) showed that positive behavior of employees through OCB is able to support individual performance and organizational performance for better organizational development.

2.12 Job Satisfaction and Performance

Job satisfaction is defined as a pleasant state or positive emotion that results from the assessment of a person's work or work experience. Job satisfaction results from employees' perceptions of how well their work can provide what they consider important. Five aspects of job satisfaction are measured by the Job Descriptive Index, namely the work itself (related to responsibility, interest and growth); quality of supervision (related to technical assistance and social support); relationships with colleagues (related to social harmony and respect); promotion opportunities (related to opportunities for further development); and payments (which are related to adequate payments and perceptions of fairness) (Luthans, 2002). Better performance typically leads to higher economic, sociological, and psychological rewards (Lawler & Porter, 1967). If these rewards are seen as fair and equitable, then improved satisfaction develops because employees feel that they are receiving rewards in proportion to their performance. On the other hand, if rewards are seen as inadequate for one 's level of performance, the dissatisfaction tends to rise. In either case, the level of satisfaction leads to either greater or lesser commitment, which then affects effort and eventually performance again. The result is a continuously operating performance satisfaction effort loop.

III. Data and Research Method
3.1 Population and Sample

This study uses survey techniques by distributing questionnaires. The data obtained is processed by statistical methods using Smart PLS software. Data analysis using Partial Least Square (PLS) method. This research is explanatory research which aims to test a theory or hypothesis. The population of this study is all nurses in the inpatient room at the AW Sjahranie Regional Public Hospital Samarinda, which numbered 201 nurses. The sampling technique is purposive sampling. The sample in this study were all nurses in the inpatient room of the AW Sjahranie Regional Public Hospital Samarinda.

3.2 Data Analysis

The data analysis technique used is Partial Least Square (PLS) method. This study uses survey techniques by distributing questionnaires. The indicators of the research variabel can be seen in Table 1.

Table 1. Research Variable Indicators

No	Variable	Indicator	Notation
1	Organizational Culture (X_1)	Innovation	$X_{1.1}$
		Attention to details	$X_{1.2}$
		Result orientation	$X_{1.3}$
		Person orientation	$X_{1.4}$
		Orientasi tim	$X_{1.5}$
		Team orientation	$X_{1.6}$
		Stability	$X_{1.7}$
2	Career Development (X_2)	Formal education	$X_{2.1}$
		Job assessment	$X_{2.2}$
		Job experience	$X_{2.3}$
		Interpersonal relations	$X_{2.4}$
3	Competence (X_3)	Communication	$X_{3.1}$
		Decision-making	$X_{3.2}$
		Problem solving	$X_{3.3}$

No	Variable	Indicator	Notation
		Quality improvement	$X_{3.4}$
		Focus on service	$X_{3.5}$
		Cooperation	$X_{3.6}$
4	Organizational Citizenship Behavior (Y_1)	Dimensions of behavior help certain people	$Y_{1.1}$
		Behavior dimensions that exceed minimum requirements such as attendance, compliance with rules.	$Y_{1.2}$
		Dimension of willingness to tolerate without complaining, refraining from activities of complaining & swearing	$Y_{1.3}$
		Dimension of keeping information about events and changes in the organization	$Y_{1.4}$
		Dimensions of involvement in organizational functions	$Y_{1.5}$
5	Job Satisfaction (Y_2)	Satisfied with the work itself	$Y_{2.1}$
		Satisfied with salary or wages	$Y_{2.2}$
		Satisfied with promotion	$Y_{2.3}$
		Satisfied relationships with superiors	$Y_{2.4}$
		Satisfied with coworkers	$Y_{2.5}$
6	Nurse Performance (Y_3)	Work quality	$Y_{3.1}$
		Work quantity	$Y_{3.2}$
		Knowledge	$Y_{3.3}$
		Creativity	$Y_{3.4}$
		Cooperation ability	$Y_{3.5}$

IV. Research Findings

4.1 Discriminant Validity

The value of AVE and √AVE of all variables are shown in Table 2. Based on Table 2, it can be seen that the AVE value and √AVE are greater than 0.50 so that all variables meet the criteria of valid discriminant, according to the requirements of the study.

Table 2. Average Variance Extracted & Root of AVE

	AVE	Remarks	√AVE	Remarks
X_1	0.431	Valid	0.656	Valid
X_2	0.591	Valid	0.768	Valid
X_3	0.427	Valid	0.653	Valid
Y_1	0.462	Valid	0.679	Valid
Y_2	0.524	Valid	0.723	Valid
Y_3	0.515	Valid	0.717	Valid

Source: Output SmartPLS

4.2 Composite Reliability

The reliability of all constructs can be seen from the composite reliability value as shown in Table 3. Based on Table 3, the composite reliability value of all constructs > 0.70, so it is reliable.

Table 3. Composite Reliability

| Variable	*Composite Reliability*	Remarks
X_1	0.841	Reliabel
X_2	0.850	Reliabel
X_3	0.816	Reliabel
Y_1	0.811	Reliabel
Y_2	0.813	Reliabel
Y_3	0.839	Reliabel

Source: Output SmartPLS

4.3 The Goodness of Fit Model

Examination of the model can be seen from the value of R^2 (R-square) as shown in Table 4, meaning that the model can explain the influence of exogenous variables on endogenous variables.

Table 4. R-square

Variable	R Square	R Square Adjusted
OCB (Y_1)	0.412	0.400
Job Satisfaction (Y_2)	0.388	0.378
Nurse Performance (Y_3)	0.453	0.439

Source: Output SmartPLS
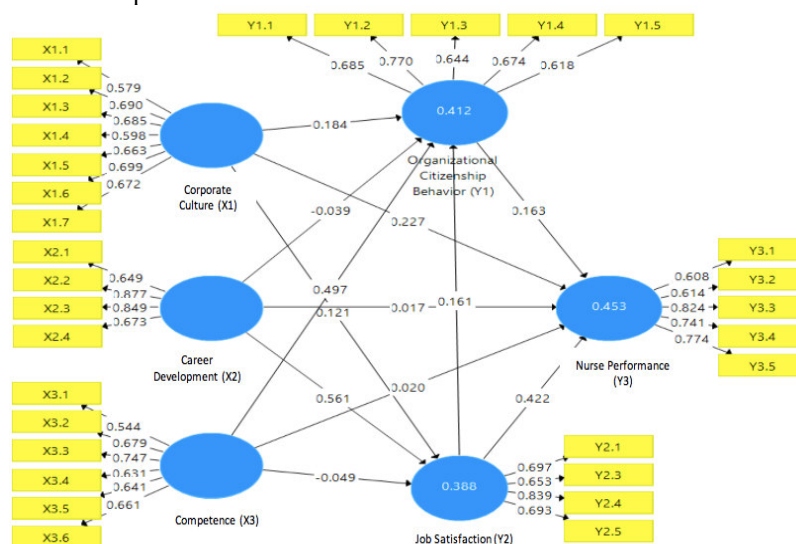
Figure 1. Research Model with Loading Factors

4.4 Hypotheses Testing Results

Hypotheses test is done by t-test on each path of partial direct influence. The complete analysis results can be seen in Table 5.

Table 5. Results for Inner Weights

Relationship	T Statistics	P Values	Remarks
Organizational culture and OCB	1.803	0.072	Insignificant positive
Career development and OCB	0.408	0.684	Insignificant negative
Competence and OCB	3.002	0.003	Significant positive
Organizational culture and job satisfaction	1.310	0.191	Insignificant positive
Career development and job satisfaction	8.418	0.000	Significant positive
Competence and job satisfaction	0.553	0.580	Insignificant negative
Organizational culture and nurse performance	2.716	0.007	Significant positive
Career development and nurse performance	0.202	0.840	Insignificant positive
Competence and nurse performance	0.225	0.822	Insignificant positive
Job satisfaction and OCB	1.529	0.127	Insignificant positive
OCB and nurse performance	1.754	0.080	Insignificant positive
Job satisfaction and nurse performance	5.432	0.000	Significant positive

Source: Output SmartPLS

V. Discussion

Based on the results of the analysis, the results of hypotheses testing are obtained as follows:

1) The coefficient value of the influence of organizational culture on OCB is 0.184 and p-value 0.072 > 0.05 so that organizational culture has insignificant positive effect on OCB. This result shows that the organizational culture variable (measured through aggressiveness as an indicator with the highest value), has not been able to encourage the optimization of OCB (measured through the behavioral dimension as the highest value indicator).

2) The coefficient value of the influence of career development on OCB is -0.039 and p-value 0.684 > 0.05 so that career development has insignificant negative effect on OCB. This result indicates that career development variable (measured through job appraisal as indicator with the highest score) has not been able to encourage the optimization of OCB.

3) The coefficient value of the influence of competence on OCB is 0.497 and p-value 0.003 < 0.05 so that competence has significant positive effect on OCB. This result shows that competence variable (measured

through problem solving as an indicator with the highest score) is able to encourage the optimization of OCB.

4) The coefficient value of the influence of organizational culture on job satisfaction is 0.121 and p-value 0.191 > 0.05 so that organizational culture has insignificant positive effect on job satisfaction. This result indicates that organizational culture has not been able to encourage optimization of job satisfaction (measured through satisfaction with promotion as an indicator with the highest score).

5) The coefficient value of the influence of career development on job satisfaction is 0.561 and p-value 0.000 < 0.05 so that career development has a significant positive effect on job satisfaction. This result shows that career development variable is able to encourage optimization of job satisfaction.

6) The coefficient value of the influence of competence on job satisfaction id -0.049 and p-value 0.580 > 0.05 so that competence has insignificant negative effect on job satisfaction. This result shows that competence has not been able to encourage optimization of job satisfaction.

7) The coefficient value of the influence of organizational culture on nurse performance is 0.227 and p-value 0.007 < 0.05 so that organizational culture has a significant positive effect on nurse performance. This result shows that organizational culture is able to encourage optimization of nurse performance (which is measured through knowledge as an indicator with the highest value).

8) The coefficient value of the influence of career development on nurse performance is 0.017 and p-value 0.840 > 0.05 so that career development has insignificant positive effect on nurse performance. This result shows that career development variable has not been able to encourage the optimization of nurse performance.

9) The coefficient value of the influence of competence on nurse performance is 0.020 and p-value 0.822 > 0.05 so that competence has insignificant positive effect on nurse performance. This result shows that competence has not been able to encourage the optimization of nurse performance.

10) The coefficient value of the influence of job satisfaction on OCB is 0.161 and p-value 0.127 > 0.05 so that job satisfaction has insignificant positive effect on OCB. This result shows that job satisfaction has not been able to encourage the optimization of OCB.

11) The coefficient value of the influence of OCB on nurse performance is 0.163 and p-value 0.080 > 0.05 so that OCB has insignificant positive effect on performance. This result shows that OCB has not been able to encourage the optimization of nurse performance.

12) The coefficient value of the influence of job satisfaction on nurse performance is 0.422 and p-value 0.000 < 0.05 so that job satisfaction has a significant positive effect on nurse performance. This result shows that job satisfaction can drive the nurse performance.

VI. Conclusion and Recommendation

The results of this study can be summarized as follows:

1) Organizational culture, job satisfaction have insignificant positive effect on organizational citizenship behavior.

2) Career development has insignificant negative effect on organizational citizenship behavior.

3) Competence has significant positive effect on organizational citizenship behavior.

4) Organizational culture has insignificant positive effect on job satisfaction.

5) Career development has a significant positive effect on job satisfaction.

6) Competence has insignificant negative effect on job satisfaction.

7) Organizational culture, job satisfaction have significant positive effect on performance.

8) Career development, competence, Organizational citizenship behavior have insignificant positive effect on performance.

Suggestions based on the results of this study are as follows:

1) Awards need to be given to employees who have good performance appraisals to encourage employees to have better behavior in Organizational Citizenship Behavior (OCB).

2) The social system stability which is the social glue of the organization with employees, needs to be improved through the provision of standard operating procedures.

3) Evaluation of employee development activities needs to be carried out continuously, as a consideration in carrying out further development activities, thus giving an impact on improving performance.

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