



## **ROLE OF ORGANIZATIONAL CITIZENSHIP BEHAVIOR AS MEDIATION OF THE INFLUENCE OF LEADERSHIP AND ORGANIZATIONAL COMMITMENT ON EMPLOYEE PERFORMANCE AT PAYANGAN GIANYAR GENERAL HOSPITAL**

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### **ABSTRACT**

Organizations that succeed in achieving their goals are highly dependent on the performance of their employees. Therefore, every organization must pay attention to the factors that play a role in improving employee performance. Based on the Regulation of the Minister of Health Number 1 of 2019 concerning Employee Performance Assessment, there are relevant indicators to assess the performance of employees in hospitals. The purpose of this study was to analyze the effect of leadership, organizational commitment and OCB on employee performance at Payangan Gianyar General Hospital. The number of samples used in this study were 98 people using the Proportional Random Sampling technique. Data was collected using a Likert Scale questionnaire. The collected data were further analyzed using SEM-PLS. The findings of this study are leadership has an insignificant effect on employee performance, organizational commitment has a significant effect on employee performance, leadership has a significant effect on OCB, organizational commitment has a significant effect on OCB, OCB has a significant effect on employee performance, OCB as a mediator of the influence of leadership and organizational commitment on employee performance.

**Keywords:** Leadership, Organizational Commitment, OCB and Employee Performance.

### **I. INTRODUCTION**

Human resources are one of the most decisive factors for organizational success or failure in achieving goals, both public and private organizations (Sudarmanto, 2009). In achieving sustainable excellence, organizations do not only rely on technology, patents, or strategic positions, but place more emphasis on how to manage existing workforce resources. Human resources are the main assets and implementers of every organizational function that must be considered because they always experience various dynamics within the organization.

Every organization needs employees who have high performance in achieving goals. Employee performance is what influences how much they contribute to the organization. A successful and effective organization is an organization with individuals in it who have good



performance. Improving individual and group performance is central to efforts to improve organizational performance (Malthis, 2006). To make employees have high performance, organizations must pay attention to the expectations and needs of employees in order to make optimal contributions to the organization.

Employee performance is the result of work achieved by employees in accordance with the authority and responsibility given by the organization in an effort to achieve the vision, mission and goals of the organization (Maulizar, 2012). According to Sinambela (2012) performance is the result or level of success of a person or the whole during a certain period in carrying out tasks compared to various possibilities such as work standards, targets or targets or criteria that have been determined in advance and have been mutually agreed upon.

According to the Regulation of the Minister of Health No. 1 of 2019 that employee performance is the result of carrying out tasks achieved from the actions and activities of each employee in carrying out work tasks by using and utilizing organizational resources. Employee performance is seen from the employee's work goals and employee work behavior. Employee Work Targets, hereinafter abbreviated as SKP, are work plans and targets to be achieved by an employee that are prepared and mutually agreed upon between the employee and the employee's supervisor. Work Behavior is any behavior, attitude or action taken by an employee or not doing something that should be done in accordance with the provisions of the legislation.

Leadership in an organization is one of the factors that affect the performance and survival of an organization. The quality of a leader is often considered the most important factor in the success or failure of an organization. Robbins (2006) states that, the main role and responsibility of a leader is to develop the capacity to direct employees with a shared vision to achieve common goals. Leaders play a key role in formulating and implementing organizational strategy. Leaders create shared culture and values and communicate organizational goals to employees. In addition, leaders are required to provide direction, input and motivation to employees to improve their performance (Su'ud, 2000).

Leadership is the ability to influence, direct and guide employees to achieve organizational goals (Robbins 2006). According to Ivancevich (2006) leadership is the process of influencing others to support the achievement of relevant organizational goals. Organizations need good and appropriate leadership to achieve optimal effectiveness. Leadership is the nature or character, or the way a person is in an effort to foster and move a person or group of people so that they are willing, committed and loyal to carry out activities in accordance with their duties and responsibilities to realize the organizational goals that have been set.

Hamidi (2015) in his research found that leadership has an effect on employee performance. The better the leadership, the higher the employee's performance, and vice versa if the leadership gets worse, the employee's performance also decreases. This research is supported by Ismaili (2016), and Saygili (2020) who state that leadership has a positive and significant effect on employee performance. In contrast to research by Setiawan (2015) and Ulfa (2020) which states that leadership has no significant effect on employee performance.

High commitment to the organization will increase the responsibility and sincerity of employees in carrying out their duties. Employees who are highly committed to the organization will work with all their heart, strive for organizational progress and stay longer because they know that they have become part of the organization. Employees as the driving force of the organization are required to work with a high commitment to be able to face competition and be able to maintain the existence of the organization. According to Hasibuan (2000), organizations not only expect capable, capable and skilled employees, but what is more important is that they are willing to work hard and are willing to achieve optimal work results. With high employee commitment, work will be completed more quickly, damage can be reduced,



Organizational commitment is a condition in which employees side with the organization and have a desire to maintain membership in the organization (Robbins and Judge, 2008). Organizational commitment is an attitude that reflects employee loyalty to the organization and is an ongoing process in which organizational members express their concern for the organization, organizational success and sustainable progress.

Fulorunso (2014) in his research found that organizational commitment had a significant positive effect on employee performance. The results of this study are supported by research by Adewale (2014) and Wibowo (2020) which state that organizational commitment has a significant effect on employee performance. In contrast to the research of Suwibawa (2018) and Andi (2019) which found that organizational commitment had no effect on employee performance.

In the context of organizational behavior, Organizational Citizenship behavior (OCB) is very important because it contributes positively to the quality of work life and organizational performance. Organizations will be able to produce good performance if there is a custom where employees do not only carry out their main tasks, but also want to do extra tasks such as willing to work together, helping each other, giving advice to fellow employees, actively participating, providing extra services and willing to work together. use work time effectively. Through OCB, employees are expected to understand the existence of their organization with all its limitations and voluntarily have a commitment to the effectiveness of organizational functions.

*Organizational Citizenship Behavior*(OCB) is a helpful attitude shown by organizational members, which is constructive, voluntary, valued by the company but not related to the organization's formal reward system and in aggregate increases organizational effectiveness (Organ, 2006). OCB according to Turnley (2012) is the behavior of employees who are willing to work beyond the required roles or tasks and are not directly recognized by the reward system. OCB is an employee's contribution beyond his job description.

Research conducted by Fajrin (2016) obtained the results that OCB had a significant positive effect on employee performance. This means that employees who have high OCB behavior at work will show increased performance and can accept the work they get without complaining. The results of this study are also supported by Aponno (2017) and Albloush (2020) who state that OCB has a positive and significant effect on employee performance. In contrast to the research of Andrew (2015) and Wati et al. (2018) which shows that the OCB behavior variable has no significant effect on employee performance.

OCB can arise from various factors within the organization, including according to Robbin and Judge, (2008) due to high organizational commitment. When someone has a high commitment to his organization, then that person will do anything including OCB behavior to advance his company because of his belief in the organization.

Harwiki (2015) in his study found that organizational commitment has a significant positive effect on OCB. The results of this study are supported by Tiksnayana (2018) and Fajrin (2018) which state that organizational commitment has a significant positive effect on OCB. This is different from Setiawan's research (2018) which shows that organizational commitment has no significant effect on OCB behavior.

Another factor that influences OCB behavior is leadership. Yukl (2010) stated that the better leadership in the company will increase the OCB of its employees. Leaders can motivate their subordinates to do OCB. Leaders try to establish cooperation with subordinates, and involve them in achieving company goals. This kind of behavior will increase the feeling of oneness and one identity of subordinates, and move followers to care more about the good of the organization beyond their personal interests, so that they will voluntarily perform behaviors to achieve company goals.

Hamidi (2015) in his research obtained the results of leadership having a positive and significant effect on Organizational Citizenship Behavior (OCB). The results of this study are



supported by Surahmi (2018) which states that leadership has a significant effect on OCB. In contrast to Aponno's research (2017) which obtained leadership did not have a significant effect on OCB.

Payangan General Hospital is a hospital owned by the Gianyar Regency Government, established in 2019 with class C, which is located in Melinggih Village, Payangan District, Gianyar Regency. The service coverage of Payangan General Hospital covers most of the people who live in the northern part of Gianyar and several areas in Bangli Regency.

The phenomenon that occurred after a pre-survey of 20 employees took samples from part of the population and the results can be presented in Table 1.

**Table 1**

Payangan Hospital Employee Performance Survey Results

No	Dimension	STS Score = 1		TS Score = 2		KS Score = 3		S Score = 4		SS Score = 5		Total Score	Flat- flat Score
		F	N	F	N	F	N	F	N	F	N		
		1	Service Orientation	-	-	-	-	2	6	9	36		
2	Integrity	-	-	-	-	3	9	12	48	5	25	82	4.10
3	Seriousness	-	-	2	4	4	12	11	44	3	15	75	3.75
4	Discipline	-	-	1	2	7	21	8	32	4	20	75	3.75
5	Cooperation	-	-	-	-	6	18	7	28	7	35	81	4.05
6	Exemplary	-	-	1	2	5	15	8	32	6	30	79	3.95
<b>Amount</b>											<b>479</b>	<b>3.99</b>	

Source: Pre-survey results at Payangan General Hospital (2021)

**Description :**

F : Frequency

N : Frequency x score

Number of Dimensions : 6

Number of Respondents : 20

Average Score: Total Score/Number of Respondents

Information from Table 1 states that the performance of Payangan Hospital employees has only reached 79.8% of the target standard of 100%, especially in terms of discipline, sincerity, exemplary, cooperation and integrity, the average score of employees has not met the expectations of the institution. It can be concluded that the target performance standards of Payangan Hospital employees, represented by the six dimensions, have not yet reached the standard.

Based on preliminary research conducted by researchers, there are several complaints that are most often felt by most employees. Lack of leadership motivation when needed by employees and lack of leadership in listening to employee aspirations, causes a decrease in enthusiasm and confidence in employees at work. Leaders do not provide a sense of security to subordinates and are less able to maintain a sense of togetherness among employees. Employees are less concerned about the progress and development of the hospital. Some employees arrive late and there is a desire to stop working. Some employees are not willing to take responsibility or replace if a coworker does not come to the office.

Based on the phenomena that occurred in the field and several gaps in previous research, the researchers wanted to further examine the effect of leadership and organizational commitment on employee performance with OCB as a mediating variable to obtain more accurate results.

**II . LITERATURE REVIEW**

Theoretical studies related to variable dimensions in this study refer to the theories expressed by experts. Organizational commitment in this study uses the theory presented by Allen and Meyer (1997), Luthans (2006), Mathis and Jackson (2006), Colquit (2009), while leadership refers to the



theory presented by Krietner and Kinicki (2005), Robin and Judge (2008), Yulk (2001) and Sunyoto (2013). Organizational Citizenship Behavior (OCB) uses the theory of Foote (2005), Podsakoff (2009), Staw (2012) and Organ (2006). The theory related to employee performance is based on Moorhead (2009), Dessler (2000), Maulizar (2012) and Minister of Health Regulation Number 1 (2019).

The empirical studies in this study are guided by previous studies conducted by: Albloush et al (2020), Saygili et al (2020), Folorunso et al (2019), Andi et al (2019), Wibowo et al (2018), Fajrin et al (2018), Setiawan (2018), Zurahmi et al (2018), Ismaili et al (2016), Harwiki (2015), Hamidi and Salimi (2015).

The theoretical studies and empirical studies are used to formulate hypotheses to solve the problems that have been formulated in this research. Then, the hypothesis that has been built and analyzed by statistical methods aims to obtain the desired research results. After the research results from statistical analysis are obtained, the researcher can draw conclusions and suggestions to be taken into consideration by further researchers in developing the same type of research in the future.

Ismail (2016) in his research found that leadership has an effect on employee performance. The better the leadership, the higher the employee performance will be. Folorunso (2014) in his research found that organizational commitment had a significant positive effect on employee performance. This is because good commitment from the organization leads to employee self-esteem so that they can improve their performance. Research conducted by Albloush (2020) obtained the results that OCB has a significant positive effect on employee performance. This means that employees who have OCB behavior will show an increase in performance. Harwiki (2015) in his study found that organizational commitment has a significant positive effect on OCB. Proper commitment to the organization increases OCB in employees. Hamidi (2015) in his research obtained the results of leadership having a positive and significant effect on Organizational Citizenship Behavior (OCB). This is based on the better leadership in the company will increase the OCB of its employees.

## **Research Hypothesis**

### **The Effect of Leadership on Employee Performance**

Leadership in an organization is one of the factors that affect the performance and survival of an organization. The quality of a leader is often considered the most important factor in the success or failure of an organization. Robbins (2006) states that, the main role and responsibility of a leader is to develop the capacity to direct employees with a shared vision to achieve common goals. Leaders play a key role in formulating and implementing organizational strategy. Leaders create shared culture and values and communicate organizational goals to employees. In addition, leaders are required to provide direction, input and motivation to employees to improve their performance (Su'ud, 2000).

Hamidi (2015) in his research found that leadership has an effect on employee performance. This research is supported by Ismaili (2016) which states that leadership has a significant positive effect on employee performance, and Saygili (2020) which states that leadership has a positive effect on employee performance.

Based on the description above, the research hypothesis can be formulated as follows:

**H1: Leadership has a positive effect on employee performance.**

### **The Effect of Organizational Commitment on Employee Performance.**

Organizational commitment owned by employees produces a strong positive attitude towards their work organization. High commitment to the organization will increase the responsibility and





sincerity of employees in carrying out their duties. Employees who are highly committed to the organization will work with all their heart and will strive for the betterment of the organization, because they know that they have become part of the organization.

Fulorunso (2014) in his research found that organizational commitment had a significant positive effect on employee performance. The results of this study are supported by research by Adewale (2014) which states that organizational commitment has a significant effect on employee performance and Wibowo (2020) which states that organizational commitment has a significant positive effect on employee performance.

**H2:K organizational commitment has a positive effect on employee performance.**

### **The Effect of Leadership on Organizational Citizenship Behavior**

Yukl (2010) states that leaders can improve employee OCB behavior in several ways. Leaders can motivate their subordinates to do OCB. Leaders try to establish cooperation with subordinates, and involve them in achieving company goals. This kind of behavior will increase the feeling of oneness and one identity of subordinates, and move followers to care more about the good of the organization beyond their personal interests, so that they will voluntarily perform behaviors to achieve company goals. In addition, the leader can be an example of someone who is consistent between words and actions so as to increase the trust of subordinates. The trust of the subordinates will increase the additional effort of the subordinates to achieve the goals set by the company.

Hamidi (2015) in his research obtained the results of leadership having a positive and significant effect on Organizational Citizenship Behavior (OCB). The results of this study are supported by Surahmi (2018) which states that leadership has a significant positive effect on Organizational Citizenship Behavior and Lamri (2020) which states that leadership has a significant positive effect on OCB.

Based on the description above, the hypothesis is formulated, namely:

**H3:K leadership has a positive effect on organizational citizenship behavior.**

### **The Effect of Organizational Commitment on Organizational Citizenship Behavior**

Allen and Meyer (1990) explain that organizational commitment is an attitude shown by employees towards the company where he always sided with the company and has a desire to maintain membership in the organization. OCB is a behavior that reflects the employee's organizational commitment to the organization (Dargahi, 2012). When someone has a high commitment to his organization, then that person will do anything including OCB behavior to advance his company because he believes and believes in the organization where the employee works.

Harwiki (2015) in his study found that organizational commitment has a significant positive effect on OCB. The results of this study are supported by Tiksnayana (2018) and Fajrin (2018) which state that organizational commitment has a significant positive effect on OCB.

Based on the description above, the hypothesis can be formulated, namely:

**H4:K organizational commitment has a positive effect on organizational citizenship behavior.**

### **The Effect of Organizational Citizenship Behavior on Employee Performance**

According to Podsakoff (2009), OCB behavior shown by employees in an organization, in the aggregate can improve employee performance and organizational performance. This is due to several reasons, including OCB behavior such as helping each other can improve morale, group cohesiveness, and a sense of belonging in a group, so that it is possible to improve group performance. Courteous behavior namely preventing problems with co-workers, for example



considering the impact of the actions they will take on co-workers, providing necessary consultation and information to co-workers, maintaining good relations with co-workers, and respecting their rights and privacy will create a friendly work environment so that able to create a cohesive work team and employees will feel comfortable working in that environment which in turn can improve employee performance.

Podsakoff (2009) states, the effects of OCB are not only felt for organizations but for individuals who reflect OCB itself. Individuals who display OCB will tend to get a better performance appraisal from the leadership than employees who do not display OCB. This is because employees who display OCB will be preferred and considered more profitable for the organization.

Research conducted by Fajrin (2016) obtained the results that OCB had a significant positive effect on employee performance. The results of this study are also supported by Aponno (2017) and Albroush (2020) which state that OCB has a positive and significant effect on employee performance.

Based on the description above, the research hypothesis can be formulated as follows:

**H5 :org anizational citizenship behavior has a positive effect on employee performance.**

### III. RESEARCH METHODS

The research conducted by the researcher was carried out at the Payangan Gianyar General Hospital, which is located at Jl Giri Kesuma Melinggih Payangan Gianyar Bali. This research was conducted for 3 months, from May 2021 to July 2021. This research uses quantitative data types and is in the form of causality explanation research. According to Sugiyono (2018) research in the form of causality explanation is research that aims to explain the relationship between two or more variables, and this relationship has a causal nature. This study will analyze and explain the influence of leadership and organizational commitment on employee performance with organizational citizenship behavior as a mediating variable at Payangan Gianyar General Hospital.

Data collection techniques in the form of interviews and questionnaires, followed by validity and reliability tests. The data analysis method used in this study is component or variant-based SEM (Structural Equation Modeling) analysis, namely PLS (Partial Least Square). The results of the analysis are then interpreted and discussed, so that in the end the results of the research can be concluded and suggestions are given to these problems.

### IV. RESEARCH RESULTS AND DISCUSSION

#### Hypothesis Testing Results

##### Direct Effect Hypothesis Test

To see the significance of the influence of leadership and organizational commitment on OCB and its impact on employee performance, it can be seen from the original sample value, the T statistical significance value and the P-Values value on the output path coefficient. The limit for rejecting or accepting the hypothesis is the P-Values < 0.05 or the T statistic > 1.96. Here are the results of the path coefficient in table 2

**Table 2**  
**ResultsPath Coefficient**

Relationship between variables	Path Coefficient	T Statistics	Note:
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Leadership (X1) -> Employee Performance (Y2)	0.051	0.348	H1 rejected
Organizational Commitment (X2) -> Employee Performance (Y2)	0.186	2.045	<b>H2 accepted</b>
Leadership (X1) -> OCB (Y1)	0.452	4,386	<b>H3 accepted</b>
Organizational Commitment (X2) -> OCB (Y1)	0.236	2,192	<b>H4 accepted</b>
OCB(Y1) -> Employee Performance (Y2)	0.564	5,111	<b>H5 accepted</b>

Data source: Data processed, 2021

Information from the results of the analysis recapitulation above can determine the results of hypothesis testing as follows.

**1) Testing Hypothesis 1 (H1): The Effect of Leadership on Employee Performance**

The results of the hypothesis test show that leadership (X1) has no effect on employee performance (Y2). This result is indicated by the path coefficient of 0.051 with T-statistic = 0.348 (T-statistic < 1.96), so hypothesis 1 (H1): leadership positive and significant effect on employee performance cannot be proven. The results of the analysis The results obtained indicate that the leadership applied at Payangan Hospital has no direct effect on improving employee performance.

**2) Testing Hypothesis 2 (H2): The Effect of Organizational Commitment on Employee Performance**

Organizational commitment (X2) proved to have a positive and significant effect on employee performance (Y2). This result is indicated by the path coefficient of 0.186 with T-statistic = 2.045 (T-statistic > 1.96), so hypothesis 2 (H2): organizational commitment positive and significant effect on employee performance can be proven. The results of the analysis obtained means that the higher the organizational commitment that is owned can improve the performance of employees at Payangan Hospital.

**3) Testing Hypothesis 3 (H3): The Effect of Leadership on OCB**

Leadership (X1) proved to have a positive and significant effect against OCB (Y1). This result is indicated by the path coefficient which has a positive value of 0.452 with T-statistic = 4.386 (T-statistic > 1.96), so hypothesis 3 (H3): leadership positive effect on OCB is accepted. The results of the analysis The results obtained indicate that the better the applied leadership can improve OCB behavior in Payangan Hospital employees.

**4) Hypothesis Testing (H4): The Effect of Organizational Commitment on OCB**

Organizational commitment (X2) proved to have a positive and significant effect against OCB (Y1). This result is indicated by the path coefficient as big as 0.236 with T-statistic = 2.192 (T-statistic > 1.96), so hypothesis 4 (H4): organizational commitment positive effect on OCB is accepted. The results of the analysis The results obtained mean that the higher the organizational commitment can improve OCB behavior in Payangan Hospital employees.

**5) Hypothesis Testing (H5): Effect of OCB on Employee Performance**

Organizational citizenship behavior (OCB) (Y1) proved to have a positive and significant effect on employee performance (Y2). This result is indicated by the path coefficient as big as 0.564 with T-statistic = 5,111 (T-statistic > 1.96), so hypothesis 5 (H5) : OCB positive effect on employee performance acceptable. The results of the analysis The results obtained indicate that increasing OCB behavior can improve employee performance at Payangan Hospital.





**Examination of Indirect Effects Through Mediation Variables**

In the following examination, the mediating role of the OCB variable (Y1) on the indirect influence of leadership (X1) and organizational commitment (X2) on employee performance (Y2) will be examined. The examination of the indirect effect through the mediating variable in this study can be presented the results of the analysis in Table 3 as follows.

**Table 3**  
**Recapitulation of Mediation Variable Test Results**

No	OCB Variable Mediation (Y1)	Effect Coefficient				Note:
		A	B	C	D	
1	Leadership (X1) -> Employee Performance (Y2)	0.051 (no sig)	0.329 (sig)	0.452 (sig)	0.564 (sig)	<i>Fully Mediated</i>
2	Organizational Commitment (X2) -> Employee Performance (Y2)	0.186 (sig)	0.308 (sig)	0.236 (sig)	0.564 (sig)	<i>Partially Mediated</i>

Description : Significance (Sig) = T statistic > 1.96 at = 5%

Data source: Data processed, 2021

Information that can be obtained from Table 3, above are the results of testing the mediating variable which can be conveyed as follows:

1. OCB (Y1)able to mediate on the indirect influence of leadership(X1)on employee performance (Y2). This result is shown from the mediation test conducted, it appears that the effect of C, D has a significant value, while the effect of A is not significant. The results of this study indicate that leadership (X1) can affect employee performance (Y2) through OCB can be proven empirically. Other information that can be conveyed is the mediating effect of the OCB variable (Y1) on the indirect influence of leadership (X1) on employee performance (Y2), which is full mediation. Based on these results, it can be interpreted, the higher the OCB behavior of employees with good leadership, can improve employee performance at Payangan Hospital. This finding is an indication that the OCB variable is the determining variable for the influence of leadership (X1) on employee performance (Y2).
2. OCB(Y1)able to mediate on the indirect influence of organizational commitment(X2)on employee performance (Y2). These results are shown from the mediation test carried out, it appears that the effects of C, D and A have a significant value andthe indirect effect path coefficient obtained above 0.10 is 0.133. The results of this study determine that organizational commitment can affect employee performance through OCB can be proven empirically. Based on these results, it can be interpreted that the stronger organizational commitment accompanied by high employee OCB behavior will improve employee performance at Payangan Hospital. Other information that can be conveyed is that the mediating effect of the variableOCB(Y1) on the indirect effect of organizational commitment on employee performance is partial mediation. This finding indicates that the variableOCBis not the only force that has an impact on employee performance.



In order to find out the overall effect for each relationship between the variables studied, the calculation of direct effect, indirect effect and total effect can be presented in table 4.

**Table 4**  
**Calculation of Direct Effects, Indirect Effects and Total Effects**

No	Variable	Live Effect	Indirect	Total Effect
1	Leadership (X1) -> OCB (Y1)	0.452S	-	0.452
2	Organizational Commitment (X2) -> OCB (Y1)	0.236S		0.236
3	Leadership (X1) -> Employee Performance (Y2)	0.051NS	0.255S	0.305
4	Organizational Commitment (X2) -> Employee Performance (Y2)	0.186S	0.133S	0.319
5	OCB (Y1) -> Employee Performance (Y2)	0.564S	-	<b>0.564</b>

Description: S = Significant, NS = No Significant

Data source: Data processed, 2021

The information obtained from Table 3 above provides a finding that the OCB pathway on employee performance has the largest total effect, which is 0.564. These results provide an indication that employee performance at Payangan Hospital tends to be determined by the employee's OCB behavior. OCB behavior can directly improve employee performance. Another finding obtained is that the leadership applied to Payangan Hospital is not able to directly improve employee performance. However, leadership is able to improve employee performance if it is based on OCB behavior so that it can determine the achievement of better employee work outcomes. Meanwhile, organizational commitment is able to improve employee performance directly or indirectly. Strong organizational commitment and can underlie OCB behavior,

Employee performance at Payangan General Hospital is very important to be determined by OCB behavior. The higher the OCB behavior, the higher the performance of Payangan Hospital employees. In addition, employee performance is also influenced by leadership and organizational commitment.

Leadership does not directly affect employee performance. This means that leadership has not been able to improve employee performance at Payangan Hospital. However, leadership has an indirect effect on employee performance through OCB behavior. The better the leadership applied, the more OCB behavior will improve, thereby improving employee performance. In this case, behavior OCB as a determinant of the influence of leadership on employee performance at Payangan Hospital.

Organizational commitment directly affects the performance of employees at Payangan Hospital. The stronger the organizational commitment, it will automatically improve the performance of employees at Payangan Hospital. In addition, organizational commitment has an indirect effect on employee performance through OCB behavior. The stronger organizational commitment will improve OCB behavior so as to improve employee performance at Payangan Hospital.

### Discussion of Research Results

In accordance with the results of the analysis described above, this section will discuss one by one the research findings: 1) the influence of leadership on employee performance; 2) the effect



of organizational commitment on employee performance; 3) the influence of leadership on OCB; 4) the effect of organizational commitment on OCB; 5) influence OCB on employee performance.

### **Leadership has no effect on employee performance**

Based on the results of hypothesis testing, it was found that leadership had no effect on employee performance. This result means that the existing leadership at Payangan Hospital has not been able to improve employee performance. Leadership as measured by indicators of communication, motivation, leadership ability, decision making and positive power, has not been able to improve employee performance at Payangan Hospital.

The most powerful indicator in influencing leadership is positive power. The ability of leaders to provide a sense of security and optimism to employees is very much needed. This is not in accordance with the fact that the strongest indicator is the provision of motivation. The leadership of Payangan Hospital is indeed very good in providing encouragement, guidance and direction to hospital employees. However, in terms of positive power, it needs to be increased, such as in providing a sense of security and a sense of optimism to employees at work.

The results of this study are also in accordance with that conducted by Tiksnayana et al (2018) entitled The Effect of Leadership and Organizational Commitment to Employee Performance with Citizenship Organization (OCB) Behavior as Intervening Variables. The results of the study found that leadership had a significant positive effect on employee performance. It is also supported by Ulfa et al's (2020) research entitled The Influence of Organizational Culture, Leadership and Motivation through Job Satisfaction on Employee Performance at Hasanuddin University Hospital. The results obtained that leadership has no significant effect on employee performance.

Leadership can affect employee performance through OCB behavior. Based on these results, it can be interpreted that better leadership will improve OCB behavior which in turn improves employee performance at Payangan Hospital. These findings indicate that OCB is a determinant of the influence of leadership on employee performance at Payangan Hospital.

The results of this study are also in accordance with those conducted by Lamri et al (2020) entitled The Determinants of Organizational Citizenship Behavior, Leaderships, Job Satisfaction and Performance of the Echelon Fourth Officials of Regional General Hospitals in East Kalimantan Province. The results of the study found that leadership has an indirect effect on employee performance through OCB behavior.

### **Organizational Commitment affects employee performance**

The results of hypothesis testing indicate that organizational commitment has a positive and significant effect on employee performance. These results mean that the stronger the employee's commitment to the organization, the higher the performance of Payangan Hospital employees. Organizational commitment as measured by indicators of affective commitment, ongoing commitment and normative commitment, is able to improve employee performance at Payangan Hospital.

The most powerful indicator in influencing organizational commitment is continuance commitment. This is consistent with the fact that employees generally feel at a loss if they have to stop working from Payangan Hospital and are afraid of not getting a job elsewhere.

The results of this study are also in accordance with those conducted by Folorunso et al (2014) entitled Exploring the Effect of Organizational Commitment Dimensions on Employees



Performance: An Empirical Evidence from Academic Staff of Oyo State Owned Tertiary Institutions, Nigeria. The results obtained that the three dimensions of organizational commitment have a significant effect on employee performance. The results of this study are in line with research by Adewale (2014) which states that organizational commitment has a significant effect on employee performance and Wibowo (2020) which states that organizational commitment has a significant positive effect on employee performance.

Organizational commitment can affect employee performance through OCB behavior. Based on these results, it can be interpreted that the stronger the organizational commitment, the more OCB behavior will increase, which in turn will improve the performance of employees at Payangan Hospital.

The results of this study are also in accordance with those of Fajrin et al (2018) entitled The Effect of Organizational Commitment and Organizational Culture to Employee Performance through Behavior Civilization Organizations of Teachers and Employees at Madrasah Ibtidaiyya Nurussyifa Indonesia. The results obtained that organizational commitment can affect employee performance through OCB behavior.

### **Leadership influences OCB**

The results of hypothesis testing indicate that leadership has a positive and significant effect on organizational citizenship behavior. These results mean that the better the leadership at Payangan Hospital, the higher the OCB behavior of the employees. Leadership as measured by indicators of how to communicate, provide motivation, leadership skills, decision making and positive power, is able to improve OCB behavior of employees at Payangan Hospital.

This is in accordance with the results of research by Hamidi and Salimi (2015) entitled Considering the Relationship between Leadership and Organizational Commitment with Citizenship Behavior. The results obtained that leadership has a positive and significant effect on Organizational Citizenship Behavior (OCB). The results of this study are supported by Surahmi (2018) and Lamri (2020) which state that leadership has a significant positive effect on Organizational Citizenship Behavior.

### **Organizational commitment affects OCB**

The results of hypothesis testing indicate that organizational commitment has a positive and significant effect on OCB. These results mean that the stronger the employee's commitment to the organization, the higher the OCB behavior of Payangan Hospital employees. Organizational commitment as measured by indicators of affective commitment, continuous commitment and normative commitment, is able to improve the OCB behavior of employees at Payangan Hospital.

The results of this study are also in accordance with those carried out by Fajrin et al (2018) entitled The Effect of Organizational Commitment and Organizational Culture to Employee Performance through Behavior Civilization Organizations of Teachers and Employees. The results showed that organizational commitment had a positive and significant effect on OCB. The results of this study are supported by Harwiki (2015) and Tiksnayana (2018) which state that organizational commitment has a significant positive effect on OCB.

### **OCB affect employee performance**

The results of hypothesis testing indicate that OCB has a positive and significant effect on employee performance. These results indicate that the existing organizational citizenship behavior



is able to improve employee performance at Payangan Hospital. OCB as measured by indicators of altruism, courtesy, sportsmanship, civic virtue and conscientiousness is able to improve employee performance at Payangan Hospital.

OCB has a very important role in improving employee performance at Payangan Hospital. OCB can fully mediate the influence of leadership on employee performance. These findings indicate that OCB is a determinant of the influence of leadership on employee performance at Payangan Hospital. In addition, OCB can partially mediate the effect of organizational commitment on employee performance at Payangan Hospital. The stronger organizational commitment will improve OCB behavior which in turn improves employee performance at Payangan Hospital.

Research conducted by Aponno et al (2017) show that OCB has a positive and significant effect on employee performance. In line with this, Fajrin (2016) and Albloush (2020) state that organizational citizenship behavior has a positive and significant effect on employee performance.

## V. CONCLUSIONS AND SUGGESTIONS

### Conclusion

Based on the discussion of the research results, it can be concluded that the influence of leadership, organizational commitment and OCB on employee performance at Payangan Hospital is as follows:

1. Leadership does not directly affect the performance of employees at Payangan Hospital. This means that the existing leadership has not been able to improve the performance of employees at Payangan Hospital. However, leadership can affect employee performance through OCB behavior. Based on these results, it can be interpreted that better leadership will improve OCB behavior which in turn improves employee performance at Payangan Hospital. These findings indicate that OCB is a determinant of the influence of leadership on employee performance at Payangan Hospital.
2. Organizational commitment has a positive and significant effect on employee performance. This means that the better the organizational commitment will be able to improve employee performance. Vice versa, the worse the organizational commitment will reduce the performance of employees at Payangan Hospital. In addition, organizational commitment can affect employee performance through OCB behavior. Based on these results, it can be interpreted that the stronger the organizational commitment, the more OCB behavior will increase which in turn improves the performance of employees at Payangan Hospital.
3. Organizational commitment has a positive and significant effect on OCB. This means that the better the organizational commitment will be able to improve OCB behavior. Vice versa, the worse the organizational commitment will reduce the OCB behavior at Payangan Hospital.
4. *Organizational Citizenship Behavior* (OCB) has a positive and significant effect on employee performance. This means that the better OCB will be able to improve employee performance. Vice versa, the worse OCB will reduce the performance of employees at Payangan Hospital.

### Suggestion

1. In optimizing the performance of employees at Payangan Hospital, they should prioritize OCB behavior such as helping colleagues voluntarily, avoiding conflict, being adaptive and punctual at work. OCB behavior can be improved by applying good leadership. Leaders at Payangan Hospital to provide a sense of security to employees and have an attitude of optimism. Leaders must be able to encourage all employees to do optional behavior that is not part of the employee's formal job obligations, but supports the effective functioning of the organization. In addition, OCB behavior can be improved by having a strong





- organizational commitment. With loyalty and a high sense of belonging to the organization, OCB behavior will grow so that it can improve employee performance at Payangan Hospital.
2. Future researchers can replicate this research model through a longitudinal approach model (from time to time), and it is possible to do it in other agencies. In addition, future researchers can modify this research model by adding and developing indicators and other variables. It is based on that the leadership, organizational commitment and OCB of each organization are different from one another.

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