

Analysis of the Influence of Transformational Leadership on Organizational Citizenship Behavior of Professional and Non-Professional Staff in Hospitals

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ABSTRACT

This study aims to analyze the effect of transformational leadership on organizational citizenship behavior (OCB) in professional and non-professional staff in hospitals in North Sumatra. The research method uses a quantitative approach by distributing questionnaires to professional and non-professional staff working in several hospitals in North Sumatra. Data analysis was carried out using the regression method to see the significance of the effect of transformational leadership on OCB in both groups of respondents. The number of samples used was 190 respondents, as determined by the convenience sampling method. The study's results confirmed that transformational leadership positively and significantly affects organizational citizenship behavior. The results of this study are expected to contribute to hospital management in designing effective leadership strategies to encourage increased OCB. The right transformational leadership style can increase workforce engagement and overall hospital performance.

Keywords:

Transformational Leadership;
 Organizational Citizenship Behavior;
 Professional Staff;
 Non-Professional Staff

INTRODUCTION

In hospitals, professional staff such as doctors, nurses, and other medical personnel is crucial to ensure the quality of health services (Molnár et al., 2021);(Rawashdeh & Tamimi, 2020). In addition, non-professional staff such as administrative staff, cleaners, and security also have an essential role in supporting the overall operation of the hospital (Orgambídez et al., 2020);(Bello et al., 2021). These two groups of workers have different but complementary responsibilities. Therefore, it is important to understand how the transformational leadership style can influence these two groups' motivation, commitment, and extra-role behavior or organizational citizenship behavior (OCB) (Efendi et al., 2023);(Kayaalp et al., 2021). Transformational leadership is considered capable of inspiring employees to exceed set targets, provide work enthusiasm, and promote organizational values to create a conducive work environment (Tunio et al., 2022);(Silalahi et al., 2022). Therefore, the transformational leadership style is very relevant to the health sector, especially in North Sumatra hospitals, which have high human resource management complexity (Balwant et al., 2020);(Hartini et al., 2021). Transformational leadership is closely related to organizational change because its main focus is to inspire and motivate individuals to achieve positive change (Nastavia Putri & Lista Meria, 2022);(Gurmani et al., 2021). Transformative leaders have a clear vision of the organization's future and strive to communicate that vision to team members in an inspiring way (Yang et al., 2020);(Marmosa, 2022). Thus, they can build enthusiasm and commitment to the changes needed to achieve that vision (Romi et al., 2023);(Simatupang et al., 2022).

Organizational citizenship behavior (OCB) refers to voluntary behavior from employees that goes beyond the formal demands of the job and contributes positively to the organization (Romy et al., 2022);(Lie et al., 2022). In hospitals, OCB behaviors such as helping coworkers, providing extra services to patients, and maintaining a positive work environment are invaluable in improving healthcare quality (Che et al., 2021);(Pio & Lengkong, 2020). Previous studies have shown that various factors, including leadership, organizational culture, and motivation, can influence OCB (Heriyadi et al., 2020);(Liu et al., 2023). However, research that specifically examines the influence of transformational leadership on OCB in professional and non-professional staff in hospitals still needs to be completed, especially in Indonesia. Employees with high organizational citizenship behavior will automatically form high loyalty to work in an organization (Liu et al., 2023);(Sofiyan et al., 2022). The organization is also oriented towards behavior, and it is hoped that later, this behavior will reflect values that are beneficial for the employees themselves constantly to be enthusiastic in advancing the organization where they work (Pio & Lengkong, 2020);(Che et al., 2021).

According to (Istiqomah & Riani, 2019);(Marmosa, 2022);(Tunio et al., 2022), which states that an organization will achieve success if the members of the organization act as good citizens. From various explanations of experts put forward regarding organizational citizenship behavior, it will appear in individuals as a desire to make a high contribution to the organization's progress. This is because employees are highly committed to perpetuating and providing the organization's best performance. This behavior will encourage individuals to spontaneously engage in a model of activity by entering a system, namely a cooperative, informal, collaborative system with support from leaders and social exchange. Employees who have a sense of belonging to the organization voluntarily provide information about changes in the work environment and advise on how to respond to these changes so that the organization can adapt quickly (Marmosa, 2022).

OCB is essential in creating a collaborative and supportive work atmosphere in a hospital environment. This extra-role behavior can improve the efficiency and effectiveness of services and help hospitals achieve their strategic goals (Tan et al., 2023). Thus, understanding the factors that influence OCB among medical and non-medical personnel is important so that hospital management can design the right leadership strategy (Díaz-Fernández et al., 2023). In particular, a transformational leadership style is expected to encourage employees to engage in extra-role behavior voluntarily. Various studies have found that transformational leadership has a positive relationship with OCB, where this leadership style can motivate employees to contribute more than expected. Transformational leadership emphasizes inspiration, idealism, and attention to individual needs, all of which have the potential to encourage employees to behave better for the advancement of the organization (Tan et al., 2023). Therefore, it is important to examine how transformational leadership can influence the level of OCB in professional and non-professional personnel in hospitals, considering the differences in their duties and roles in supporting health services (Díaz-Fernández et al., 2023);(Ma et al., 2023).

This study is of vital urgency, considering that increasing OCB in hospitals can contribute to patient satisfaction, reduce service error rates, and improve the quality of health in general. Hospitals, as organizations that operate 24 hours a day, require high dedication from every medical and non-medical employee. This dedication is

expected to be limited to the main task and extra behavior that can create a more productive and harmonious work environment. This study aims to provide a deeper understanding of the influence of transformational leadership on OCB in hospitals, especially among professional and non-professional personnel. In addition, this study will also see whether there is a significant difference in the influence of transformational leadership on OCB between the two groups. The results of this study are expected to be a reference for hospital management in designing appropriate leadership policies to create a work environment that supports OCB behavior.

METHOD

This study uses a quantitative approach with a survey method to examine the effect of transformational leadership on organizational citizenship behavior (OCB) among professional and non-professional staff in hospitals in North Sumatra. The study focused on Simalungun Regency and Pematangsiantar City in North Sumatra as the research locations. Simalungun Regency and Pematangsiantar City were chosen because both have a variety of hospitals that represent the context of health organizations that are important in this study. The population in this study included hospital employees, including professional staff, such as doctors and nurses, as well as non-professional staff, such as administrative staff and cleaners. The research sample was taken using a convenience sampling technique, which focused on employees who had worked for more than one year in the hospital and were under the direct influence of managerial leadership. The number of samples taken was adjusted to the needs of statistical analysis to ensure representative results. The estimation of the number of samples to be taken will be adjusted to the statistical needs for valid and reliable analysis (Turner, 2020). The number of samples studied was 190 respondents. This study uses a research instrument test consisting of validity and reliability tests. The quantitative analysis consists of a regression test, hypothesis test, correlation test, and coefficient of determination. Furthermore, the measurement of research variable indicators is summarized in the variable operational definition table, which can be explained in Table 1:

Table 1. Operational Definition of Research Variables

Variable	Code	Items	Adapted From
Transformational Leadership	TL1	Idealistic Influence	(Gurmani et al., 2021);(Yang et al., 2020)
	TL2	Inspirational Motivation	
	TL3	Intellectual Stimulation	
	TL4	Individual Consideration	
Organizational Citizenship Behavior	OCB1	Altruism	(Wang et al., 2022);(Che et al., 2021)
	OCB2	Conscientiousness	
	OCB3	Courtesy	
	OCB4	Sportsmanship	
	OCB5	Civic Virtue	

RESULTS AND DISCUSSION

Regarding gender, 39.48% (75 people) were male, while 60.52% (115) were female. In terms of age, the majority of respondents were in the 30-39 age range, which was 34.22% (65 people), followed by respondents aged 20-29 years as many as 28.94% (55 people), than those aged 40-49 years with a percentage of 27.89% (53 people), and those aged 50-59 years as many as 8.95% (17 people). In terms of

education level, respondents with the latest education of high school were 37.89% (72 people), followed by bachelor's graduates as many as 47.37% (90 people), and master's graduates as many as 14.74% (28 people). These demographic data show that respondents have diversity in terms of gender, age, and education level, which can provide a comprehensive perspective in understanding the influence of transformational leadership on organizational citizenship behavior in hospitals in North Sumatra.

Table 2. Profile of Respondents

Categories	Details	Amount	Percentage (%)
Gender	Men	75	39.48
	Woman	115	60.52
Age (years)	20-29	55	28.94
	30-39	65	34.22
	40-49	53	27.89
	50-59	17	8.95
	High school	72	37.89
Level of education	Bachelor	90	47.37
	Masters	28	14.74

1. Validity and Reliability Test

Validity Testing assesses the accuracy or precision of a measuring instrument in measuring what is to be measured. In simpler terms, validity testing aims to evaluate whether a set of measuring instruments effectively measures what it is supposed to measure.

Table 3. Validity Test Results

Variables	Corrected items - Total correlation	N of Items	Test results
Transformational Leadership	0.526	12	Valid
Organizational Citizenship Behavior	0.703	15	Valid

Based on the validity test of Table 3 above, it is concluded that all indicators in the study have a value above 0.30, and the measurement items used in this research are valid (Ghozali, 2016). Next, a reliability experiment is carried out to measure the measurement items on the questionnaire items that describe the indicators of the variables.

Table 4. Reliability Test Results

Variables	Cronbach's Alpha	N of Items	Test results
Transformational Leadership	0.812	12	Reliable
Organizational Citizenship Behavior	0.808	15	Reliable

The results of the experiment's reliability shown in Table 4 above prove that all indicators have a Cronbach alpha value for each instrument > 0.60, so it can be concluded that all the instruments used are reliable (Ghozali, 2016).

2. Multiple Regression Test

Table 5. Linear Regression Results

Model	Unstandardized Coefficients		t-count	Sig.
	B	std.Error		
(Constant)	10,847	3,713	2,921	,004
1 Transformational Leadership	1,142	,080	14,276	,000

The equation model is obtained from the multiple linear regression above = $10.847 + 1.142X_1$, meaning that transformational leadership positively affects organizational citizenship behavior. Based on these equations, it can be explained as follows:

- The constant value of 10.847 can be interpreted if the variables of transformational leadership are considered zero, then the value of the organizational citizenship behavior will be in the range of 10.487.
- The value of the beta coefficient on the transformational leadership variable is 1.142, which means that every change in a transformational variable by one unit will result in a change in the organizational citizenship behavior of 1.142 units with the assumption that the other variables are at a constant value.

3. Partial Hypothesis Testing

Subsequently, a partial test was conducted to partially analyze the effect of transformational leadership on organizational citizenship behavior. Based on the results of data analysis in Table 5, the results of the t-test in this study are as follows: Transformational leadership has a significant level of $0.000 \leq 0.05$, meaning that transformational leadership significantly affects organizational citizenship behavior.

4. Coefficient of Determination Test

The coefficient of determination measures how far a model can explain the variation of the dependent variable. The results of the determination test in this study can be explained in Table 6:

Table 6.Correlation and Determination Coefficient

Model	R	R Square	Adjusted R Square	Std. An error in the Estimate
1	,721a	,520	,518	4,734

Based on the results of the data analysis in Table 6 above, the correlation test results show a strong relationship between transformational leadership and organizational citizenship behavior. Next, the coefficient of determination value is 0.520, which means that the level of organizational citizenship behavior of 52% can be explained by transformational leadership. This study does not discuss other factors that can explain the remaining 48%.

Discussion

According to the results of the data analysis, it was confirmed that transformational leadership has a positive and significant effect on organizational citizenship behavior. These results reaffirm that transformational leadership can build motivation through inspiration and shared vision. In hospitals, where professional staff such as doctors and nurses work alongside non-professional staff, transformational leadership helps create an environment that supports higher cooperation and commitment. Transformational leaders strive to inspire employees to feel involved and motivated to contribute, even beyond formal job descriptions. This creates a sense of belonging to the work and institution so that professional and non-professional staff are more enthusiastic about working voluntarily for the common good. Transformational leadership is also important in building an inclusive and supportive work culture. With a leader who can unite the vision and provide positive motivation, employees feel like they are an important part of the hospital team and feel responsible for realizing the goals of the organization together. This encourages professional and non-professional staff employees to develop OCB behavior by working together, sharing knowledge, and improving work ethics that

prioritize service. Research shows that transformational leadership can increase employee job satisfaction and psychological well-being, so they tend to be more loyal and proactive in taking voluntary actions. Leaders who have a transformational style not only focus on achieving goals but also on the development and well-being of the team. With the support and appreciation felt, professional and non-professional staff will be motivated to make positive contributions beyond their formal demands, ultimately improving the hospital's efficiency, quality of service, and overall reputation.

CONCLUSION

Based on this study, it can be concluded that transformational leadership positively and significantly influences organizational citizenship behavior (OCB) in both professional and non-professional hospital staff. Leaders with a transformational style can motivate and inspire employees to work beyond their formal responsibilities, thus creating a work environment that supports a proactive and collaborative work culture. The influence of transformational leadership is powerful in creating commitment and a sense of ownership that encourages employees to behave positively outside their job descriptions. Transformational leadership significantly impacts increasing OCB because it can improve psychological well-being and employee satisfaction. Transformational leaders focus not only on achieving performance but also on the personal development of each team member. This helps form a proactive and helpful attitude between employees, both professional and non-professional staff, in carrying out their duties. The results of this study indicate that health workers and support staff in hospitals who feel inspired by their leaders will be more motivated to contribute voluntarily for mutual success. These findings also indicate that transformational leadership style plays an important role in creating a positive and inclusive work culture in hospitals. Leaders prioritizing a shared vision can unite professional and non-professional staff to achieve organizational goals. As a result, employees are motivated to carry out their duties and take the initiative to help colleagues and strengthen team collaboration. The work culture created by transformational leadership leads to improved service quality, which positively impacts the hospital's overall performance.

Theoretically, this study strengthens the concept of transformational leadership as a leadership style that can build positive behavior in the workplace, especially in the challenging context of hospitals. This finding supports the theory that transformational leadership significantly influences Organizational Citizenship Behavior (OCB) because, with an inspirational leadership style, employees feel more appreciated and motivated to contribute voluntarily to the organization's success. This study also enriches the literature on human resource management in the health sector, which shows that OCB is not just a behavior that occurs spontaneously but can be influenced and shaped by leadership factors. From a practical perspective, the results of this study provide insight for hospital management about the importance of implementing transformational leadership in managing professional and non-professional staff. By developing leadership that focuses on inspiration, motivation, and individual development, hospitals can increase employee commitment and loyalty, which leads to improved service quality. In addition, transformational leadership can effectively overcome various hospital challenges,

such as improving teamwork and maintaining work morale, thereby creating an inclusive work culture that supports productivity.

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