

# The Effect of Leadership, Motivation, and Organizational Commitment on Organizational Citizenship Behavior (OCB) and Nurse Performance in Class B Hospital

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**Abstract:** *The objectives of this study are: (1) to analyze the effect of leadership, motivation, and organizational commitment on OCB; (2) to analyze the influence of leadership, motivation, and organizational commitment on nurse performance; (3) to analyze the influence of OCB on nurse performance; (8) to analyze the effect of leadership, motivation, and organizational commitment on nurse performance through OCB. The location of this study is in the Makassar City Region Hospital. The population of 600 nurses and a sample of 240 nurses who served in the inpatient department. The sampling technique was purposive sampling. The method of data analysis uses the Structural Equation Model. The analysis tool uses Amos 24 and SPSS 23. The results of the study prove that: (1) leadership, motivation, and organizational commitment have a positive and significant effect on OCB; (2) leadership and organizational commitment have a positive and significant effect on nurse performance, but not motivation on nurse performance; (3) OCB has positive and significant effect on nurse performance; (8) leadership, motivation, and organizational commitment have a positive and significant effect on nurse performance through OCB.*

**Keywords:** *Leadership, Motivation, Organizational Commitment, OCB, Performance*

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Date of Submission: 05-07-2020

Date of Acceptance: 21-07-2020

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## I. Preliminary

Human resources are the main drivers of hospital activities that make them successful or fail in carrying out their vision, mission, and goals. As sophisticated as any hospital still involves the expertise of the human resources it employs. Human resources from a hospital perspective are professional health workers, non-professional health workers and health support staff who are involved and work and serve. Bhatt (2000) proves that each hospital must invest the majority of its efforts in human resource management, which is 75%, for equipment and technology by 10% and for the planning system by 15%. Thus to optimize the performance of human resources, leadership is needed.

Kaswan (2018) states that the leadership factor (the quality of encouragement, guidance, and support carried out by the leader in the team leader) and the personal factor (skill level, competence, motivation, and commitment) are the most important factors that affect performance. Fauzan, M. (2017), Silaen and Nisah (2018), Tewal (2017) prove that leadership has a positive and significant effect on nurse performance. However, it turns out Mahendra and Brahmasari (2014), Roadhah et al., (2017) prove that leadership has a positive and not significant effect on nurse performance.

In addition to leadership factors, personal factors aimed at nurses' motivation and commitment to the organization have an important role in the performance of nurses. However, providing motivation to improve nurse performance is often not easy and moreover in providing challenges, especially in dealing with specific problems such as motivating professional employees, contributing workers, diverse workforce, low skill service workers, and people doing highly repetitive tasks. Therefore, motivation is part of the ability of an effective leader. Research from Silaen and Nisah (2018), Fauzan, M. (2017), Tewalet et al. (2017) proved that motivation has a positive and significant effect on nurse performance. However, findings from Juliani (2007) prove that Tewalet et al., (2017). prove that leadership and motivation simultaneously have a positive and significant effect on nurse performance.

Organizational commitment is a personal factor related to the desire of some nurses to remain members of the organization. Organizational commitment influences whether nurses remain as members of the organization or leave the organization looking for new jobs (Colquitt, LePine and Wesson, 2015). The strengths and weaknesses of organizational commitment can be seen from the overall organizational performance, the low level of employee turnover, and the level of employee absenteeism (Truckenbrodt, 2000). Yatnikasari (2010), Amelia, R. (2017) proves that organizational commitment has a positive and significant effect on nurse

performance. However, Santri et al. (2015) and Pramukti (2019) proved organizational commitment had no effect on nurse performance.

Furthermore, for other factors that influence nurse performance is extra role behavior. Behavior outside the extra role is behavior related to organizational citizenship (OCB) behavior. OCB as a nurse's behavior in an organization that is done voluntarily, is not directly influenced by the formal reward system and will aggregately increase the efficiency and effectiveness of organizational functions. (Kaswan, 2018). The behavior is considered important because the standard is not determined, but influential in assessing the performance and effectiveness of the organization. A number of researchers still view the other side of the consequences of OCB, namely as inhibitors of individual career advancement and increasing levels of stress and work-family conflict (Bolino&Turnley, 2003). Khazaei et al., (2011); Sudarma (2011); Sugiyanto and Sutanto, (2010); Rastgar et al., (2012); Mardiana et al., (2012); Harwiki (2013) proves that there is a significant influence between OCB on nurse performance. The efficiency of the services of 4 class B hospitals in the Makassar City area which are the object of research are as follows:

**Table 1.**

Name	BOR (Bed Occupancy Rate)	AVLOS (Average Length of Stay)	TOI (Turn Over Interval)	BTO(Bed Turn Over)
Rumahsakitumum Stella Maris	50 %	5 hari	3,01 hari	32 kali
RumahsakitumumIbnuSina	58 %	3 hari	4 hari	46 kali
Rumahsakitumum Islam Faizal	54 %	4 hari	2 hari	46 kali
RumahsakitdaerahLabuangBaji	39 %	3 hari	21,06	12,54
Standar ideal	60-85%	6-9 hari	1-3 hari	30 kali

Measured service efficiency from BOR, AVLOS, BTO, and TOI as shown in the data, apparently not in accordance with service standards (RI Minister of Health Decree No. 1457 / Menkes / SK / X / 2003). Inefficient services indicate that the performance achieved by nurses is not optimal. The phenomenon of problems and inconsistencies from previous research findings so researchers need to follow up to review this study again. The purpose of this study is to analyze the influence of leadership, motivation, and organizational commitment on nurse performance through Organizational Citizenship Behavior.

## II. Literature Review

Leadership is a sociological phenomenon or process that involves the use of influence by a person against one or more other people, in an effort to guide activities to achieve common goals, goals that require interdependent action among group members / organizations. (Pierce &Newstrom, 2011: 2). Leadership measurement refers to the opinion of Kinicki & Mel (2012), namely: directive leadership (X1.1) is the ability of a leader to provide direction and work guidelines for employees. Supportive leadership (X1.2) is the ability of a leader to protect employees. Participatory leadership (X1.3) is the ability of a leader to make decisions while considering all the ideas of employees. (4) achievement-oriented leadership (X1.4) is the ability of a leader to provide motivation to improve employee performance.

Motivation describes the psychological processes that cause arousal, direction and presentation (persistence) of actions of their own choice that lead to goals / objectives. (Kinicki and Mel, 2012: 146). Measurement of motivation refers to the McClellands theory of needs in Kaswan (2018: 351), namely: (1) the need to achieve success (X2.1) is the ability of nurses to achieve a relationship to hospital standards that have been determined as well as nurses struggle to achieve success, (2) the need for authority or work authority (X2.2) is the need to make nurses behave in a reasonable and wise state in their respective duties, (3) the need for affiliation (X2.3) is the nurse's desire to be friendly and get to know coworkers or nurses in the organization more closely.

Organizational commitment as a level of employee dedication to the organization where he works and willingness to work on behalf of / for the benefit of the organization, and the possibility of maintaining membership. (Jex& Thomas, 2008). Measurement of organizational commitment refers to the opinion of Robbins & Timothy (2013), which is as follows: (1) affective commitment (X3.1) is the emotional feeling of employees for the organization and confidence in its values. (2) normative commitment (X3.2) is a feeling of obligation that the nurse has in order to remain in the organization. (3) ongoing commitment (X3.3) is the economic value felt by employees from staying in an organization when compared to leaving the organization.

OCB is defined as the behavior of an employee in an organization that is done voluntarily, is not directly affected by the formal reward system and will aggregately increase the efficiency and effectiveness of

organizational functions (Organ, 1988 in Alotaibi, 2001). OCB measurement refers to the opinion of Organ (1988) in Aamondt (2010), namely: (1) altruism (Z1) is the behavior of employees to help colleagues in completing their work. (2) courtesy (Z2) is the behavior of nurses to prevent problems related to work relations. (3) sportmanship (Z3) is the behavior of nurses accepting unpleasant and less than ideal conditions. (4) civic surveillance (Z4) is the behavior of nurses to be responsible and participate in activities for the interests of the organization. (4) conscientiousness (Z5) is the dedication of a nurse to work and achieve results above the set standards.

Nurse performance is the level of contribution that nurses make towards their work goals or work units and hospitals / organizations as a result of their behavior and application of their skills, abilities and knowledge. (Bacal, 2004: 39). Measurement of employee performance refers to the opinion of Bernardin& Russel (2013: 248), namely: (1) quality of work (Y1) is the quality of work achieved by a nurse in completing his task. (2) work quantity (Y2) is the work result in quantity achieved from a nurse in completing her work. (3) timeliness (Y3) is the ability of an employee to complete a job in accordance with the expected deadline. (4) cost effectiveness (Y4) is how far nurses can use organizational resources efficiently and effectively. (5) contextual performance (Y5) is how well employees can increase self-esteem, goodwill, and cooperation between peers and subordinates. (6) the need for supervision (Y6) is how far / well a nurse can carry out her work function without having to ask for supervision assistance.

**Hypothesis**

- H1: Leadership has a positive and significant effect on organizational citizenship behavior.
- H2: Motivation positive and significant impact on organizational citizenship behavior.
- H3: Organizational commitment has a positive and significant effect on organizational citizenship behavior.
- H4: Leadership has a positive and significant effect on nurse performance.
- H5: Motivation has a positive and significant effect on nurse performance.
- H6: Organizational commitment and significant positive effect on the performance of nurses.
- H7: Organizational citizenship behavior has a positive and significant effect on nurse performance.
- H8: Leadership positive and significant impact on the performance of nurses through organizational citizenship behavior.
- H9: Motivation has a positive and significant effect on nurse performance through organizational citizenship behavior.
- H10: Organizational commitment and significant positive effect on the performance of nurses through organizational citizenship behavior.

**III. Research Methods**

The explanatory research approach and this research were carried out at LabunagBaji Hospital, Stella Maris Hospital, Faizal Hospital, and IbnuSina Hospital in Makassar City area. Types of quantitative data and secondary data collection through interviews, observations, questionnaires, and documentation. Determination of the score category using a Likert scale (5 = strongly agree, 4 = agree, 3 = quite agree, 2 = disagree, 1 = strongly disagree). A population of 600 nurses assigned to the inpatient section and a minimum sample size by the Slovin method were 240 people. Data analysis method uses SEM (Structural Equation Model). Latent constructs and indicators are as follows:

**Table 2.**

Variables & Indicators	Variables & Indicators	Variables & Indicators	Variables & Indicators	Variables & Indicators
<b>Leadership (X1)</b>	<b>Motivation (X2)</b>	<b>Organizational Commitment (X3)</b>	<b>OCB (Z)</b>	<b>Nurse Performance (Y)</b>
Directive leadership (X1.1)	Needs of success (X2.1)	Affective commitment (X3.1)	<i>Altruism</i> (Z1)	Quality of work (Y1)
Supportive leadership (X1.2)	Needs goals (X2.2)	Normative commitment (X3.2)	<i>Courtesy</i> (Z2)	Work quantity (Y2)
Participatory leadership (X1.3)	Affiliate needs (X2.3)	Ongoing commitment (X3.3)	<i>Sportmanship</i> (Z3)	Timeliness (Y3)
Task orientation leadership (X1.4)			<i>Civicvirtue</i> (Z5)	Cost effectiveness (Y4)
			<i>Conscientiousness</i> (Z6)	Contextual performance (Y5)
				Needs supervision (Y6)

### IV. Research Results And Discussion

#### Description of Statistics

Explanation of each latent construct shows that nurses' perceptions are generally quite satisfied ( $\mu = 3.62-3.83$ ). Nurse's perception of OCB construct has the highest score / average of 14.78.

Table 3.

Variable/ Indicator	Average ( $\mu$ )	Variable/ Indicator	Average ( $\mu$ )
<b>Leadership (X1)</b>	<b>14,78</b>	<b>OCB</b>	<b>18,51</b>
X1.1	3,67	Z1	3,62
X1.2	3,68	Z2	3,70
X1.3	3,68	Z3	3,75
X1.4	3,75	Z4	3,72
<b>Motivation (X2)</b>	<b>11,10</b>	<b>Nurse Performance</b>	<b>11,41</b>
X2.1	3,71	Y1	3,80
X2.2	3,69	Y2	3,80
X2.3	3,70	Y3	3,81
<b>Organization Commitment (X3)</b>	<b>10,91</b>	Y4	3,83
X3.1	3,66	Y5	3,78
X3.2	3,62	Y6	3,78
X3.3	3,63		

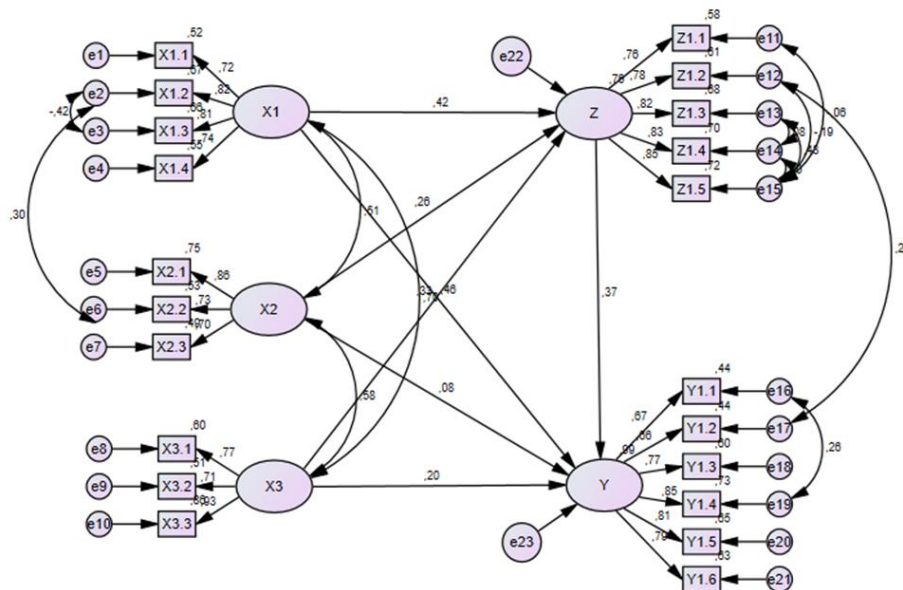
#### Model Measurement

The results of the confirmatory factor analysis test show that all indicators have a loading factor (estimation)  $\geq 0.5$  and a P-value  $\leq 0.05$ . This proves that indicators have a strong relationship in explaining each latent construct.

Table 4.

Variable/ Indicator	Loading Factor/ Probability	Variable/ Indicator	Loading Factor/ Probability
<b>Leadership (X1)</b>		<b>OCB</b>	
X1.1	1,000	Z1	1,000
X1.2	0,766	Z2	0,694
X1.3	0,745	Z3	0,848
X1.4	0,806	Z4	0,911
<b>Motivation (X2)</b>		<b>Nurse Performance</b>	
X2.1	1,000	Y1	1,000
X2.2	0,700	Y2	0,636
X2.3	0,642	Y3	0,768
<b>Organization Commitment (X3)</b>		Y4	0,861
X3.1	1,000	Y5	0,815
X3.2	0,709	Y6	0,787
X3.3	0,910		

#### Structural Model



Goodness of fit test results show that the structure of the model formed is in accordance with the sample of observation.

**Table 5.**

Goodness of Fit Index	Cut-off value	Result	Information
Chi square ( $\chi^2$ )	$\leq 212.087$	193,999	Fit
Probability	$\geq 0,05$	0,100	Fit
RMSEA	$\leq 0,08$	0,037	Fit
GFI	$\geq 0,90$	0,856	Fit
AGFI	$\geq 0,90$	0,805	Marginal
TLI	$\geq 0,95$	0,980	Fit
CFI	$\geq 0,95$	0,984	Marginal

**Hypothesis test**

**Table. 6**

	Exogenous	Variable Intervening	Endogenous	P-Value	Direct Effect	Indirect Effect	Total Effect	Information
1	Leadership (X1)		OCB (Z)	***	0,415		0,415	Positive&Significant
2	Motivation (X2)		OCB (Z)	0,008	0,264		0,264	Positive&Significant
3	Organization Commit (X3)		OCB (Z)	0,006	0,332		0,332	Positive&Significant
4	Leadership (X1)		Nurse Performance (Y)	***	0,465		0,465	Positive&Significant
5	Motivation (X2)		Nurse Performance(Y)	0,245	0,081		0,081	Positive&NotSignificant
6	Organization Commit (X3)		Nurse Performance (Y)	0,021	0,197		0,197	Positive&Significant
7	OCB (Z)		Nurse Performance (Y)	0,004	0,365		0,365	Positif&Signifikan
8	Leadership (X1)	OCB (Z)	Nurse Performance (Y)	0,002	0,465	0,151	0,616	Positive&Significant
9	Motivation (X2)	OCB (Z)	Nurse Performance (Y)	0,022	0,081	0,096	0,177	Positive&Significant
10	Organization Commit (X3)	OCB (Z)	Nurse Performance (Y)	0,006	0,197	0,121	0,318	Positive&Significant

**V. Discussion of Research Results**

The discussion is directed to address the main research problems, namely the Effect of School Principal Supervision, Work Motivation, and Job Satisfaction on the Quality of Education in Malang 1 Vocational High School.

**The Effect of Leadership on Organizational Citizenship Behavior (OCB).**

Hypothesis testing results prove that leadership has a positive and significant effect on OCB. The results support the findings of Nurcahyo (2012), Gina (2013), Muhdar (2015), Budiyanto&Oetomo (2011), Saeed et al., (2012), Zacher et al. (2013), which prove that leadership has positive and significant effect on OCB. LMX (Leader Member Exchange) Theory (Yukl, 2010) explains the ability of leaders to create quality relationships between leaders and nurses can influence nurses' behaviors that are voluntary, not directly recognized by the formal reward system, and overall increase work effectiveness. High quality relationships, leaders will discuss how nurses can have voluntary behavior without regard to the reward that will be received. This is because OCB is essentially voluntary and goes far beyond traditional job demands.

**Effect of Motivation on Organizational Citizenship Behavior (OCB)**

The results of hypothesis testing prove that motivation has a positive and significant effect on OCB. The results of the study support the findings of Riansyah, N and Susanto. (2018), Bentelu, J.K. Tucunan (2016) which proves that motivation has positive and significant effect on OCB. McClellands theory of needs (David McClellands in Kaswan, 2018: 351) explains that nurses will be motivated and ultimately create OCB behavior, when their needs can be met.

**Effect of Organizational Commitment on Organizational Citizenship Behavior (OCB)**

The results of hypothesis testing prove that organizational commitment has a positive and significant effect on OCB. The results of the study support the findings of Nurcahyo (2012) which prove that organizational commitment has a positive and significant effect on nurse performance. However, it does not support the findings of Kurniawan (2015) which prove that normative commitment has a positive and not significant effect



on OCB. Value theory explains that OCB behavior is created at the level where the work results received by nurses are as expected. Nurses who can help the work of colleagues are providing the level of satisfaction expected of Organizational Citizenship Behavior (OCB)

#### **Effect of Leadership on Nurse Performance**

Hypothesis testing results prove that leadership has a positive and significant effect on OCB. The results support the findings from Fauzan (2017), Silaen&Nisah (2018), Tewal (2017), Mahendra&Brahmasari (2014) proving that leadership has a positive and not significant effect on nurse performance. LMX (Leader Member Exchange) Theory (Yukl, 2010) explains the ability of leaders to create quality relationships between leaders and nurses can influence nurses' behaviors that are voluntary, not directly recognized by the formal reward system, and overall increase work effectiveness. High quality relationships, leaders will discuss how nurses can have voluntary behavior without regard to the reward that will be received. This is because OCB is essentially voluntary and goes far beyond traditional job demands.

#### **Effect of Motivation on Nurse Performance**

The results of hypothesis testing prove that motivation has a positive and not significant effect on OCB. The results of the study support the findings of Amelia (2017), Silaen and Nisah, M. (2018); Tewal, F.S. Mandey, S.L. Rattu, A.J.M. (2017). prove that motivation has a positive effect on nurse performance. McClellands theory of needs (David McClellands in Kaswan, 2018: 351) explains that nurses will be motivated and ultimately create OCB behavior, when their needs can be met.

#### **Effect of Organizational Commitment on Nurse Performance**

The results of hypothesis testing prove that organizational commitment has a positive and significant effect on OCB. The results of the study support the findings of Amelia (2017); Kurniawan (2015); Nurcahyo (2012) proved that organizational commitment had a positive and significant effect on nurse performance. Value theory explains that OCB behavior is created at the level where the work results received by nurses are as expected. Nurses who can help the work of colleagues are providing the level of satisfaction as expected.

#### **Effect of Organizational Citizenship Behavior on Nurse Performance**

Hypothesis testing results prove that OCB has a positive and significant effect on nurse performance. The results of the study support the findings of Khazaei et al., (2011), Sudarma (2011) Sugiyanto and Sutanto, (2010); Rastgar et al., (2012); Mardiana et al. (2012); Harwiki (2013), Khazaei et al., (2011). OCB is the behavior of an employee in an organization who carries out his duties in excess of what should be done. The behavior arises because of feelings as members of the organization and feel satisfied if you can do something more to the organization. Nurses who are emotionally happy will voluntarily improve the performance of individuals, groups and organizations.

#### **Effect of Leadership on Nurse Performance through Organizational Citizenship Behavior (OCB)**

Hypothesis testing results prove that leadership has a positive and significant effect on nurse performance through OCB. The results of this study support the findings of Gina (2013), Leila (2017), Fiqih et al (2014), J Reza (2018), Hartono (2016) .. Leadership is a sociological phenomenon or process that involves the use of influence by a person on one other person or more, in an effort to guide activities to achieve common goals, goals that require interdependent action between group members / organizations. The ability of leaders to provide direction, role models and involve nurses in decision making will enhance OCB. Feelings of pleasure that are felt due to the quality of a good relationship between leaders and nurses ultimately improve nurse performance.

#### **Effect of Motivation on Nurse Performance through Organizational Citizenship Behavior (OCB)**

The results of hypothesis testing prove that motivation has a positive and significant effect on nurse performance through OCB. The results of the study support the findings of Fiqh (2014), Suhardi (2019) Motivation describes the psychological processes that cause arousal, direction and persistence (percentage) toward actions of their own choice that lead to goals / targets. Nurses who have met the needs of success, the need for power and the needs of affiliates will increase OCB. Nurses who are highly motivated can have voluntary behavior (OCB) in helping to solve work problems faced by coworkers. In the end it will greatly help improve the performance of individuals, groups and organizations.

## Effect of Organizational Commitment on Nurse Performance through Organizational Citizenship Behavior (OCB)

The results of hypothesis testing prove that organizational commitment has a positive and significant effect on nurse performance through OCB. The results support the findings of Venty (2014), Sutrisno (2015). Organizational commitment as a level of nurse's dedication to the organization where she works and willingness to work on behalf / for the benefit of the organization, and the possibility of maintaining membership. Nurses who have an emotional, responsible and economic commitment will increase OCB. Nurses who have organizational commitment will be more engaged (bound) to the organization and will voluntarily increase OCB and will ultimately improve the performance of individuals, groups, and organizations.

## VI. Conclusions And Suggestions

### Conclusion

Based on the results of the analysis and research results as stated in the previous section, then Leadership has a positive and significant effect on organizational citizenship behavior, Motivation positive and significant impact on organizational citizenship behavior, Organizational commitment has a positive and significant effect on organizational citizenship behavior, Leadership has a positive and significant effect on nurse performance, Motivation has a positive and not significant effect on nurse performance, Organizational commitment and significant positive effect on the performance of nurses, Organizational citizenship behavior has a positive and significant effect on nurse performance, Leadership positive and significant impact on the performance of nurses through organizational citizenship behavior, Motivation has a positive and significant effect on nurse performance through organizational citizenship behavior, and Organizational commitment and significant positive effect on the performance of nurses through organizational citizenship behavior.

### Suggestion

For further researchers based on the level of explanation using comparative research types. For further researchers, the research subject is aimed at all nurses in the hospital. The object of the study was only in class B hospitals and the research subjects were aimed at nurses who served in the inpatient department.

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