

The Effect of Leader Member Exchange and Organizational Citizenship Behavior on Nurse Job Satisfaction at University of Sumatera Utara Hospital

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Abstract: Nurse job satisfaction in the scope of the hospital is very important in the quality of service quality. Job satisfaction is a person's attitude toward work with a pleasant or unpleasant experience. The formation of job satisfaction among nurses is the relationship between nurses' interactions with the head of the room and the positive behavior given by nurses to fellow nurses outside of work demands without seeing any appreciation given by the hospital management. This research uses causality design. The sample size was 123 nurses. The sampling technique uses proportional random sampling. Simultaneous test results indicate that there is a positive and significant effect between leader member exchange and organizational citizenship behavior on nurse job satisfaction with a p value of $0.00 < 0.05$, while on the partial test results there is a positive effect on leader member exchange on nurse job satisfaction with p value of $0.00 < 0.05$ and there is a positive effect of organizational citizenship behavior on nurse job satisfaction with a p value of $0.00 < 0.05$. The hospital is expected to be able to improve the interaction relationship between the head of the room and the nurse, provide support to nurses to enhance positive behavior so that they can increase the job satisfaction of nurses at the University of Sumatera Utara Hospital.

Keywords: Leader Member Exchange, Organizational Citizenship Behavior, Nurse Job Satisfaction

Date of Submission: 27-08-2019

Date of Acceptance: 11-09-2019

I. Introduction

Quality of service is very dependent on the performance and level of job satisfaction in the organization. Performance appraisal will provide motivation to effect the improvement of the results of work which will improve the quality of service quality (Kampkotter, 2016). According to Dennis and Dugguh (2014) in their research stated that job satisfaction can be considered as a group of positive values and negative values obtained through experience from the reality of the workplace or individual work environment and the extent of individual efforts to adjust to the characteristics of the workplace.

An unhealthy work environment can cause nurses to be stressed easily, not eager to work, come late, and vice versa a healthy work environment will create enthusiasm in the work of nurses, not easily sick, easy to concentrate so that the work becomes quickly completed in accordance with the target (Ma, Olds and Dunton 2015). Nurses who get satisfaction at work will have higher motivation and enthusiasm at work, improve nurses' work performance, improve relationships among colleagues, increase patient satisfaction, and have an impact on improving nurse performance and service quality at the hospital (Mihaela and Tihenea, 2014).

Research conducted by Ahmadi (2010) states that there is a significant relationship between performance and nurse job satisfaction. This is effected by the workload provided, relationships with colleagues and salaries earned by nurses in hospitals. The higher the level of satisfaction with the workload provided, peer relations and salaries that are included, the greater the opportunity to have a good nurse performance and have an impact on the quality of service in the hospital.

Organizations that prioritize the creation of good employee productivity will provide performance beyond what is expected, the behavior is able to increase the effectiveness and survival of an organization. The employee's behavior in the organization is called Organizational Citizenship Behavior (Rohayati, 2014). Organizational Citizenship Behavior is a term that includes positive things done by individuals in the organization of their own volition that support the work of fellow colleagues (Zhang, 2011).

The increase in Organizational Citizenship Behavior behavior is effected by two main factors, namely factors originating from within the individual (internal) such as moral, satisfaction, positive attitude and factors originating from outside the individual (external) such as management systems, leadership systems and

organizational culture (Ahdiyana, 2012). Organizations in general must have a goal to achieve excellence and improve individual performance better because basically individual performance affects the performance of a team or work group and ultimately affects overall organizational performance. Work flexibility, clarity of work and work facilitation are factors that have a positive effect on Organizational Citizenship Behavior (Huang and Sing, 2011).

Organizational Citizenship Behavior has dimensions including Altruism, Conscientiousness, Sportmanship, Courtesy and Civic Virtue (Ilies, Fulmer, Spitzmuller and Johnson, 2009). Nurses who have Organizational Citizenship Behavior behavior will show high motivation for their work. Significant impact between Organizational Citizenship Behavior behavior and nurse motivation can be seen from doing voluntary work outside of work responsibilities (Omid, Meftahi and Omid, 2018).

Research by Domínguez, Enache, Sallan and Simo (2013) states that the realization of Organizational Citizenship Behavior cannot be separated from the role of a leader, the leader is able to inspire followers to prioritize the interests of the team and can make their subordinates work harder and work more than they should. A leader or head of an organization will be recognized as a leader if it can effect and be able to direct subordinates towards the achievement of organizational goals (Andrews, Richard, Robinson, Celano and Hallaron, 2012).

Organizational leaders can effect behavior by creating a reciprocal interaction relationship between leaders and subordinates with organizational processes that fit the organization's needs. The interaction relationship between leaders and subordinates is called Leader Exchange Members (Blanc and Roma, 2012). Potential leaders who can create special exchange relationships with all members of their subordinate groups and all of these relationships are different (Priyono, 2010).

Leader Member Exchange has dimensions including affection, loyalty, contribution and respect, these dimensions become a unity in the interaction relationship between superiors and subordinates in an organization (Yukl, 2010). High quality Leader Member Exchange is associated with good psychosocial services for health workers to strengthen the relationship between superiors and health workers. The job satisfaction of health professionals has a positive impact on the interaction between superiors, it has an impact on the quality of work provided by health professionals (Srivastava and Singh, 2017).

Initial survey conducted by researchers at the University of Sumatera Utara Hospital. Researchers interviewed 10 nurses about job satisfaction in terms of the relationship between nurses and the head of the room and nurses' behavior carried out in the organization. There were 4 nurses stating that there were still fellow nurses who did not cooperate and tended to want to look good in front of the head of the room, 3 nurses stated that the head of the room sometimes could not take the time to discuss and be neutral on each and 6 nurses said they did not feel satisfaction at work . On this basis, researchers are interested in examining the effect of Leader Member Exchange and Organizational Citizenship Behavior on job satisfaction among nurses at the University of Sumatera Utara Hospital.

II. Method

The research design used in this study is correlational with the Causality approach which aims to examine the causality of the causal relationship between the independent variable (the influencing variable) and the dependent variable (the affected variable) (Grove, Gray and Burns, 2014). This study aims to see how closely the effect between the Leader Member Exchange variable and the Organizational Citizenship Behavior on the variable nurse job satisfaction. The population in this study were nurse nurses who worked at the University of Sumatera Utara Hospital as many as 171 nurses in 2019. The sample in this study was 123 nurses using the power analysis method. Sampling using the Probability sampling technique. The instrument in data collection in the form of a questionnaire with an interval scale. Bivariate analysis using Pearson Correlation Test and multilitisation analysis using multiple linear regression.

III. Research Results and Discussion

The results of the study are described through one stage of analysis, namely univariate analysis, to determine the frequency distribution of nurse demographic data, bivariate analysis to determine the effect of the variables and between the two independent variables on the dependent variable.

Distribution of Nurse Characteristics

Description of the research subject includes age, sex, education and duration work.

Table 4.1 Frequency Distribution of Nurse Hospital Characteristics of the University of Sumatera Utara Hospital (n = 123)

Characteristics		F	%
Age			
1.	< 20 year	0	0
2.	20 - 30 year	74	60,2
3.	31 - 40 year	48	39,0
4.	40 - 50 year	1	0,8
5.	> 50 year	0	0
Total		123	100,0
Sex			
1.	Male	30	24,4
2.	Female	93	75,6
Total		123	100,0
Education			
1.	Academy / Diploma	76	61,8
2.	Bachelor + Nurse	47	38,2
Total		123	100,0
Duration Work			
1.	< 1 year	15	12,5
2.	1 - 2 year	8	6,5
3.	2 - 4 year	42	34,1
4.	4 - 6 year	58	47,2
Total		123	100,0

Table 4.1 shows that the majority of nurses in the age range of 20-30 years were 74 (60.2%) nurses, female sex were 93 (75.6%), the majority of nurse education was Diploma nursing as many as 76 (61.8 %) the majority of nurses and tenure of nurses have worked 4-6 years as many as 58 (47.2%).

Distribution of Leader Member Exchange Nurses

The nurse leader member exchange can be seen in the following table:

Table 4.2 Distribution of Leader Member Exchange Nurses (n = 123)

No	Leader Member Exchange	f	%
1	Good	103	83,7
2	Less Good	20	16,3

Table 4.2 shows that nurses had an exchange of leader members as much as 103 nurses (83.7%), the rest had 20 nurses (16.3%) who had a poor exchange of leader members.

Distribution of Organizational Citizenship Behavior Nurses

Organizational citizenship behavior of nurses can be seen in the following table:

Table 4.3 Distribution of Organizational Citizenship Behavior Nurses (n = 123)

No	Organizational Citizenship Behavior	f	%
1	Good	108	87,8
2	Less Good	15	12,2

Table 4.3 shows that the majority of nurses had 108 organizational citizenship behavior (87.8%), with the remaining 15 nurses (12.2%) having poor organizational citizenship behavior.

Distribution of Nurse Job Satisfaction

Nurse job satisfaction can be seen in the following table:

Table 4.4 Distribution of Nurse Job Satisfaction (n=123)

No	Job Satisfaction	f	%
1	Satisfaction	50	40,7
2	Less Satisfaction	73	59,3

Table 4.4 shows that the majority of nurses were less than satisfied at work as many as 73 (59.3%), with the remaining 50 nurses (40.7%) being satisfied at work.

Bivariate Analysis Results

The Effect of Leader Member Exchange to Nurse Job Satisfaction

Table 4.5 The Effect of Leader Member Exchange to Nurse Job Satisfaction (n=123)

Leader Member Exchange	Job Satisfaction	
	r	p
	0,628	0,000

Table 4.5 shows that by using the Pearson product moment test with an r value of 0.628 which has the power of effect between leader member exchange with job satisfaction of nurses at the University of Sumatera Utara Hospital is quite strong, the value of p 0,000 < 0.05 which means there is a significant effect between leader member exchange with nurse job satisfaction at the University of Sumatera Utara Hospital.

The Effect of Organizational Citizenship Behavior to Nurse Job Satisfaction

Table 4.6 The Effect of Organizational Citizenship Behavior to Nurse Job Satisfaction (n=123)

Organizational Citizenship Behavior	Job Satisfaction	
	r	p
	0,705	0,000

Table 4.6 shows that by using the Pearson product moment test with an r value of 0.705 which has the strength of effect between organizational citizenship behavior with job satisfaction of nurses at the University of Sumatera Utara Hospital is quite strong, the p value of 0,000 < 0.05 which means there is a significant effect between organizational citizenship behavior with nurse job satisfaction at the University of Sumatera Utara Hospital.

Multivariate Analysis Results

Multivariate analysis was carried out to identify how much effect between the two independent variables on the dependent variable. The results of the multiple linear regression test can be seen in the table below:

Table 4.7 Multiple Linear Regression Test Results

Model	Unstandardized coefficients		t	Sig
	B	Std. Error		
(Constant)	24,834	6,26	3,966	0,000
Leader Member Exchange	0,353	0,80	4,432	0,000
Organizational Citizenship Behavior	0,656	0,95	6,937	0,000

Based on table 4.7 above, it can be seen that the constant value of 24.834 with a positive regression coefficient (leader member exchange and organizational citizenship behavior) to job satisfaction. This shows that if the independent variable increases, the dependent variable will increase. Each increase in leader member exchange, job satisfaction will increase 0.353 after being controlled by the variable organizational citizenship behavior. Every increase in organizational citizenship behavior, job satisfaction will increase 0.656 after the leader member exchange variable is controlled. Based on unstandardized coefficient Beta, the variable with the biggest role (effect) on job satisfaction is organizational citizenship behavior.

IV. Discussion

The discussion of the results of the research in sequence will be presented as follows:

Univariate Analysis

Leader Member Exchange

Based on the research results obtained univariate analysis of the increase leader member Nurse exchange at the University of Sumatera Utara Hospital found that the majority of nurses stated that the increase in good nurse exchange leader member members was 103 nurses (83.7%). The results of this study are in accordance with research conducted by Bela and Rahardjo (2014) stating that the increase in leader exchange members for nurses in hospitals is as good as (74.6%). This shows that the overall increase in leader exchange nurse leaders in hospitals is said to be good.

Nurse's perception of the increase in a good leader member exchange will have an impact on the quality of interaction between nurses and the head of the room. Interaction of the relationship between nurses and the head of the room will have a good impact on the process of implementing nursing services in the hospital. This is in accordance with the opinion of Bauer and Erdogen (2015) which states that the quality of a

good interaction between the head of the room and the nurse will improve performance between the two. According to Yulk (2010) states the increase in leader member exchange lies in the quality of good interactions between the head of the room and the nurse so that the high quality of the relationship occurs in professional work.

Overall it can be seen that the increase in leader member exchange at the University of Sumatera Utara Hospital is good, but there is an increase in the leader member exchange that is included in the category is not good. Based on the results of sub-variable analysis, the increase in leader member exchange shows that affection is not good (0.6%), loyalty is not good (2.4%), contribution is not good (1.6%) and respect is not good (2.4%) . Based on the proportion of sub-variables, it is known that loyalty and respect have the lowest value when compared with other sub-variables. This shows that hospitals need to increase the interaction relationship between nurses and the head of the room so that later it will have an impact on better quality nursing services.

The thing that needs to be considered by the hospital is in terms of the relationship of the head of the room to the nurse's loyalty, which can be seen that loyalty and respect have the lowest value when compared with other sub-variables. The attitude of leadership loyalty is one that has a positive effect on employee loyalty. An employee feels a leader can be trusted and enhance a good relationship within an organization (Ding, Lu, Song and Lu, 2012).

Based on this analysis, the researcher concludes that the increase in leader exchange leader nurses at the University of Sumatera Utara Hospital is already good but not yet optimal, because there are still nurses who perceive an increase in leader member exchange is not good. Improvement of leader exchange members who are not good is a concern for hospital management to be able to increase the interpersonal relationship between head room and nurse. The form of the relationship between the head of the room's interaction with the nurse, among others, by the way the head of the room can provide free time for nurses in discussing problems in the workspace, motivating and mutual respect and respect between the head of the room and the nurse.

Organizational Citizenship Behavior

Based on the results of univariate analysis obtained about organizational citizenship behavior of nurses at the University of Sumatera Utara Hospital, it was found that the majority of respondents stated that organizational citizenship behavior of nurses was 108 nurses (87.8%) and 15 nurses (21.2%) stated organizational citizenship behavior nurse behavior is not good. The results of this study are consistent with research conducted by Biyansi (2016) which states that nurses perceive good organizational citizenship behavior. This shows that nurses have a good impact on the hospital in terms of helping the work of fellow nurses, speak positively to the hospital environment and provide positive things for the hospital environment.

Organizational citizenship behavior owned by nurses refers to the willingness of nurses to do work beyond the formal specification of the role of work that has been set in the hospital environment. Behavior contained in organizational citizenship behavior is positive behavior that has beneficial meaning for the hospital (Mahmoud and Ibrahim, 2016). Hospitals that have good services will tend to have nurses who have organizational citizenship behavior and good performance that shape job satisfaction. And vice versa if nurses are not satisfied then organizational citizenship behavior and nurse performance tends to decrease so that the services provided to clients are not optimal (Prastiyan and Srimulyani, 2017).

Overall, it can be seen that organizational citizenship behavior at the University of Sumatera Utara Hospital is good, but there is found that organizational citizenship behavior that is included in the category is not good. Based on the analysis of organizational citizenship behavior sub-variables show that helping behavior is not good (2.4%), voluntary behavior is not good (0%), sportsmanship behavior is not good (1.6%), good behavior is not good (0.8 %) and responsibility behavior is not good (4.1%). Based on the proportion of sub-variables, it is known that helping behavior and responsibility behavior have the highest value less than the other sub-variables. This shows that some nurses need to increase helping behavior and responsible behavior so that going forward nurses can have better organizational citizenship behavior.

Based on this analysis, the researcher draws the conclusion that organizational citizenship behavior of nurses at the University of Sumatera Utara Hospital is already good but not yet optimal, because there are still nurses who perceive organizational citizenship behavior as being unfavorable. Inadequate nurses' Citizenship Behavior Behavior is a concern for hospital management to be able to improve the personal organizational citizenship behavior system of nurses so that later it will have an impact on the progress and success of services in hospitals especially in nursing care services at the University of Sumatera Utara Hospital. One of the organizational citizenship behaviors of nurses is by helping colleagues who have not completed the task of providing nursing care to patients and instilling in themselves to be able to complete nursing care tasks responsibly and happy in carrying out the task.

Job Satisfaction

Based on the results of univariate analysis obtained about nurse job satisfaction at the University of Sumatera Utara Hospital, it was found that the majority of nurses stated that nurses' job satisfaction was included in the satisfied category of 50 nurses (40.7%) and as many as 73 nurses (59.3%) stated that job satisfaction is included in the less satisfied category. The results of this study are in accordance with research conducted by Yuliana and Suryani (2017) stating that job satisfaction of nurses in hospitals is categorized as less satisfied (67.9%). It can be said that some nurses are less satisfied in working in hospitals.

In general, nurses' dissatisfaction in working can be seen from the biggest sub-indicators of job satisfaction is salary (77.2%), promotion opportunities (56.9%), work groups (17.9%), working conditions (17.1%), supervision (8.1%) and the work itself (5.7%). It can be said that from the level of job satisfaction nurses at the University of Sumatera Utara Hospital are categorized as less satisfied. The results of this study are consistent with the results of research by (Wolo and Wiyadi, 2015) states that there is a positive effect between salary and promotion opportunities on nurse job satisfaction at the Air Force Hospital Dr. S. Hardjulukito Yogyakarta.

Based on this analysis, researchers draw conclusions that the job satisfaction of nurses at the University of Sumatera Utara Hospital in the category of less satisfied. Nurses' lack of satisfaction in working is based on several sub-indicators such as salary earned and promotion opportunities. Salaries and promotional opportunities at the hospital are the biggest benchmarks for nurses who make nurses less satisfied at work. This can be an input for hospital management to be able to give attention back to the income provided and promotional opportunities. Nurses who are dissatisfied with salary and promotion opportunities can also improve their return to the social system by accepting the situation and love the job, especially in terms of salaries and promotional opportunities that are well managed by the hospital management.

Bivariate Analysis

The Effect of Leader Member Exchange to Nurse Job Satisfaction

Based on the results of the study, it was found that the leader member exchange had a positive and partially significant effect on job satisfaction of nurses at the University of Sumatera Utara Hospital. From a theoretical point of view, the results of this study can be stated to be true. This is in accordance with research conducted by Arsintadiani and Harsono (2010) states that there is a positive effect of leader member exchange on job satisfaction in the work environment.

The results of this study are consistent with the results of the study conducted by Wibowo and Susanto (2013) stating that the increase in employee job satisfaction is one of them caused by the high quality leader member exchange between leaders and subordinates. Research conducted by Lin and Ma (2010) states that there is an effect of the exchange of leaders and subordinates or leader member exchanges on employee job satisfaction and the strength of its effect is included in the strong category. This is in line with research conducted by Mansueti, Grandi and Grazio (2016) that there is a good relationship between the relationship of leaders and employees that affect employee job satisfaction, this is based on the important role of leaders who provide support and open attitudes to employees.

Research conducted by Han and Jekel (2010) states that leader exchange members have a positive relationship with nurse job satisfaction. The quality of a good relationship between managers and nurses will tend to provide linkages with one another. A good relationship quality will have an impact on completing tasks that are more enjoyable and less likely to contemplate quitting work. According to Suwatno and Priansa (2016) that job satisfaction is a person's attitude toward his work describing pleasant or unpleasant experiences at work and his expectations regarding future experiences.

Based on this analysis, researchers draw conclusions that a good leader member exchange will provide job satisfaction for nurses in the hospital. A good interaction relationship between the head of the room to the nurse will have a positive impact for nurses in carrying out nursing care tasks and provide a good relationship between the two to work better with each other in achieving common goals.

The Effect of Organizational Citizenship Behavior to Nurse Job Satisfaction

Based on the results of the study, it was found that H_0 was accepted or it could be concluded that there was an effect between organizational citizenship behavior with job satisfaction of nurses at the University of Sumatera Utara Hospital in the quite strong category. Research conducted by Triyanto and Santosa (2010) states that there is a significant effect between organizational citizenship behavior on job satisfaction. Employees who have high organizational citizenship behavior will provide positive behavior for the work environment.

Nurses who have good organizational citizenship behavior in the work environment will provide positive behaviors such as providing assistance to other fellow nurses. This behavior is highly expected and demonstrated by each individual nurse. Nurses who have good organizational citizenship behavior will produce good performance, nurses who have good organizational citizenship behavior will have good job satisfaction

(Sahertian, 2013). Research conducted by Urbach (2017) states that there is a significant relationship between organizational citizenship behavior and job satisfaction of nurses.

Based on these explanations the researchers argue that nurses who have good organizational citizenship behavior in the hospital will lead to job satisfaction for nurses. Organizational citizenship behavior of nurses who are good in their work environment will provide positive behavior, especially being able to position themselves to be able to work doing nursing care with full responsibility and pleasure at work. Another thing that proves nurses have good organizational citizenship behavior by helping colleagues to complete the task of nursing care to patients in terms of implementation of nursing. This will have an impact on good nursing care services for patients.

Multivariate Analysis

The Effect of Leader Member Exchange and Organizational Citizenship Behavior to Nurse Job Satisfaction

Based on the results of the study found that leader member exchange (X1) and organizational citizenship behavior (X2) simultaneously effect the dependent variable namely job satisfaction (Y). The results of this study are consistent with research conducted by Anshari, Brasit and Hamid (2018) that there is a positive and significant effect on leader member exchange and organizational citizenship behavior on employee job satisfaction. The quality of a good relationship between leaders and employees and the presence of positive organizational citizenship behavior can improve performance that has an impact on employee job satisfaction.

Based on unstandardized coefficient Beta variables in Table 4.18 found that the greatest role in job satisfaction is organizational citizenship behavior of 0.656. This shows that the organizational citizenship behavior variable has a stronger or more dominant effect than the leader member exchange variable. The better organizational citizenship behavior of nurses, the level of nurse job satisfaction at the University of Sumatera Utara Hospital will increase.

The results of this study are consistent with the results of research conducted by Tanu (2012) stating that employees who have high organizational citizenship behavior will provide voluntary behavior, help and help colleagues who experience difficulties in their work. The results found that there is a positive and significant effect between organizational citizenship behavior with employee job satisfaction. Organizational citizenship behavior has a positive effect on job satisfaction because the more often employees take positive actions, the higher employee job satisfaction.

Based on this analysis, the researcher draws the conclusion that good leader member exchange and organizational citizenship behavior of nurses have an effect on job satisfaction of nurses in hospitals. A good interaction relationship between the head of the room to nurses and the presence of organizational nurse citizenship behavior that is good in the work environment will lead to satisfaction for nurses in providing nursing care. organizational citizenship behavior has a more dominant effect on nurse job satisfaction. This is due to the fact that nurses have given good behavior to hospitals for the quality of nursing services and it can be said that nurses have good organizational citizenship behavior at the University of Sumatera Utara Hospital.

IV. Conclusion

Based on the results of the study it can be concluded that there is a significant effect between leader member exchange and organizational citizenship behavior on job satisfaction. Organizational citizenship behavior has a more dominant effect on job satisfaction of nurses because organizational citizenship behavior of nurses in the form of positive actions, especially in carrying out work that is full of responsibility, adhering to work procedures established by the hospital and helping each other colleagues to complete nursing care tasks without expecting compensation or award from the hospital. Organizational citizenship behavior of good nurses provides quality nursing services at the University of Sumatera Utara Hospital.

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Ani Rahmadhani Kaban. " The Effect of Leader Member Exchange and Organizational Citizenship Behavior on Nurse Job Satisfaction at University of Sumatera Utara Hospital" .IOSR Journal of Nursing and Health Science (IOSR-JNHS), vol. 8, no.05 , 2019, pp. 33-40.