

## The Formation of Organizational Citizenship Behavior in Hospital Employees: A Grounded Theory Study

Tita Hariyanti<sup>1</sup>, Nico Christian Sunaryo<sup>2</sup>, Heni Dwi Windarwati<sup>3</sup>, Nayda Failasufa Fitriana<sup>4</sup>, Aldila Hakkun Ramsay<sup>5</sup>, Diadjeng Setya Wardani<sup>6</sup>

### Abstract

*A hospital is a labor-intensive, capital-intensive, and problem-intensive business entity. Hospitals are human resource (HR) intensive organizations with different disciplinary backgrounds; thus, good HR management governance is required. Employees with high loyalty are assets of the hospital, leading to the need for minimum employee turnover to maintain a decent hospital performance. This study aimed to find out more about the process of forming organizational citizenship behavior in hospital employees. The research design used was a constructivist grounded theory with a convenient purposive theoretical sampling technique. Seven themes were obtained through in-depth interviews with 16 participants, including leadership; human interactions and values; personal development and competencies; personal experience and story; job satisfaction; employee loyalty; and organizational citizenship behavior. The role of leaders in employee interactions has a significant impact on the development of employee commitment. Personal stories and experiences can help generate a deeper bond with the organization and make employees more loyal. Loyal employees tend to make more effort (OCB) for the organization's success.*

**Keywords:** *Employee Loyalty, Job Satisfaction, OCB, Hospital.*

### INTRODUCTION

A hospital is a labor-intensive, capital-intensive, and problem-intensive business entity, multidimensional in nature, which in its development is influenced by advances in science, technology, and socioeconomic aspects of community life. Hospitals are human resource (HR) intensive organizations with different disciplinary backgrounds. Therefore, HR management governance is needed to accommodate the performance of each personnel. Good hospital services are closely related to good HR governance in increasing patient trust in the hospital. Hospitals with a high employee turnover ratio will have difficulty maintaining HR; the quality of HR will decrease and affect the quality of services provided to patients; consequently, patients will choose to move to other hospitals. Employees with high loyalty are assets of a good hospital (Husin et al., 2017).

<sup>1</sup> Doctor in Health Promotion, Gadjahmada University, Faculty of Medicine, Brawijaya University, Indonesia, tita.fk@ub.ac.id. Orcid ID: <https://orcid.org/0000-0003-3701-7167>

<sup>2</sup> Master in Hospital Management, Brawijaya University, Indonesia, dr.nicosunaryo@gmail.com

<sup>3</sup> Doctor in Nursing, Indonesia University, Faculty of Health Science, Universitas Brawijaya, Indonesia, henipsik.fk@ub.ac.id. Orcid ID: <https://orcid.org/0000-0001-8944-2515>

<sup>4</sup> Master in Hospital Management, Brawijaya University, Faculty of Medicine, Brawijaya University, Indonesia, nayda.olley@gmail.com

<sup>5</sup> Master in Hospital Management, Brawijaya University, Faculty of Medicine, Brawijaya University, Indonesia, aldila.hakkun.r@gmail.com

<sup>6</sup> Doctor in Public Health, Airlangga University, Faculty of Medicine, Brawijaya University, Indonesia, diadjeng\_wardani@ub.ac.id. Orcid ID: <https://orcid.org/0000-0003-0878-8771>

Employee loyalty is defined as a desire to protect and save a good image or credibility in the eyes of the public. A sense of willingness to sacrifice for the party has a positive connotation with the level of trust, which means the higher the level of employee trust in the organization, the higher the level of employee loyalty. Employee loyalty is one of the components that make up an Organizational Citizenship Behavior (OCB), defined as the behavior of employees who voluntarily do work that exceeds the standard tasks assigned to them to help the company continue to achieve its goals. Employees with high levels of OCB are an asset to an organization. These employees have a sense of belonging to the organization where they work and will work at their best to help the organization achieve its goals. A study shows that the higher job satisfaction felt by employees will be able to improve performance. Organisational Citizenship Behavior (OCB) is not only able to improve job satisfaction but with increasing job satisfaction, employee performance is also progressively better. (Lestari et al., 2018; Radosavljević et al., 2017; Robbins, 2006; Shahzaib Khan et al., 2017; Tsai and Tsai, 2017).

Pertinent to the abovementioned, this study aimed to find out more about the process of forming organizational citizenship behavior in employees who work in hospitals.

## **METHODS**

This research was qualitative research with a grounded theory approach. Qualitative research is a research method that places the researcher as a key instrument with the help of interview guidelines; data collection techniques are carried out in various ways, including in-depth interviews, field notes, focus group discussions, and document studies. The grounded theory method used by researchers in this study was the constructivist grounded theory type. The use of constructivist grounded theory is expected to produce data with complete and in-depth credibility to achieve research objectives according to the researcher's ability. (Mills et al., 2006; Sebastian, 2019; Charmaz, 2020).

The data sources used for this study were participants selected based on the consideration that they could provide the data and were suitable for answering research questions that had been prepared by the researcher (interview guidelines attached).

The inclusion criteria for participants selected to contribute to this study covered:

- 1) Participants were employees who had worked at the hospital for more than ten years.
- 2) Participants were willing to become research participants by signing an informed consent statement.

## **RESULTS**

The researcher conducted in-depth interviews with a total of 16 participants who were included in the inclusion criteria of this study. All participants involved in this study were hospital staff who had worked for more than ten years.

There are seven themes obtained through the results of in-depth interviews with seven participants, including (i) leadership, (ii) human interactions and values, (iii) personal development and competencies, (iv) personal experiences and stories, (v) job satisfaction, (vi) employee loyalty and (vii) organizational citizenship behavior (OCB). From the results of the research, a loyalty formation model was formed, as presented in Figure 2.

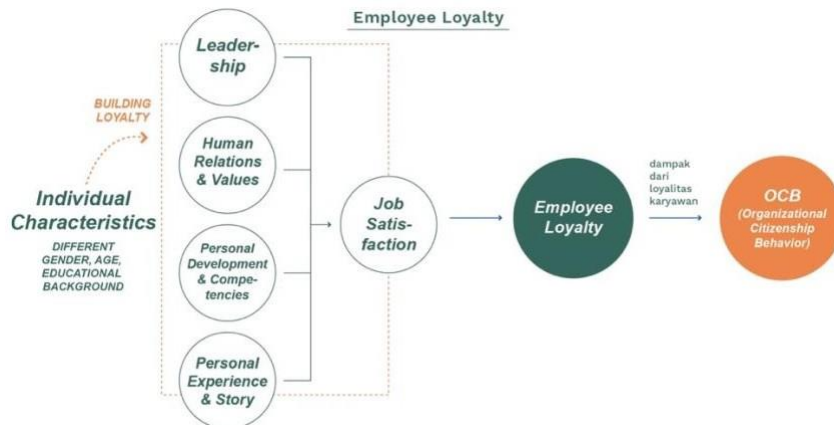


Figure 1. Process Model of Employee Loyalty Formation at Hospital X Mojokerto

## DISCUSSION

The recommended leadership style for a hospital is transformational leadership. Transformational leadership is defined as a leadership style that provides changes to individuals and systems. It ideally creates positive changes in employees with the ultimate goal of developing their mentality into a leader. Transformational leadership increases employee motivation, morale and performance through various mechanisms such as connecting employee identity with the collective vision and mission of the organization, providing good role models for employees to inspire them, motivating employees to love their work and understanding employee strengths and weaknesses so that leaders can provide opportunities and challenges to optimize employee performance. A leader applying this transformational style can also have an impact on energizing employee performance in achieving goals (Kartikasari et al., 2022). In this increasingly competitive era, employee innovation and creativity supported by a transformational leadership style can provide better outcomes for hospitals (Anjam and Yawer Ali, 2016).

The leadership style shown by the leader of this hospital was a transformational leadership style by trying to increase employee motivation and also providing openness in communicating and providing solutions. The leader's personality inspires employees to stay and be loyal in the hospital because employees have confidence that the leaders can bring better changes to their lives in career paths, welfare and as human beings.

Human interactions and values can influence employees' day-to-day experiences of their jobs, which suggests that the greater the value of daily interactions between employees, the greater the job satisfaction. This condition also has a significant influence on employee loyalty because good relationships between co-workers will be a consideration of employees to stay in their jobs and how the employees perceive the organization where they work. Employees will thrive in their jobs depending on the help and support provided by their colleagues when needed. Talking to co-workers and getting their help can reduce stress levels and even turn negative situations into positive experiences, improving cooperation and social relationships. Nadeak and Naibaho (2020) in their research found that employee well-being in the work environment is affected by the treatment between co-workers. A work environment with poor social interaction and employees feeling alone, harassed or even maligned by co-workers will be a significant source of stress and affect employee loyalty.

The working environment at the research hospital made the participants feel at home. Teamwork and a culture of helping each other, expressed in the interviews, made them comfortable to work, even with salaries/welfare that could be considered adequate or

even less. The feeling of comfort and sense of family that they felt made them satisfied at work and chose to stay together.

The goal of competency development is to create a feeling of security and reduce the fear of failure. Fear leads to poor efficiency and performance, and thus always creates a disadvantage rather than a favorable situation. An employee's potential will not be able to come out well in a situation of stress and fear of failure; however, by ensuring that employees have the necessary and relevant knowledge for their job, acquired through training and education, their maximum potential can be achieved. If an employee does not have the necessary skills and knowledge to do their job, there will be a feeling of inadequacy and a high increase in pressure due to the job (Suhartati et al., 2021). Therefore, an employee must be given the opportunity to improve and develop their skills and abilities in their work. Several studies confirm this point of view and further emphasize the significant effects of training and education on job satisfaction, commitment and loyalty (Venkatesh, 2018).

Some participants explained that in the hospital they were given the opportunity to implement knowledge and collaborate across professions to provide the best service for patients. This point was also supported by management, who provide opportunities to develop competencies through further education pathways, and it has been consistently carried out for 18 years of the hospital's existence. The educational opportunity is also associated with a contract to implement the knowledge as a transactional relationship at work. The opportunities provided are expected to increase the competence and confidence of employees, affecting job satisfaction and employee commitment to remain loyal in a hospital.

Employees often shared their personal lives and how leaders or other employees at the hospital have influenced the course of their lives. They felt a great affinity with the hospital. Some employees said they wanted to devote themselves and promised to work for the hospital for the rest of their lives. An employee even explained that his closeness to the hospital was like "the blood flowing in his body bears the name of the hospital." Another employee shared her unique experience about the twists and turns of life and her gratitude that the hospital would accept her to work with all her shortcomings. This employee was a transgender with an educational background of only junior high school. This condition made it difficult for the employee to find a job, which was the reason why the employee remained loyal and worked in the hospital because of the acceptance shown by the leader, co-workers and community in the hospital.

According to Locke in Zakaria et al. (2019), employee job satisfaction is defined as a pleasant or positive emotional state resulting from an assessment of the performance of one's work or work experience by the organization's management. Although there is still no agreement and precise description of the definition of employee job satisfaction, it can still be understood as the ability of an employee to give an opinion about their emotions, behavior, and general forms of thinking about the scope of their work and workplace conditions regularly to be drawn out as data comparison with others. Thus, job satisfaction is not statically influenced by other factors but can change if other factors continue to change. Job satisfaction results from the interaction between your job experience and the expectations.

Research conducted by Suhartati also suggests a strong relationship between employee loyalty and job satisfaction. Conversely, low job satisfaction can influence employees to seek another workplace and change their current job and career in search of better job satisfaction. Employees who are satisfied with their jobs have greater organizational loyalty than dissatisfied employees (Suhartati et al., 2021).

All participants said the main factors that satisfied them to work and stay in this hospital were the comfortable work atmosphere and good relationships between leaders, co-workers, and all parties involved in hospital services. Positive and good impressions from

these factors can improve and reduce job dissatisfaction, positively affecting job satisfaction and employee loyalty.

All participants in this study demonstrated the qualities of a loyal employee. All participants stayed for an extended time (15 to 25 years) and shared a strong relationship or bond between themselves and the company or organization. They also strived to give their best by contributing ideas, energy and time to the hospital's progress.

All participants willing to be interviewed had the qualities that fulfilled the five main aspects of OCB. The atmosphere and attitude among employees who help each other through good teamwork, behavior of mutual respect and tolerance created were some of the main reasons employees remained loyal to work at the hospital. Employees who were willing to do OCB were those who were satisfied with their jobs. Loyal employees tend to have openness and willingness to do OCB. OCB is a quality that needs to be instilled into every employee to achieve the success of a company or organization.

The leadership style previously implemented by the director when establishing the hospital was considered effective in providing motivation and one of the factors for employees to remain loyal to work in the hospital. Amid an increasingly competitive hospital business, the next generation of leaders needs to apply transformational leadership to gain the trust of employees who have joined or will join the hospital. This is expected to be a significant factor in obtaining highly qualified human resources because the leader will establish a good and strong relationship with employees, can help and motivate employees to make the best effort and energy for work, provide opportunities to develop their competence, minimize conflicts and internal friction that occurs, and reduce employee turnover. This research has several limitations. In the data collection process, interviews were conducted during working hours and in the hospital's working area due to the COVID-19 pandemic occurring until the completion of this report. Further research should be conducted in a more neutral place other than the workplace so that participants may feel more comfortable and more open in sharing their experiences.

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