

ROLE OF JOB SATISFACTION, PERCEIVED ORGANIZATIONAL SUPPORT, AND ORGANIZATIONAL COMMITMENT ON ORGANIZATIONAL CITIZENSHIP BEHAVIOUR IN INDONESIA'S HEALTHCARE SETTING

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ABSTRACT

Human resource management is one of many critical aspects in healthcare service as individual performance may greatly impacts the whole organization's performance. Organizational citizenship behaviour (OCB) has been linked with both individual and organizational performance as well as some other positive outcomes. X Hospital in Bandung has been performing relatively poor for the past few years and majority its employees have not shown OCB in their work. With the current transactional leadership, this study refers to the theory of social exchange to identify how organization can encourage OCB without a transformational leader. This study was conducted to determine the effect of job satisfaction, perceived organizational, and organizational commitment on OCB. Cross-sectional data collection was used to gather quantitative data using online survey form. The research model and questionnaire used were customized based on previous literatures. The study was then conducted on the whole population of 98 nurses of X Hospital Bandung. Regression analysis of the data were then done using PLS-SEM method. The results showed that only organizational commitment has a direct positive effect on OCB. Job satisfaction and perceived organizational support can positively influence OCB of nurses in X Hospital Bandung with the mediation of organizational commitment.

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1. INTRODUCTION

Organizational citizenship Behaviour (OCB) has been the focus of many human resource management researches as it is one of many factors that has been linked with the increase of organizational performance (Hermawan et al., 2020). OCB is defined as individual behaviour that is favourable to the organization but is not explicitly recognized by the formal reward system. According to previous studies, OCB has also been linked with several positive outcomes such as individual and organizational performance, innovation, workforce retention, job satisfaction, and mental wellness among others (Organ, 1988; de Geus et al., 2020; Ishfaq et al., 2022).

In Indonesia's healthcare systems, there are still some challenges in encouraging OCB in healthcare workers (Nasiatin et al., 2020). Transformational leadership has been identified as a major factor that influences OCB in employees (Nanang et al., 2021). However, human resources have always been part of Indonesia's healthcare system problems. As of 2022, Indonesia has only 101,476 doctors available for a massive population of 273,984,400 people. This number translates to a ratio of 1 doctor for 2,700 people (1:2,700) which is still quite far from WHO recommendation of 1:1,000 (Kemenkes, 2022). With inadequate human resources, it will be harder to identify healthcare professionals that also possess transformational leadership qualities. With the current condition, healthcare organizations have to find different approaches in effort of increasing OCB of their employees.

Referring to the theory of social exchange, an organization's relationship with its employees is a form of social relationship in which all parties must be able to provide benefits for each other to make the relationship work (Mahooti et al., 2018). Organizational support and job satisfaction can be seen by employees as the benefits taken from this social relationship which in turn encourage them to give back to the organization by committing to the organization and by showing OCB in their work (Valeau & Paille, 2019). By implementing this approach, organizations can increase OCB of their employees without the need of replacing leaders which implicates a longer and more complicated process for hospital administrators.

X Hospital Bandung is one of type B private hospital in the capital city of West Java, Bandung. Through the pre-study interview of 30 nurses, we learned that the hospital's performance has been declining over the past few years. X hospital Bandung has placed second to last and third to last in terms of patient visits of all type B hospitals in Bandung in 2019 and 2020, respectively (Dinkes, 2023). It was also identified that the majority of nurses of X Hospital Bandung has not shown OCB in their work. Increasing OCB of the employee through ensuring job satisfaction and perceived organization support can be one of several efforts done to increase the hospital's performance

This study was done to identify the role of employees perceived organizational support and job satisfaction toward OCB with organizational commitment as a mediating factor. The results of this study are expected to provide insights for healthcare organizations, especially X Hospital Bandung to increase the OCB of its employees under transactional leadership. The increase in employees who shows OCB is anticipated to aid healthcare organizations' performance issues in turn.

2. LITERATURE REVIEW

A. Organizational Citizenship Behaviour (OCB)

OCB is defined as a voluntary act that contributes toward an increase in organization's effective function without the need of recognition from a formal reward system of the organization. (Alshaabani et.al., 2021; Banwo & Du, 2018; Jehanzeb, 2020; Nurjanah et.al., 2020; Organ, 1988; Torlak et al., 2021). OCB has been linked with various positive outcome, including increase in both individual and organization performance. Therefore, OCB is an important factor that needs to be shown by employees especially in a highly competitive business field. Podsakoff et al. (2000) postulated 4 major groups of OCB antecedents which are: individual characteristics, job characteristics, organization, and leadership. Job satisfaction, perceived organizational support, and organizational commitment has been mentioned as several important factors among others that affects OCB (Alshaabani et.al., 2021; Jehanzeb & Mohanty, 2019; Khaola & Rambe, 2020; Nurjanah et.al., 2020; Yadav & Srivastava, 2022).

B. The relationship between Job Satisfaction and Organizational Commitment

Job satisfaction is an emotional response that emerges from an individual's cognitive and emotional calculation of various aspects of their job. Job satisfaction is an important factor that influences various behaviour such as loyalty, performance, retention, and commitment (Baek et al., 2019; Chegini et al., 2019; Hendri, 2019; Mwesigwa et al., 2020; Tang et al., 2019). Previous studies have found that with high level of job satisfaction, employees will be more likely to express positive attitudes and behaviours toward the organization including organizational commitment. (Toropova et al., 2021; Singh et al., 2019; Specchia et al., 2021). Satisfaction in various aspects of the job can create a conducive working environment for employees and reduce their intention to quit or switch organizations. Hence, they commits more to the organization they're currently in (Bashir & Gani, 2020; Mwesigwa et.al., 2020).

H1: Job satisfaction has a positive effect on organizational commitment

C. The relationship between Perceived Organizational Support and Organizational Commitment

How employees see the way organization appreciates employees' contribution and well-being is referred to as perceived organizational support (Asgar et al., 2020; Eisenberger et al., 1986; Gigliotti et al., 2019; Grego-Planer, 2019; Morales-Sanchez & Pasamar, 2019). Eisenberger et al. (2020) through the theory of organizational support, portray organizations as a living entity that interacts as a whole with their employee. Organizations' attitudes and decisions taken will in turn affect the employees' overall well-being. These actions done by the organization can be translated as perceived organizational support. From various studies, it has been found that employees that feel supported by their organization will in turn show organizational commitment as a consequence (Arasanmi & Krishna, 2019; Bibi et al., 2019; Ficopal-Cusi et al., 2020; Rockstuhl et al., 2020; Saadeh & Suifan, 2019).

H2: Perceived Organizational Support has a positive effect on organizational commitment

D. The relationship between Organizational Commitment and OCB

Organizational commitment refers to the synergy between organizations and employees' individual goals which strengthens individuals' intention to stay within the organization (Aftab et al., 2020; Donglong et al., 2020; Jehanzeb & Mohanty, 2020; Na-Nan et al., 2020). Meyer & Allen (1991) suggests that there 3 dimensions of organizational commitment: affective commitment, continuous commitment, and normative commitment. Previous studies have shown that organizational commitment

has a positive influence to OCB and may even be the most important factor in increasing OCB (Howladar & Rahman, 2020; Cho & Kao, 2020; Haskasap et al., 2023; Maria et al., 2020; Valeau et al., 2021). Committed employees will prioritize the organization's well-being and act accordingly.

H3: Organizational Commitment has a positive effect on OCB

E. The relationship between Job Satisfaction and OCB

Similar to organizational commitment, job satisfaction has also shown to have positive effect toward OCB through previous studies. Employees that feel the organization gives benefit toward their well-being will be more compelled to do more for the organization. Ng et al. (2019) supported this through their study of the role of job satisfaction toward OCB in healthcare professionals in Malaysia. Other studies from different populations also show similar findings (Kaur & Kang, 2021; Soto & Rojas, 2019; Novitasari et al., 2020).

H4: Job satisfaction has a positive effect on OCB

F. The relationship between Perceived Organizational Support and OCB

Perceived organizational support will affect an individual's OCB in the same way it affects employees' organizational commitment. The benefit given to the employees will be given back in the form of OCB shown in employees' daily activities. Employees that see that the organization cares about their contributions and well-being may voluntarily bring extra effort for the organization's well-being (Jehanzeb, 2020; Mahooti et al., 2018). Various studies have shown a positive relationship between these two variables (Andrade & Neves, 2022; Kao et al., 2023)

H5: Perceived Organizational Support has a positive effect on OCB

G. The mediating role of Organizational Commitment in the relationship between Job Satisfaction and OCB

Through H1 and H3, empirically there are positive relationship between job satisfaction and organizational commitment as well between organizational commitment and OCB. Haque et al. (2019) further studied these variables' relationship and empirically proved that there is a mediating effect of organizational commitment in the relationship between job satisfaction and OCB.

H6: Organizational Commitment mediates the relationship between Job Satisfaction and OCB

H. The mediating role of Organizational Commitment in the relationship between Perceived Organizational Support and OCB

As previously discussed in the postulation of H2, perceived organizational support have a positive relationship with organizational commitment. At the same time, previous study results also showed that organizational commitment has a positive relationship with OCB. Hngoi et al. (2023) further supports these findings through their systematic review that studied the relationships between organizational commitment and OCB. Therefore, we postulated H7 as follows:

H7: Organizational Commitment mediates the relationship between Perceived Organizational Support and OCB.

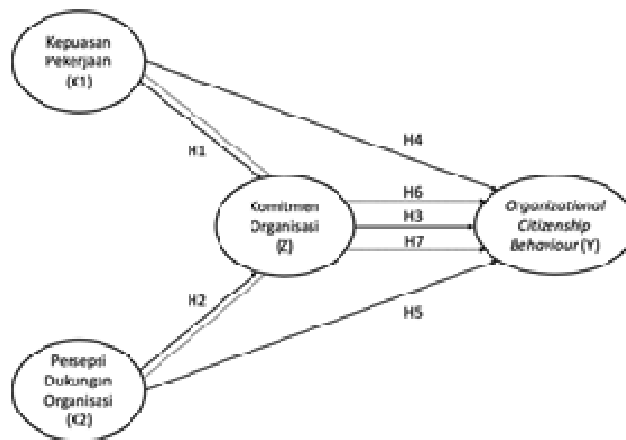


Figure 1. Research Model

3. METHOD

This study was done using a cross-sectional research design with quantitative data (Sekaran & Bougie, 2016). Data in this study were collected using online survey questionnaire distributed through google form platform to all research samples. Secondary data used for this study was collected through west java ministry of health's public online database. The primary data collected measures the respondents' views on job satisfaction, perceived organizational support, organizational commitment, and OCB in their job as nurses in X Hospital Bandung. Primary data collection was done in March 2023 – April 2023. The primary data was recorded using Likert scale that ranges between 1-6 (Jebb, 2019; Simms et al., 2019).

The research used saturated or total sampling technique that includes the whole research population as it's sample. The research population is the entire permanent nursing workforce in X Hospital Bandung. Total sample of 98 nurses were reached to participate in the study. Nurses that refused to be part of the study will be excluded.

Measurement of the variable will be done using a 53 points online questionnaire. OCB was measured using 15 indicators which are adapted from previous studies (Adil et al., 2021; de Geus et al., 2020; Henderson et al., 2020; Jehanzeb, 2020; Kehoe & Wright, 2013; Morales-Sanchez & Pasamar, 2020; Torlak et al., 2021). The first independent variable, which is job satisfaction will be measured using 10 indicators adapted from Bowling Green State University's Job Descriptive Index (JDI) and other previous studies that measure pay, supervision, work, promotion opportunity, and view of the job in general (Castanheira, 2014; Chegini et al., 2019; Fu & Deshpande, 2014; Torlak et al., 2021). The second independent variable used is perceived organizational support, will be measured using 13 indicators that are adapted from Eisenberger's (1986) study. Organizational commitment will be measured using 15 indicators which will encompass all three types of commitment. Statements used in the questionnaire were adapted from the study by Meyer & Allen (2004).

This study used the partial least square structural equation modeling (PLS-SEM) method to analyze the data gathered. The PLS-SEM method of analysis has both explanatory and predictive capabilities. This means that through this analysis, relationships of the variables will be defined and findings can be applied in daily operations with more accurate outcome prediction. PLS-SEM analysis is done through two major parts which are measurement model analysis and structural model analysis. Measurement model analysis will focus on the relationship between latent variables with their respective indicators. Whereas structural model analysis will focus on the relationships of the variables included in the study.

Measurement model analysis was done primarily to ensure that the research instrument used is reliable and valid to measure variables in the study. There are several parameters that need to be satisfied. The first one is the indicators' outer loadings whose values should exceed 0.708 for them to be considered reliable. Next is the construct reliability which demands the composite reliability value to be in the range of 0.7 up to 0.95. Values above this range indicate that the indicators used to measure the variables are redundant. Another way to determine construct reliability is to use Cronbach's alpha value which is expected to be at a value above 0.7. The next step is to analyze the convergent validity of the model which uses average variance extracted (AVE) value that has to exceed 0.5 to be considered valid. The last step is to determine discriminant validity using the heterotrait-monotrait ratio (HTMT). Discriminant validity is used to determine how much each variable differs from one another in the study model. The recommended value for the HTMT ratio is below 0.85 (Hair et al., 2019; Hair jr. et al., 2021). Acceptable values of every parameter in this step indicate that the instrument used for the study is reliable and valid to measure the latent variables of the study.

After the research instrument's validity and reliability is established, structural analysis will be done to analyze the relationships between latent variables. In this analysis stage, we will look at several parameters to conclude the results. Determinant coefficient (R^2) is used as an indicator of the model's ability to explain the variables' relationship. A value closer to 1 indicates a stronger relationship. For the predictive capability of the research model, we will turn to predictive relevance (Q^2) value that is expected to be at a positive value. Final stage of structural analysis is through the direction of the relationship and its significance through the path coefficient.

4. RESULT AND DISCUSSION

Descriptive Statistic

Table 1. Descriptive Statistics

| Variables | Categories | n | % |
|-----------|------------|---|---|
|-----------|------------|---|---|

| | | | |
|-------------------------|--------------------|----|----|
| Gender | Male | 14 | 14 |
| | Female | 84 | 86 |
| Age level | 18 – 30 | 11 | 11 |
| | 31 – 40 | 14 | 14 |
| | 41 – 50 | 27 | 28 |
| | Older than 50 | 46 | 47 |
| Education Level | SMA/SMK | 5 | 5 |
| | D3 | 55 | 56 |
| | S1 | 29 | 30 |
| | S2 | 4 | 4 |
| | Nursing Specialist | 5 | 5 |
| Employee tenure (years) | Less than 1 | 1 | 1 |
| | 1 – 4 | 5 | 5 |
| | 5 – 9 | 11 | 11 |
| | 10 and above | 81 | 83 |

The study involved the whole population of 98 nurses of X Hospital Bandung as respondents. Table 1 illustrates that 86% of respondents were female and 14% were males. As much as 47% were at the age above 50 years old while only 11% were at the age of 18 – 30 years old. For education level, 56% had completed education up to the level of Diploma 3 (D3) and 4% had completed their master's degree (S2). Looking at employee tenure, the majority of respondents of 83% have been working for 10 years or longer at X Hospital Bandung while only 1% have worked for less than a year.

Measurement Model Analysis

As previously mentioned, measurement model analyses were done to test the research instrument's reliability and validity to measure the latent variables of the study. Indicator reliability was determined using the parameter of outer loading. The initial 53 indicators were analyzed and 33 indicators have been removed due to unsatisfying outer loading values. A total of 20 reliable indicators were included for further data analysis. The indicators included along with their respectful outer loading values are presented in Table 2.

Table 2. Indicator Reliability Analysis

| | Job Satisfaction | Perceived Organizational Support | Organizational Commitment | OCB |
|-------|------------------|----------------------------------|---------------------------|-------|
| JS8 | 0.837 | | | |
| JS9 | 0.893 | | | |
| JS10 | 0.905 | | | |
| POS2 | | 0.796 | | |
| POS3 | | 0.777 | | |
| POS9 | | 0.722 | | |
| POS10 | | 0.750 | | |
| POS11 | | 0.810 | | |
| POS12 | | 0.800 | | |
| POS13 | | 0.742 | | |
| OC1 | | | 0.737 | |
| OC14 | | | 0.864 | |
| OC15 | | | 0.869 | |
| OCB1 | | | | 0.811 |
| OCB2 | | | | 0.906 |
| OCB6 | | | | 0.717 |
| OCB11 | | | | 0.742 |
| OCB12 | | | | 0.864 |
| OCB14 | | | | 0.850 |
| OCB15 | | | | 0.829 |

After the reliability of the indicators has been established, the researchers further analyzed construct reliability, construct validity, and discriminant validity of the measurement model of the study. Table 3 illustrates Cronbach's alpha, composite reliability (CR), and average variance extracted (AVE) values of the study model. While the heterotrait-monotrait ratio (HTMT) to determine the distinction of each variable from one another (discriminant validity) are shown on Table 4

Table 3. Construct Reliability and Validity Analysis

| Variables | Cronbach's alpha | CR | AVE |
|----------------------------------|------------------|-------|-------|
| Job Satisfaction | 0.853 | 0.856 | 0.773 |
| Perceived Organizational Support | 0.887 | 0.893 | 0.595 |
| Organizational commitment | 0.764 | 0.776 | 0.682 |
| OCB | 0.918 | 0.937 | 0.671 |

Table 4. Heterotrait-Monotrait Ratio

| | JS | OC | OCB | POS |
|-----|-------|-------|-------|-----|
| JS | | | | |
| OC | 0.564 | | | |
| OCB | 0.137 | 0.361 | | |
| POS | 0.722 | 0.508 | 0.107 | |

JS = job satisfaction; OC = organizational commitment; OCB = organizational citizenship behaviour; POS = perceived organizational support

Through the measurement model analysis, we have concluded that the indicators included and latent variables in the study model are reliable and valid so it is appropriate to further analyze the data gathered as all parameters used are satisfied.

Structural Model Analysis

Structural model analysis of the study was done to determine the explanatory power, predictive power, and also predictive relevance of the model. Table 5 illustrates the determinant coefficient (R^2) for OC of 0.230 and 0.104 for OCB. This indicates that exogenous variables of job satisfaction and perceived organizational support account for 23% of impact on organizational commitment. Whereas job satisfaction, perceived organizational support, and organizational commitment combined account for about 10% of impact on OCB in the study population which is just adequate enough. Predictive relevance is also an important parameter to analyze since it indicates the study model's ability to predict out-of-sample endogenous variable changes. It is concluded that the model's predictive relevance for OCB was not found ($Q^2 = -0.035$). However, Table 5 also indicates that the model has predictive relevance for organizational commitment ($Q^2 = 0.194$).

Table 5. Predictive Power and Relevance

| Variable | Q^2 | R^2 |
|----------|--------|-------|
| OC | 0.194 | 0.230 |
| OCB | -0.035 | 0.104 |

A supplementary analysis of the prediction relevance is the prediction error analysis to determine the predictive power of the research model. To determine the predictive error, researchers should compare the root mean squared error (RMSE) or the mean absolute error (MAE) of the PLS-SEM and of the linear regression model (LM). The decision to use RMSE or MAE depends on the distribution of the prediction errors. MAE comparison was used since there were asymmetrical prediction error in the data. Table 6 indicates that the model has a strong out-of-sample predictive power for organizational commitment as all of the indicators' PLS-SEM MAE are smaller compared to the LM MAEs (Shmueli et al., 2019).

Table 6. Prediction Error Analysis

| Indicators | Q2 predict | PLS-SEM MAE | LM MAE |
|------------|------------|-------------|--------|
| OC1 | 0.123 | 1.175 | 1.183 |
| OC14 | 0.096 | 1.178 | 1.254 |
| OC15 | 0.172 | 1.174 | 1.228 |

To test the hypotheses formulated, the authors used PLS-SEM analysis with bootstrapping method to analyze the statistical significance & relevance of path coefficients in the study model. (Carrión et al., 2017; Henseler et al., 2009). The bootstrapping method was also used to determine the mediating variable's effect on the relationships between variables in the model. Some parameters of the bootstrapping method have to be determined beforehand. This study used the one-tailed test type with the percentile bootstrap for confidence interval method of the test. The authors used 10,000 subsamples as recommended by Becker et al. (2023).

Referring to Table 7, it was found that job satisfaction has a significant positive impact on organizational commitment ($\beta = 0.305, p < .05$) but has no significant direct effect on OCB ($\beta = 0.067, p > .05$) in this study. The same results can be observed in the effect of perceived organizational support. POS has a significant positive impact on organizational commitment ($\beta = 0.243, p < .05$) but has no significant effect on OCB ($\beta = -0.201, p > .05$). It was also found that organizational commitment has a significant positive direct impact on OCB ($\beta = 0.383, p < .05$). Based on these results therefore we can conclude that the data supported H1, H2, and H3 but it did not support H4 and H5.

Table 7. Path Coefficient Analysis

| Hypothesis | Path | Beta | t-statistics | Results |
|------------|-----------|---------|--------------|---------------|
| H1 | JS → OC | 0.305** | 2.260 | Supported |
| H2 | POS → OC | 0.243** | 2.108 | Supported |
| H3 | OC → OCB | 0.383** | 3.872 | Supported |
| H4 | JS → OCB | 0.067 | 0.467 | Not supported |
| H5 | POS → OCB | -0.201 | 1.648 | Not supported |

** $p < 0.05$

Mediation Analysis

The bootstrapping method can also be used to determine the mediation effect in the study. Organizational commitment is the mediating variable present in the research model. Mediation analysis was done through two steps. The first step is to determine the statistical significance of the indirect effect which will be then followed by determining the type of mediation. Table 8 indicates that there was a significant positive indirect effect of JS on OCB through OC ($\beta = 0.117; p < 0.05$). The authors also found that there was a significant positive indirect effect of POS on OCB through OC ($\beta = 0.676; p < 0.05$). With the insignificance of the direct effect of JS on OCB, it was found that the type of mediation of OC in the relationships of JS and OCB is full mediation. The same conclusion can be said on the type of mediation of OC on POS and OCB. These findings supported both H6 (OC mediates the relationship between JS and OCB) and H7 (OC mediates the relationship between POS and OCB).

Table 8. Mediation Analysis

| Hypothesis | Direct Effect | Indirect Effect | Result |
|--------------------|------------------------------------|-----------------------------------|----------------|
| H6) JS → OC → OCB | 0.067; t-stat = 0.467; $p > 0.05$ | 0.117; t-stat = 1.777; $p < 0.05$ | Full mediation |
| H7) POS → OC → OCB | -0.201; t-stat = 1.648; $p > 0.05$ | 0.093; t-stat = 1.676; $p < 0.05$ | Full mediation |

Discussion

As previously mentioned, OCB has been linked with various positive outcomes which makes it an important factor that needs to be considered in effort to increase the organization's performance. This study implemented the theory of social exchange as the foundation when creating the research model so it focused specifically on the relationship between organization and employees. Leadership variables are excluded with the intention to provide an alternative method as a solution for organizations in increasing OCB in their employees.

Job satisfaction has a positive effect on organizational commitment. This finding is similar with previous studies (Bashir & Gani, 2020; Mwesigwa et al., 2020; Nurjanah et al., 2020). This study found that job satisfaction that is reflected through support, help, and supervision of supervisor can increase employees' OCB.

Perceived organizational support also has a positive effect on organizational commitment. This

finding is similar to previous studies done by Arasanmi & Krishna (2019) and Saadeh & Suifan (2019). Actions taken as well as policies determined by the organization that may impact employees' job and overall well-being can also affect their commitment towards the organization.

Organizational commitment has been found to have a positive effect on employees' OCB. Commitment of employees toward the organization they're in will provide various positive outcomes including showing OCB in their professional activities on the job. Previous studies also supported this finding (Aftab et al., 2020; Cho & Kao, 2022; Haskasap et al., 2023; Howladar & Rahman, 2020; Jehanzeb & Mohanty, 2020).

Analysis of H4 and H5 showed that there are no significant direct relationship between job satisfaction to OCB and perceived organizational support to OCB. It was found in this study that job satisfaction and perceived organizational support account for 23% of changes in organizational commitment. Furthermore, variables of job satisfaction, perceived organization support, and organizational commitment combined account for 10% of changes in OCB in this particular population which means that further identification of major variables will be beneficial. In contrast with previous study with greater determinant coefficient (R^2), this finding implies that there are more unaccounted variables that influence OCB in this study. It is known there are 4 major groups of OCB antecedents. Major differences in the work environment condition, leadership style, organization policy, and even employees' cultural background can be the source of the different results. These differences may create different prioritization on the factor that influence their OCB. It is notable that through predictive relevance analysis, we've found that the model showed inadequate predictive relevance value for OCB in this study. Therefore, the model does not have the ability to predict OCB changes through the exact same variables in other populations. However, the study model does have a strong predictive power for organizational commitment variable.

5. CONCLUSION

Based on the study results, we have found that job satisfaction and perceived organizational support do not affect OCB directly in X Hospital Bandung. Organizational commitment has to be present in the equation to fully mediate these variables toward the increase of OCB in nurses. There are several key takeaway points that can be taken as considerations for hospital administrators in the human resources management of healthcare organizations. Job satisfaction seems to have more significant importance compared to perceived organizational support with all indicators relating to supervisor qualities. These qualities are: help available when needed, supervision of work, and support. This finding can encourage hospital administrators to carefully appoint suitable individuals to take the role of supervisor. Supervisors need to be able to balance their healthcare and managerial responsibilities and also create a good relationship with their subordinates. Job descriptions and responsibilities assigned by administrators should also be delicately balanced so that both sides of the supervisors' responsibility can be executed well without the need to sacrifice one or another. For managerial implications of X Hospital Bandung in particular, descriptive analysis of the study data was done. The data showed that in terms of job satisfaction, most nurses feel dissatisfied with their pay. Hospitals should review their workforce payment scheme to ensure competitive salaries and benefits with competing hospitals. Another consideration is the consistent time of the payment must be enforced to ensure workforce quality of life is maintained and no outstanding debt accumulated. In terms of organizational support, descriptive analysis of data showed that the majority of nurses felt that the hospital focused more on profits compared to its employees and they felt that their well-being are not given enough attention. Hospital administrators should put more consideration on the impact of policies created on their employee's well-being as an increase in an individual's performance can affect the whole organization's performance.

This study also still has several limitations: 1) In studying the antecedents of OCB, the research variables were limited to job satisfaction, perceived organizational support, and organizational commitment. Further research can include other variables such as job clarity, organizational justice, transformational leadership, or any other variables that are empirically linked with OCB. 2) This study focused only on nurses in X Hospital Bandung. Hospital's performance also relies on several other front liners which should also be included in further research.

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