

The Influence of Religiosity and Transformational Leadership on Organizational Citizenship Behavior in Medical Personnel of PKU Muhammadiyah Hospital Wonosobo

Fitri Maulidah Rahmawati¹, Abdurrazzaq Irsyad Naufal²

fitri.maulidah@unisayogya.ac.id^{1,2}

^{1,2}Universitas Aisyiyah Yogyakarta, Special Region of Yogyakarta, Central Java, Indonesia

Corresponding Author: Fitri Maulidah Rahmawati

Abstract. This study aims to analyze and empirically test the influence of religiosity and transformational leadership on organizational citizenship behavior. The population of this study were health workers at PKU Muhammadiyah Wonosobo Hospital. The type of data used in this study is primary data collected by sending questionnaires to respondents. This study is a type of quantitative research, namely research that focuses on hypothesis testing with statistical methods and produces conclusions that can be generalized. This study uses normality, heteroscedasticity, multicollinearity tests, and hypothesis testing using multiple linear regression analysis, t-tests, and coefficients of determination. The results of this study indicate that based on the t-test, it can be seen that the calculated t is greater than the t table ($2.428 > 1.676$) and the P value $> 0.019 > 0.05$, which means that religiosity has a positive effect on organizational citizenship behavior. Based on the t-test, it can be seen that the calculated t is greater than the t table ($2.558 > 1.676$) and the P value $> \alpha$, namely $0.014 > 0.05$, which means that transformational leadership has a positive effect on organizational citizenship behavior.

Keywords: Religiosity, Transformational Leadership, Organizational Citizenship Behavior.

1. Introduction

The impact of COVID-19 has caused changes in various aspects of life, especially in public health. Almost all countries in the world have felt the impact of the COVID-19 pandemic that emerged in 2019. With the many cases of COVID-19, hospitals have become a very important pillar in a country, so it is necessary to strengthen the quality of hospitals. Strengthening the quality of hospitals will certainly accelerate the country's economic recovery, especially in Indonesia. According to Junaedi and Salistia (2020), COVID-19 has had a multi-sector impact. The COVID pandemic has exacerbated the effects of economic contraction for countries in Asia,

America, Africa, and Australia/Oceania. The variables that affect the affected country's economy are pandemic cases, exposure time, population, regional differences, and differences in country status. This means that the more Covid-19 cases there are, the worse the economy becomes, and the quality of hospitals handling these cases becomes very important. The higher the quality (effective and efficient) of hospital services, the faster the community recovers from COVID-19, and the country's economy becomes stable again.

Hospitals require quality human resources to deliver effective and efficient services. All levels of human resources in the hospital play a very important role in improving the quality of services for both medical and non-medical personnel. With quality employees, increasing the workload becomes a manageable challenge. During the COVID-19 period, the PKU Muhammadiyah Wonosobo Hospital faced a big challenge. The hospital is required to provide better services because, in addition to having to meet three accreditations from the Hospital Accreditation Commission (KARS), Sharia accreditation by the Indonesian Ulema Council (MUI), and the Muhammadiyah Central Leadership General Health Advisory Council (MPKUM), the PKU Muhammadiyah Hospital during the pandemic must also serve Covid-19 patients. In the health service process, there are two related parties: non-medical personnel who organize facilities and provide support, and medical personnel who directly serve patients. To create better services, both parties must go hand in hand. Both medical and non-medical personnel must work together to improve the effectiveness and efficiency of services.

A hospital operates within the service sector. Therefore, in the operational function of the hospital, employees are the most important resource factor. How good and bad employees are will have a significant impact on the hospital's success. With the increasing workload, hospitals need more human resources. However, organizational citizenship behavior can overcome this. Organizational citizenship behavior is an individual's contribution that goes beyond the demands of their role in the workplace. Helping others, volunteering for extra tasks, and adhering to workplace rules and procedures are all examples of organizational citizenship behavior [2]. This means that if fellow employees help each other and do additional tasks, the organization does not need to add human resources.

Hospitals also require the presence of good employees. [5] asserts that good employees, who are also good citizens, often exhibit organizational citizenship behavior within their workplace. When employees exhibit organizational citizenship behavior, they can assist and support each other in managing a significant workload. Given that the hospital is required to meet three accreditations and serves as a referral hospital for COVID-19, its employees undoubtedly face a challenging workload. Therefore, it is highly beneficial for employees to assist and support each other during challenging times. [29] said that organizations that have employees with positive organizational citizenship behavior will have better performance. Therefore, implementing this organizational citizenship behavior can significantly enhance the quality of hospital services. Furthermore, [29] research found that organizational citizenship behavior influenced increased performance.

From the research of [14], we can see that religiosity can influence organizational citizenship behavior. Organizational citizenship behavior is very relevant to religiosity, where organizational citizenship behavior in an Islamic perspective is related to a sincere attitude, where sincere worship works only because of Allah alone; there is no indication of getting praise or rewards from others [1]. Religiosity is behavior that is manifested in responses, observations, thoughts, feelings, and obedience to the sacred [10]. In addition to religiosity, transformational leadership is one of the factors that influences organizational citizenship behavior. Transformational leadership, according to [24], is a leader who can inspire their followers to change their lives and aspire to higher goals. Therefore, transformational leadership holds significant relevance in organizational citizenship behavior, as it has the power to enhance employee quality and inspire them to pursue a more ambitious vision. With this great vision, employees will have the behavior to work harder and provide better service. According to [24], transformational leaders are leaders who can inspire their followers to change their lives and aspire to higher goals.

Given the background of the problem, which includes differences in research results and the importance of organizational citizenship behavior within an agency, it is noteworthy that no research has yet examined organizational citizenship behavior at PKU Muhammadiyah Wonosobo Hospital. If this research has a positive influence on organizational citizenship behavior, it will also assist PKU Muhammadiyah Wonosobo Hospital in enhancing its religious practices and transformational leadership. Furthermore, previous studies have extensively examined the title the author chooses. However, no one has studied similar objects. Therefore, the researcher is interested in conducting research under the title "The Influence of Religiosity and Transformational Leadership on Organizational Citizenship Behavior at PKU Muhammadiyah Wonosobo Hospital."

2. Literature Review

Researchers have been studying the concept of organizational citizenship behavior since 1970, according to Kumar and Shah (2015). Dennis Organ, who is considered the father of organizational citizenship behavior, actually developed the concept of super role from Katz (1964). According to Organ (1997), organizational citizenship behavior is individual behavior that is free, not directly or explicitly related to the reward system, and can improve the effective functioning of the organization. According to Organ (1988), organizational citizenship behavior is critical for the organization's survival. Furthermore, organizational citizenship behavior can maximize employee efficiency and productivity, making it more effective for the organization. Belogolovsky & Somech (2010) also refer to organizational citizenship behavior as extra-role behavior. According to Organ and Bateman (1983), extra-role behavior is behavior that increases the overall effectiveness of the organization and goodwill. It is voluntary and innovative behavior demonstrated by employees as a form of commitment to achieving organizational goals.

Organizational citizenship behavior is an individual's contribution that goes beyond the demands of their role in the workplace. This includes assisting others, volunteering for additional tasks, and adhering to workplace rules and procedures [2]. According to Dyne [7], organizational citizenship behavior is behavior that can benefit the organization, voluntarily and beyond the demands of the role. Organ (1988) proposed five dimensions, one of which is altruism, defined as the behavior of helping coworkers who are facing difficulties. Conscientiousness, which is shown by trying to exceed expectations. Sportsmanship, which is behavior that tolerates less than ideal conditions in the organization without expressing objections. Courtesy, which is maintaining good relationships with coworkers to avoid interpersonal problems. Civic virtue, which is behavior that indicates responsibility for the survival of the organization (participating, being involved, and caring about the organization).

According to [18], religiosity is an organized system of beliefs, practices, rituals, and symbols designed (a) to facilitate closeness to the sacred or transcendent (God, a higher power, or the ultimate truth/reality) and (b) to foster an understanding of one's relationship and responsibility to others in living together in a community. According to [24], transformational leaders are leaders who can inspire their followers to change their lives and aspire to higher goals. [31] defines a transformational leadership style as the ability of a leader to bring about changes in each individual involved and/or to achieve higher performance for the entire organization. According to Kreitner & Kinicki (2014), transformational leadership is the process of influencing individuals to achieve organizational goals by prioritizing organizational interests and setting aside personal interests. From the several definitions above, the definition that will be used is the definition of [24]: transformational leaders are leaders who can inspire their followers to change their lives and aspire to higher goals.

3. Research Method

The sampling technique was carried out using the purposive sampling method using Google Form and Hard File with samples of medical personnel who have permanent employee status. [28] defines the quantitative method as a research method that relies on numerical data and statistical analysis. [28] categorizes research methods into three groups: experimental, survey, and naturalistic. In this study, the author employs quantitative research using a survey approach, which involves analyzing the numbers gathered from survey results through the distribution of questionnaires to research samples. According to [28], a population is a broad category that includes objects or subjects with specific quantities and characteristics chosen by researchers for study and subsequent conclusions. This study's population consists of permanent medical personnel working at PKU Muhammadiyah Wonosobo Hospital.

4. Result and Discussion

A sample is a portion of the population's number and characteristics. When the population is large, purposive sampling is used. Purposive sampling is a sampling technique with certain considerations [28]. The research subjects exhibit the following characteristics: 1) Permanent employees of PKU Muhammadiyah Wonosobo Hospital; 2) Medical staff; 3) Working for at least one year. The table 1 will show the data spreadsheet from respondent gathered in this study.

Table 1. Respondent Profile

| Information | Criteria | Number of Respondents | Percentage (%) |
|--------------------|--------------------|-----------------------|----------------|
| Gender | Men | 16 | 31,37% |
| | Women | 35 | 68,63% |
| Age | 20-30 years | 20 | 39,21% |
| | 30-40 years | 29 | 58,86% |
| | More than 40 years | 2 | 3,92% |
| Level of education | Diploma | 41 | 10,39% |
| | Bachelor | 10 | 19,6% |
| Position | Head of unit | 4 | 7,84% |
| | Nurse | 35 | 3,75% |
| | Midwife | 7 | 13,72% |
| | Supervisor | 2 | 3,92% |
| | Staff | 2 | 3,92% |
| | Associate | 1 | 1,96% |
| Length of work | 1-2 years | 2 | 3,92% |
| | 3-4 years | 6 | 11,76% |
| | More than 4 years | 43 | 84,313% |

Normality test

This test aims to test whether, in the regression model, the residuals are normally distributed or not. Normal data means that one item does not have the same perception or data that is piled up, meaning that the items in this study are normal. From the graph above, the data can be said to be normal because it is spread in the same direction as the diagonal line. Thus, it can be concluded that the residuals are normally distributed.

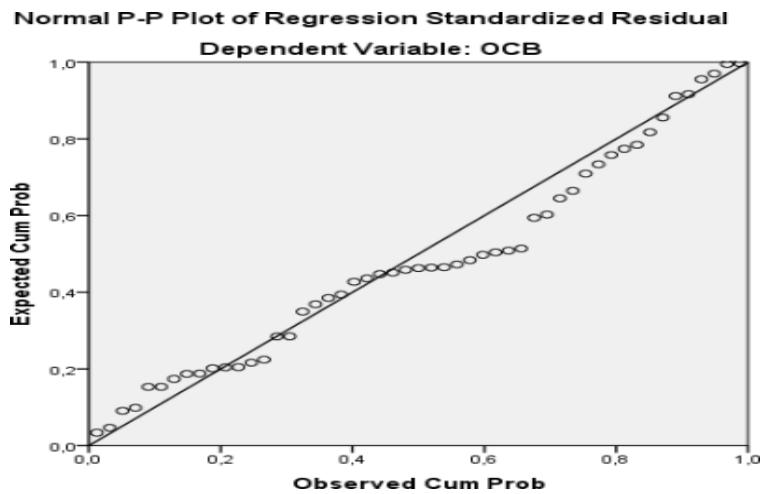


Figure 1. Normality test distribution test result

Multicollinearity test

Table 2. Multiple Linear Regression Test Results

| Model | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. | Collinearity Statistics | |
|-------|-----------------------------|------------|---------------------------|-------|-------|-------------------------|-------|
| | B | Std. Error | Beta | | | Tolerance | VIF |
| 1 | (Constant) | 12.30 | 11.95 | | 1.020 | 0.300 | |
| | KT | 0.456 | 0.178 | 0.330 | 2.558 | 0.014 | 0.921 |
| | RE | 0.123 | 0.051 | 0.313 | 2.428 | 0.019 | 0.921 |

Based on the results in table 2, the independent variables, namely religiosity and transformational leadership, have tolerance values of 0.921 and 0.921, respectively, which means that both independent variables have the same value. This value is greater than 0.1, namely $0.921 > 0.10$. Therefore, the data do not exhibit multicollinearity. Meanwhile, the results of the calculation of the variance inflation factor (VIF) value also show similar results, namely the VIF value of each religiosity and transformational leadership of 1.086 and 1.086, both of which are < 1.086 .

Heteroscedasticity test

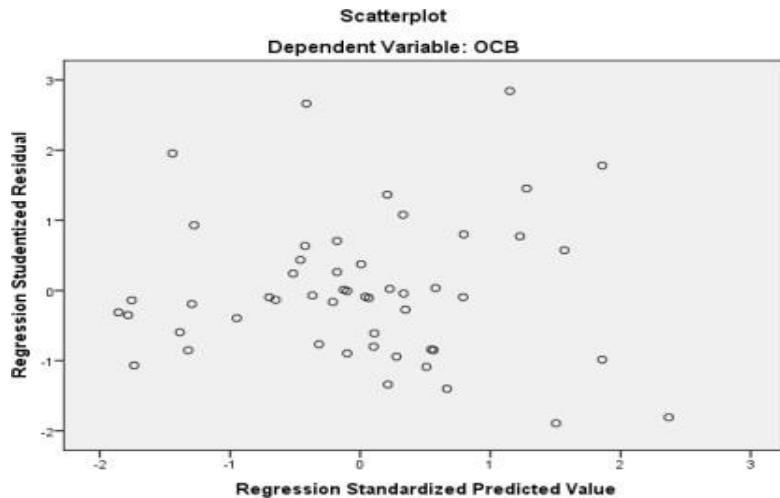


Figure 2. Heteroscedasticity test distribution test result

From the figure 2, we can see that the residuals are randomly distributed from point 0 so it can be concluded that there is no heteroscedasticity. This means that the variance of the residuals of one observation with another observation remains or can be called homoscedasticity. A good regression model is one that is homoscedastic and the data above shows that the regression in this study is homoscedastic or there is no heteroscedasticity.

Multiple Linear Regression Analysis

We use multiple linear regression analysis to determine the effect of independent variables on dependent variables. The results of the analysis of the regression coefficient values are displayed in Table 3.

Table 3. Results of Multiple Linear Regression Analysis

| Model | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|-------|-----------------------------|------------|---------------------------|-------|-------|
| | B | Std. Error | Beta | | |
| 1 | (Constant) | 12.306 | 11.956 | 1.029 | 0.309 |
| | KT | 0.456 | 0.178 | 0.330 | 0.014 |
| | RE | 0.123 | 0.051 | 0.313 | 0.019 |

Based on the results of the regression coefficient, the following regression equation is obtained:
 $OCB = 12.306a + 0.123RE + 0.456KT + e$

The explanation of the equation is as follows:

1. A constant of positive 12.306 means that if the variables of religiosity and transformational leadership have constant values, then the value of organizational citizenship behavior is 12.306
2. The regression coefficient of the religiosity variable is positive 0.123 indicating that religiosity can increase organizational citizenship.
3. The regression coefficient of the transformational leadership variable is positive 0.456 indicating that transformational leadership can increase organizational citizenship.

Test The Coefficient of Determination

The coefficient of determination (R^2) is used to measure how far the model's ability to explain the variation of independent variables. The test results can be seen in Table 4.

Table 4. Coefficient of Determination Test

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|------|----------|-------------------|----------------------------|
| 1 | 0,51 | 0,26 | 0,23 | 4,54 |

Based on the results of the adjusted R square test in table 4, the adjusted R square value is 0.265. This means that the variables of religiosity and transformational leadership are able to explain organizational citizenship by 26.5%, while the remaining ($100\% - 26.5\% = 73.6\%$) is explained by other factors from outside this study.

T-test

The test was conducted by looking at the significance value of each independent variable using a 5% confidence level. Based on the number of respondents $n = 51$, the degree of freedom $df = n-1$ is 50, so that the t table is 1.676. The summary of the t-test results presented in Table 5

Table 5. T-test Result

| Variable | T Calculate | Sig | T table | Remark |
|----------|-------------|-------|---------|-------------|
| RE | 2,428 | 0,019 | 1,676 | H1 Accepted |
| KT | 2,558 | 0,014 | 1,676 | H2 Accepted |

1. The Influence of Religiosity on Organizational Citizenship
Based on the t-test, it can be seen that the calculated t is greater than the t-table ($2.428 > 1.676$), and the P value > 0 is $0.019 < 0.05$. These results indicate that the religiosity variable has a positive effect on organizational citizenship; H1 is accepted.
2. The Influence of Transformational Leadership on Organizational Citizenship

Based on the t-test, it can be seen that the calculated t is greater than the t-table ($2.558 > 1.676$), and the P value > 0 is $0.014 < 0.05$. These results indicate that the transformational leadership variable has a positive effect on organizational citizenship. H2 is accepted.

Discussion

Religiosity Towards Organizational Citizenship Behavior

Based on the test results, it appears that religiosity has a positive effect on organizational citizenship behavior. This means that religiosity can affect organizational citizenship behavior at PKU Muhammadiyah Wonosobo Hospital. The results of multiple linear regression show that the religiosity variable has a regression coefficient of 0.123 with a significance level of 0.019. These results confirm the positive effect of religiosity on organizational citizenship behavior, thereby accepting hypothesis 1 (H1). The results of this study are in line with the research of Kartinah et al. (2021) that religiosity has a positive effect on organizational citizenship behavior. This study is also in line with the research of [14] and the research of [15], which show that religiosity has a positive effect on organizational citizenship. Religiosity is one factor that can influence organizational citizenship. The more religious an employee is, the higher their level of organizational citizenship behavior. Thus, we can observe that PKU Muhammadiyah Hospital exhibits a high level of religiosity, which in turn leads to high levels of organizational citizenship behavior. Employees who have faith in their religion will encourage staff to behave better and wiser in the company, because religion can regulate a person's behavior through employee norms and principles into their work life to become better employees [3].

Transformational Leadership Towards Organizational Citizenship Behavior

Based on the test results, it appears that transformational leadership has a positive effect on organizational citizenship behavior. This means that transformational leadership can influence organizational citizenship behavior at PKU Muhammadiyah Wonosobo Hospital. The results of multiple linear regression show that the religiosity variable has a regression coefficient of 0.456 with a significance level of 0.014. These results indicate that transformational leadership has a positive effect on organizational citizenship behavior, meaning that hypothesis 2 (H2) is accepted. The results of this study are in line with [8] research that transformational leadership has a positive effect on organizational citizenship behavior. This study is also in line with [12] research and [20] research, which shows that transformational leadership has a positive effect on organizational citizenship behavior. The higher the transformational leadership of a leader, the higher the level of organizational citizenship behavior. Transformational leadership, according to [24], is a leader who can inspire their followers to change their lives and aspire to higher goals. Therefore, transformational leadership holds significant relevance in organizational citizenship behavior, as it has the power to enhance employee quality and inspire them to pursue a more ambitious vision. With this great vision, employees will be motivated to work harder and provide better service.

5. Conclusion

1. The results of the t-test show that religiosity has a positive effect on organizational citizenship behavior. From the test results above, it can be concluded that the higher the religiosity, the higher the organizational citizenship behavior.
2. The results of the t-test show that transformational leadership has a positive effect on organizational citizenship behavior. From the test results above, it can be concluded that the higher the transformational leadership, the higher the organizational citizenship behavior.

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