

The Effect Of Transformational Leadership On Organizational Citizenship Behavior And Nurse Loyalty As Intervening Variable (Empirical Study Of Medical Employees At Rsia Eb)

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Abstract.

The complexity of the duties of nurses providing medical and non-medical services to patients in hospitals make the nurse must work spontaneously and voluntarily and ready to help the interests of the hospital even work beyond formal standards, this behavior is called organizational citizenship behavior (OCB). This study aimed to analyze the direct and indirect effect of transformational leadership on organizational citizenship behavior (OCB) through the Variable of nurse loyalty. The research population was all medical employees, especially nurses, totaling 75 people and all population units were used as research respondents. Research Variable were measured using a Likert scale with five categories and were collected using a questionnaire distribution. After the data were collected and analyzed with PLS version 21 analysis. From the results of the study it was found that the direct influence of transformational leadership on nurse OCB behavior was lower than the indirect effect, namely the Variable of nurse loyalty. It can be concluded that the RSIA EB must consider the effect of transformational leadership on increasing nurse loyalty, so that the effect on nurse OCB behavior is higher.

Keywords: Organizational citizenship behavior, transformational leadership and nurse loyalty

I. INTRODUCTION

Human resource is very important aspect for the continuity and effectiveness of an organization, because the success of an organization in realizing organizational effectiveness is very dependent on the human resources (HR) quality of the organization. (Shofiyuddin et al., 2021). Every organization needs quality human resources to improve organizational performance as a factor that determines the growth and development of employee behavior in accordance with organizational needs. (Haris et al., 2020; Shofiyuddin et al., 2021 dan Soegandhi et al., 2013). It is difficult for organizations to realize goals without having employee behaviors that support organizational goals. Robbins and Judge (2006) said that employee performance is a consequence of his behavior and employee behavior is the result of a person attitude towards work in the organization. The more positive the employee attitude, the higher the quality of employee behavior and ultimately ensure the survival of the organization. In the service business, business operations are carried out face-to-face with consumers, to win business competition, efforts are needed to improve service quality in order to increase customer satisfaction. (Soegandhi et al., 2013), one of the service business is hospital. Determining factor of excellent service quality in hospitals is the duty of nurses as the spearhead of the hospital and dealing directly with patients families. Thus, the behavior of nurses plays an important role in realizing excellent service quality to customers or patients. According to the American Nurses Association (Klikdokter.com/17 Mar 2018), the duties of nurses in hospitals are very complex, including; maintain and care for patients, give drugs based on time and dosage, maintain patient health and provide motivation and attention to patients.

To deal with the complex tasks of nurses, it is expected and requires extra patience of nurses to carry out medical duties in hospitals. Organ, D. W (1997) and Huang et al., (2012) said the behavior or extra patience of employees as a form of organizational citizenship behavior (OCB), namely voluntary and spontaneous behavior towards the interests of the organization even more than the demands of formal work. The emergence of OCB behavior among employees is influenced by leader behavior, as Algadri et al., (2020) said that OCB can be influenced by the application of the Transformational Leadership style. To generate and direct employee OCB behavior, the organization needs the leaders who are able to implement

transformational behavior. Burns (1978) and Bass (1985) say that Transformational Leadership is a leader who provides empathy and support to subordinates, encourages employee creativity, acts as a source of inspiration for subordinates and becomes a role model for employees in the organization. Bass (1997) states that Transformational Leadership can encourage subordinates to be more involved and care about work and devote attention and time to work interest and cause employees to pay less attention to their personal interests. Transformational leaders can make their subordinates willing to do something beyond their formal obligations, so that their words and actions are liked by their subordinates. Sekiguchi et al., (2008) said that trust in leaders may have an effect on increasing the tendency of subordinates to behave OCB. Several studies have proven the influence of Transformational Leadership on OCB behavior, including Podsakoff et al., (1996) who found the influence of Transformational Leadership style on OCB behavior in large companies in the US and Canada. Research conducted by Lian, L. K., & Tui, (2012) found a positive and significant relationship between Transformational Leadership style and OCB behavior of subordinates in Chinese industrial centers. Furthermore, research by Algadri et al., (2020), Nugraha, (2021), Shofiyuddin et al., (2021) and Purwanto et al., (2021) had also proven the positive influence of Transformational Leadership on Organizational Citizen Behavior (OCB). Leaders who implement transformational behavior will have a positive influence on the emergence of employee trust and confidence to carry out extra tasks outside the required formal roles. Beside transformational leadership, another factor that can influence employee OCB behavior is employee loyalty.

Loyal employees show a desire to stay in the organization (Solomon, 1992). A strong desire to stay in the organization is followed by a willingness to work hard and believe in accepting the values and goals of the organization (Becker et al., 1995). It is explicitly explained (Bettencourt et al., 2001) that employee loyalty is a behavior that is reflected in employee loyalty to the organization. Employee loyalty is in the form of service behavior and continues to strive for the progress of the company, and in the end will lead to Organizational citizen behavior (Schein & Gallos 2006). Research evidence of the effect of employee loyalty on organizational citizenship behavior (OCB) has been carried out by previous researchers, including Hoor (2014) and Soegandhi et al., (2013) who found that the emergence of OCB behavior in an employee was influenced by the employee loyalty factor. The results of the same study have been carried out by Okon et al., (2018) that loyalty is positive ability to generate trust and the desire of employees to perform behaviors outside the required role (OCB). The research of Septiani (2019), Apriliyanti, et al., (2020) and Listiya (2021) found that employee loyalty has a positive effect on the emergence of Organizational Citizenship Behavior (OCB).

The hospital business is a very potential business for investors because the current conditions and needs of the community indicate that health services are increasingly needed, especially hospitals. According to the Indonesian Health Statista report, the number of hospitals has increased from 2017 to 2019. The rate of development of the number of hospitals in 2018 increased in 2019, namely 3.23% in 2018 and 3.31% in 2019 (Tempo.co, 30/12/2020) The development of hospitals shows the competitiveness of this business. Likewise, Pekanbaru as the capital of Riau Province, is a city that has investment opportunities in the hospital business, it is proven by the high number of hospital business developments in Pekanbaru that reached a lift of 21.52% in 2019 (Kantor BPS Provinces Riau, 2020). To win the health business competition in Pekanbaru, hospitals need to improve the quality of customer service through increasing extra-role behavior (OCB). With the improvement of service quality, nurse voluntary and spontaneous behavior is increasingly needed to prioritize the interests and goals of the hospital. The purpose of this study was to analyze the direct effect of Transformational Leadership on organizational citizenship behavior and the indirect effect of Transformational Leadership on organizational citizenship behavior and Nurse Loyalty as an intervening variable at RSIA EB in Pekanbaru.

II. THEORETICAL FRAMEWORK

a. Transformational Leadership

Some experts and scholars view the leadership. Harsey Dan Blanchard (1990) state that leadership is the process of influencing the activities of a person or group of people to achieve goals in certain

situations. Stoner et al., (1994) define leadership as the process of directing and influencing tasks related to the tasks of group members. Robbins S.P and Judge T.A, (2013) reveal that leadership as the ability to influence a group toward achieving a defined vision and goal. Chen et al., (2016) define leadership as the process carried out by an individual that influences the thoughts, attitudes, and behaviors of others by taking responsibility for setting the direction for the company, others to see and visualize what lies ahead and imagine how to achieve it. From some of the definitions it can be concluded that leadership is an ability of a leader to influence the attitudes and behavior of subordinates to be directed to the achievement of organizational goals that have been set. Leadership influences employee attitudes and behaviors through leadership attitudes and behaviors, meaning that a leader tendency to use certain behaviors to influence employee behavior, and that behavior becomes leadership style behavior.

Influencing employee behavior requires a systematic process of change, starting from changes in employee views or perceptions followed by changes in attitudes and ultimately expected changes in employee behavior. The direction and objectives of leadership are behavior changes starting from a negative change in employee work attitudes to a form of positive work attitude in carrying out tasks and work in the organization (Robbins S.P, 2006) The role of leader behavior that is relevant to the changing atmosphere of employee attitudes and behavior in organizations is transformational leadership, as Burns, (1978) says that transformational leadership is a leader who gains support, excites and inspires followers, articulates the vision of the organization, provides attention and is able to encourage the maintenance of a satisfactory work relationship. Bass (1985) states that transformational leadership is a leader who is able to encourage his employees to work beyond expectations, by changing the attitudes, beliefs, and values of followers as opposed to simply gaining compliance.

To simplify measurement and implement of transformational leadership styles in organizations, a more factual and measurable dimension is needed. Bass, B.M (1990) formulated a four-dimensional transformational leadership style as a trait owned and attached to a leader who has transformational qualities, the more qualities he has the stronger his influence as a transformational leader, including Ideal Influence, which is a leader who has charisma that is recognized, admired or respected and followed by his followers as role models of his subordinates; Inspirational Motivation as the leader who is able to motivate and become a source of inspiration for subordinates to work creatively and innovatively; Individualized consideration, namely the leader gives attention individually (personally) to the work that has different needs, abilities and aspirations and provides advice, giving rise to the perception of employees that the leader is very understanding of himself as an individual; Intellectual stimulation, which is the leader has intelligence, so as to provide intellectual enlightenment to his subordinates or increase subordinate intelligence to improve performance in the organization.

b. Employee Loyalty

According to Mathieu and Zodiac in Turkyilmaz et al., (2011), loyalty is an employee attachment to an organization that can be considered an emotional response, especially when an employee strongly believes in the organization goals and values and has a strong desire to maintain organizational membership. Becker et al., (1995), a strong desire to stay in the organization is followed by a strong will of effort and confidence in accepting the values and goals of the organization. Bettencourt et al., (2001) view employee loyalty as an aspect of behavior that is reflected in employee loyalty to the organization. Loyalty as a stay of working in organization describes a commitment to the organization, as Getchell, (1975) in his research said that employee loyalty can be defined as employees who are committed to the organization, meaning an employee's tendency to continue working in the organization or no tendency to leave the organization. This view reinforced by Solomon, CM (1992) that employee loyalty indicates an employee's desire to stay with the organization. Loyal employees tend to stick with the company, and always recommend their company as a good workplace (Trung, 2014) Thus, it can be concluded that loyalties is a strong employee desire to continue membership of an organization, this is characterized by employee compliance and adherence to the rules set by the company.

Several dimensions of employee loyalty are needed to facilitate efforts to improve and increase employee loyalty working in the organization. Steers & Porter (1991) say that the attitude of employees

working in organizations is a psychological process of creating job loyalty in the company, namely a strong urge to remain a member of the company; the desire to do everything possible for the company; and employee trust in the company values. Saydam, G (2000) formulated several aspects or elements that can be used to measure employee loyalty to the organization, including; Obedience and adherence to the rules, responsible for carrying out tasks, have the willingness to cooperate, have a "sense of belonging" of the company, have harmonious relationships with fellow colleagues and superiors, and like work.

c. Organizational Citizenship Behavior (OCB)

Sloat (2012) said that Organizational Citizenship Behavior (OCB) is the behavior of employees who are more likely to be seen as social creatures than as self-centered individual beings. Sloat's view explains that employees who have OCB involve some behavior to help others, volunteer for extra tasks, obey the rules and procedures in the workplace. Organ (2009) defines OCB as the behavior of individuals who are free, not directly or explicitly related to reward systems and improve the effective functioning of organizations. Huang et al., (2012) refer to OCB as the behavior of employees who carry out innovative and spontaneous activities beyond the perception of their role in the organization as workers. This individual behavior contributes to the creation of indirect organizational effectiveness (Kumar et al., 2009) Robbins and Judge (2013) define OCB as a choice behavior that does not become part of an employee's formal work obligations, but supports the effective functioning of the organization. From some of the above definitions it can be concluded that Organisational Citizenship Behavior (OCB) is a voluntary and spontaneous behavior towards the interests of the organization even exceeding the demands of formal work.

There are differences of opinion about the dimensions of Organizational Citizenship Behavior (OCB). Different researchers have considered different dimensions for OCB. Marshall in Vigoda & Golembiewski (2001) argues that three (3) main dimensions are used to measure citizenship behavior (OCB), among them; obedience, loyalty, and participation. The dimensions of compliance and loyalty are naturally the broader substance of citizenship behavior, while the essence of citizenship behavior is participation. In the participation dimension, the main focus of employees is aimed at the national arena (governance), communal arena (local lives), and organizational arena (workplace). The most credible classification of OCB dimensions has gained the attention of previous researchers, the "OCB Organ" dimension in 1988. Organ (1988), revealed that OCB has five dimensions namely; altruism, which is a behavior that likes to help others face work-related problems; conscientiousness, which is a high work awareness attitude includes voluntary behavior and higher than expected performance; civic virtue, refers to the responsibilities taken by employees as members of the organization; courtesy, which is an attitude of courtesy and respect in every behavior and sportsmanship's, which is an attitude of tolerance to problems that occur in the organization without complaint.

d. The Effect of Transformational Leadership on Organizational Citizenship Behavior

Transformational leadership demonstrates a leader's ability to motivate his employees to work beyond expectations (B. M Bass, 1985) Leaders who implement transformative behavior can evoke and create a positive attitude of employees towards work, namely preferring and enjoying working in the company and having confidence in the behavior of the leader, this attitude can change the attitude, trust and value of employees towards the job. Huang et al., (2012) mentioned the behavior of workers who perform activities and spontaneously exceed the perception of their role in the organization, referred to as organizational citizenship behavior (OCB). Thus it can be concluded that leaders who apply transformational behavior can create attitudes and behaviors of employees who view positively towards the work even willing to work beyond the formal obligations that have been determined by the company. This positive attitude is what ultimately gives rise to OCB behavior among employees.

Some previous studies conducted by Behrangi & Zadeh (2011), Lian & Tui (2012), Algadri et al., (2020), Shofiyuddin et al., (2021), Nugraha (2021) and Purwanto et al., (2021). Behrangi & Zadeh (2011), research revealed a significant relationship between Transformational leadership and organizational civic behavior; Lian & Tui's (2012) also concluded that transformational leadership styles have a significant positive relationship with the civic behavior of subordinate organizations in China's industrial centers. Likewise the research of Algadri et al., (2020), Nugraha (2021), Shofiyuddin et al., (2021) and Purwanto et

al., (2021) concluded that there is a positive influence of transformational leadership on Organizational Citizen Behavior (OCB).

e. Effect of Transformational Leadership to Nurse Loyalty

Transformational leadership has the ability to explain the vision, motivate employees with a good attitude, explain their role and be able to invite employees to improve performance (Podsakoff et al., 1996) Transformational leadership can make subordinates become more engaged and concerned about their work, devote more attention and time to their work, so that less attention subordinates to their personal interests (Bernard M. Bass, 1997). Transformational leaders are able to create a working atmosphere that can encourage their subordinates to do something beyond their obligations and support the occurrence of constant change towards the improvement of their organization (Humphreys, 2005) From some experts' opinions on transformational leadership it can be concluded that leaders who exhibit transformational behavior are preferred and trusted by their subordinates. The realization of the likes and trust of subordinates towards the leadership will increase efforts that exceed their formal obligations, in order to achieve the goals set by the leadership..Leaders who show greater concern for transformational behavior, will create a positive attitude of employees towards work, namely liking and enjoying working in the company and having confidence in the behavior of the leader, this attitude can increase employee loyalty to the organization. Ding et al., (2012), employee loyalty to the organization is a positive impact of implementing a transformational leadership dimension that is more focused by the organization leadership.

Nyakundi et al., (2021) mentions the implementation of transformational leadership leads to higher levels of employee loyalty to the organization. This loyalty is the result of implementing transformational leadership that is able to create higher work excitement and employee engagement. A number of studies show that serving leadership behavior has a positive influence on employee loyalty, Research by Liden, et al., (2008) shows that other aspects of servant leadership, helping subordinates grow and succeed, have a positive impact on increasing employee loyalty. Empirical study by Chang, et all (2010) on employees in serving leadership communities has shown that leadership styles such as empowerment, rewards and teamwork have a positive impact on employee satisfaction, and employee satisfaction in turn increases employee loyalty. Ding et al., (2012) research reveals that there is a significant positive correlation between service-oriented leadership behavior and employee loyalty, leaders can increase employee loyalty to their organization and reduce desire to exit accordingly through service-oriented leadership style, leadership charisma, employee future development, thus gaining employee recognition and trust. According to research conducted by Anjam & Ali (2016) shows that transformational leadership has a different positive impact on employee loyalty.

f. Effect of Loyalty to Organizational Citizenship Behavior (OCB)

Loyalty is the orientation of employee attitudes towards the organization that is reflected in the willingness of employees to maintain the organization and make employees become bound by their activities so as to give rise to the confidence to maintain their activities and involvement in the organization (Laksana, 2008) Employee activity develops into a positive attitude towards the existence of the organization, and is more likely to show loyal behavior and work towards organizational goals (Wan, 2006). Job loyalty includes loyalty to his or her job, position and organization which is reflected by a willingness to guard and defend the organization from the distraction of irresponsible people (Hasibuan, 2002) Employee loyalty includes aspects of attitude and behavior, Meyer et al. (2004) mention behavioral loyalty is more important to the organization and shows that attitude loyalty leads to behavioral loyalty.

According to Wan (2012), employee loyalty implies employee's willingness to stay together in the organization. Employee loyalty raises awareness of employees deciding to stay and contribute to the organization (Hart and Thompson, 2007). When organizational values appeal to employees, it will give rise to a greater employee loyal attitude to the organization. As Schein & Gallos said, (2006) the development of employee loyalty is a behavior of devotion to the organization, so it needs to be fostered so that employees continue to be willing to continue to work in the company, and continue to strive for the betterment of the company, and will eventually give rise to Organizational citizen behavior (OCB behavior). As Leeuwen and Homan said in Hoor (2014), that loyal organizations will be admired and viewed as more supportive of their

employees, and competent and high performer compared to disloyal organizations. The results of research by Hoor (2014) and Soegandhi, et al (2013) have found a positive correlation between loyalty and OCB behavior, the emergence of OCB behavior in an employee is influenced by employee loyalty factors. Akaninyene and Adim (2018) concluded that loyalty is positively able to generate employee trust and desire to perform behavior outside the required role (OCB behavior) Furthermore, Research by Septiani (2019), Apriliyanti, et al (2020) and Listiya (2021) strengthen previous research that employee loyalty positively affects the emergence of Organizational Citizenship Behavior (OCB).

g. Analysis Model :



H1: It is suspected that there is a significant effect of Transformational Leadership (X1) on Nurse Loyalty (Z)

H2: It is suspected that there is a significant and direct influence of Transformational Leadership (X1) on Organizational citizen behavior (Y).

H3: It is suspected that there is a significant influence of Nurse Loyalty (Z) on organizational citizen behavior (Y)

H4: It is suspected that there is a significant and indirect effect of Transformational Leadership (X1) on Organizational citizen behavior (Y) through Variable Intervening Nurse Loyalty (z).

III. RESEARCH METHODOLOGY

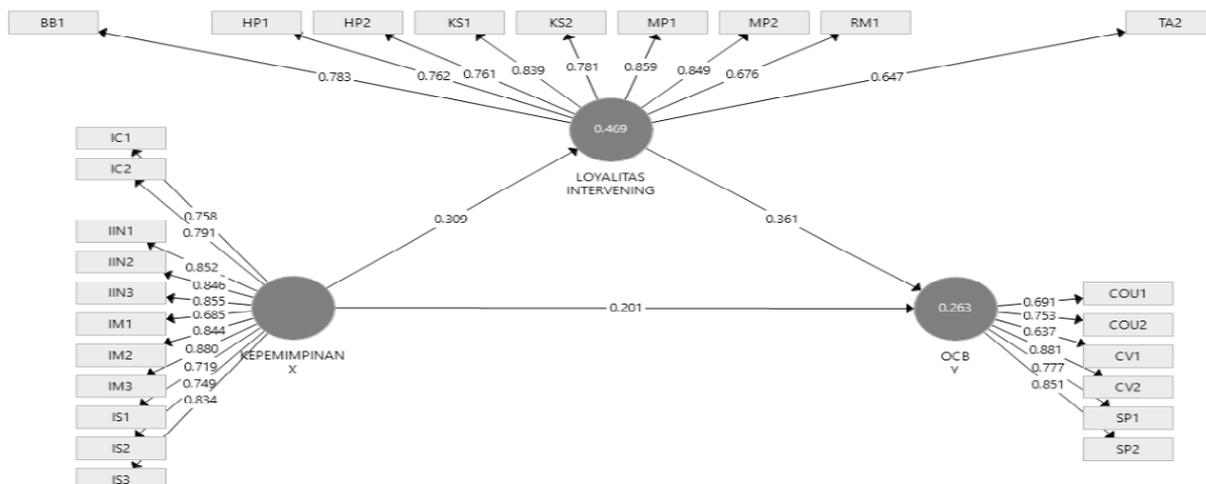
This research used quantitative methods namely research that is intended to test hypotheses whether there is a direct and indirect effect of Variable Transformational Leadership (X) on OCB behavior (Y) through Variable Intervening Nurse Loyalty (Z). From the research variables, the Variable indicator is derived as a reference material for making research instruments. This study aimed to analyze the Transformational Leadership that has a direct effect on organizational citizen behavior (OCB) and that there is an indirect effect of Transformational Leadership on OCB through Variable Nurse Loyalty (nurse) at the Erya Bunda (EB) Mother and Child Hospital (RSIA) Pekanbaru.

All registered nurses working at RSIA EB became the object of research. If the population it is 100, it is recommended that all of them become respondents, and if the population > 100, it is recommended that the sample size is 10%-15% or 20%-25% of the population. (Arikunto, 2010). Because the population is only 75 people, it is determined that the research sample size is all population using the census technique. Data collection techniques used questionnaires for nurse respondents, considering the limited time for nurses to be interviewed and nurses as health professionals. The data collected includes; Transformational Leadership, Nurse Loyalty and organizational citizenship behavior "nurse". Data analysis techniques in this study used descriptive statistics and data analysis using Smart-PLS software.

IV. RESULTS AND DISCUSSION

a. Evaluation of Measurement Model (Outer Model).

The outer model is used to see the indicator that relates to the latent variable. In this study, there were three criteria used to assess the outer model, namely convergent validity, discriminant validity and construct reliability.



Convergent Validity

Convergent validity is a measurement model that uses reflective indicators that are assessed based on the relationship between indicators and constructs or latent variables or based on the correlation between item component scores and construct scores calculated by PLS. Testing convergent validity can be assessed based on outer loadings or loading factor and Average Variance Extracted (AVE). As a rule of thumb, usually in research, a loading factor limit of 0.70 was used. An indicator can be declared to meet convergent validity and had a high level of validity when the outer loadings value was > 0.70. For confirmatory research and the value of outer loadings between 0.6 - 0.7 was still acceptable for exploratory research (Hair et al., 2009; Ghozali, 2017).

Table 1.Outer Loadings Score

Variable	Indicator	Outer Loadings
Transformational Leadership	IC1	0,758
	IC2	0,791
	IIN1	0,852
	IIN2	0,846
	IIN3	0,855
	IM1	0,685
	IM2	0,844
	IM3	0,880
	IS1	0,719
	IS2	0,749
	IS3	0,834
Nurse Loyalty	BB1	0,783
	TA2	0,647
	KS1	0,839
	KS2	0,781
	MP1	0,859
	MP2	0,849
	RM1	0,676
	HP1	0,762
HP2	0,761	
OCB Y	SP1	0,777
	SP2	0,851

Organizational Citizen Behavior (OCB)	COU1	0,691
	COU2	0,753
	CV1	0,637
	CV2	0,881

Source : Processed primary data , 2021

Table 1. shows the Variable Transformational Leadership, Nurse Loyalty and OCB behavior indicators had outer loading value > 0.6 after re-estimation or discarding the Variable indicator that has an outer loading value below < 0.6 , because it is considered invalid to measure the construct of each Variable. . Thus, the indicators in the table above are considered valid to measure each construct or Variable Transformational Leadership, Nurse Loyalty and OCB behavior. Furthermore, to use outer loading, convergent validity can also be determined through AVE (Average Variance Extracted) provided that $AVE > 0.5$ (Hair et al., 2009 dan Ghazali, 2017)

Table 2. Average extracted (AVE) score

Variable	Average Variance Extracted (AVE)
Transformational leadership (X)	0,646
Behavior loyalty (Z)	0,603
OCB Behavior (Y)	0,592

Source : PLS data processing ,2021

Based on Table 2 above, it shows that all the AVE values for the Variable Transformational Leadership, Nurse Loyalty and OCB behavior had an AVE value of 0.5. Thus, it can be concluded that all research variables in the model tested had good convergent validity.

Discriminant Validity.

Discriminant validity is needed to test the indicators of a construct that is highly correlated with indicators from other constructs or to test to the extent of the latent construct that is really different from other constructs. Cross-loading is one of the measurement methods to determine discriminant validity, if the loading value of each indicator item of a latent variable has the greatest loading value against other latent variables, it can be concluded that all latent variables already have more discriminant validity better than the indicators in other blocks. Discriminant validity of the measurement model with reflective indicators is assessed based on cross loading measurements with constructs. If the construct correlation with the measurement item is greater than the size of the other construct, it shows that the latent construct predicts block size better than other block sizes. Discriminant validity aims to test the latent construct that is really different from other constructs.

Table 3.Cross Loading Score

Indicator	Transformational leadership (X)	Nurse loyalty (Z)	OCB Behavior (Y)
IC1	0,758	0,177	-0,070
IC2	0,791	0,245	-0,006
IIN1	0,852	0,384	-0,082
IIN2	0,846	0,340	-0,139
IIN3	0,855	0,186	-0,163
IM1	0,685	0,030	0,078
IM2	0,844	0,187	0,009
IM3	0,880	0,208	0,034
IS1	0,719	0,045	0,035
IS2	0,749	0,147	0,073

IS3	0,834	0,249	-0,036
BB1	0,393	0,783	0,033
TA2	0,132	0,647	0,134
KS1	0,224	0,839	0,344
KS2	0,188	0,781	0,301
MP1	0,249	0,859	0,334
MP2	0,234	0,849	0,291
RM1	0,207	0,676	0,148
HP1	0,291	0,762	0,220
HP2	0,230	0,761	0,219
SP1	-0,133	0,216	0,777
SP2	-0,128	0,274	0,851
COU1	0,098	0,181	0,691
COU2	0,003	0,190	0,753
CV1	-0,005	0,113	0,637
CV2	-0,020	0,334	0,881

Source : Processed Data, 2021

From the results of cross loading in Table 3. It showed that the correlation value of the construct as the indicators is greater than the correlation value with other constructs. It can be concluded that all latent constructs or variables (Transformational Leadership, Nurse Loyalty and organizational citizenship behavior) had better discriminant validity than indicators in other blocks, in other words the indicators of the construct indicator block were better than indicators in the other block.

Composite Reliability

Beside validity test, the measurement of this model is carried out to test the reliability of a construct. The reliability test was carried out to prove the accuracy and consistency of a construct. The assessment that is usually used to assess construct reliability and declared reliable if the composite reliability and Cronbach alpha values were above 0.70 for confirmatory research and 0.60-0.70 was still acceptable for exploratory or investigative research. The outer model is not only measured by assessing convergent validity and discriminant validity, it can also be done by looking the construct reliability or latent variables as measured by composite reliability and Cronbach's alpha values. The construct is declared reliable if the composite reliability has a value and Cronbach's alpha > 0.7 , then the construct is declared reliable, and for confirmatory research the value of 0.60-0.70 is still acceptable for exploratory or investigative research. The SmartPLS output results for the composite reliability value can be seen in Table 4 below (Ghozali, 2017)

Table 4. Reliability Composite Score

Variable	Cronbach's Alpha	rho_A	Composite Reliability
Transformational leadership	0,949	0,988	0,952
Nurse loyalty	0,917	0,930	0,931
OCB Behavior	0,867	0,923	0,896

Source : Processed Data, 2021

From the results of the SmartPLS output in Table 4. It showed that the composite reliability value for all constructs (Variable of Transformational Leadership, Nurse Loyalty and OCB behavior) was above the value of 0.70 and the Cronbach alpha value of each research variable was > 0.6 . As a result, all constructs had good reliability in accordance with the minimum required value limit.

b. Inner model evaluation (structural model)

According to Ghozali (2017), Inner Model or usually called the Structural Model was defined as the relationship between latent variables based on substantive theory. Meanwhile, according to Husain

(2015), inner model analysis or structural analysis is an analysis model carried out to ensure that the structural model built is considered robust and accurate. Indicators for the Inner model include:

Coefficient Determination (R²)

Coefficient determination (R-Square) was used to measure the effect of the exogenous latent variable on the endogenous latent variable. The value of R-Squares was the result of a linear regression test, namely the amount of endogenous variability that can be explained by exogenous variables. Chin (1998; in Ghozali, 2017, p. 27) mentions that the R2 value of 0.67 and above indicates a structural model that explains the effect of exogenous variables on endogenous variables including the strong category, if the result is R2 of 0.33-0.67 it indicates moderate and if the result is 0.19-0.33 is categorized as weak and if the value of R2 is below 0.19, it shows that the structural model has no strength.

Table 5. R Square Score

Variable	R Square	Adjusted R Square
Nurse loyalty	0,469	0,496
OCB Behavior	0,263	0,248

Source : Processed Data, 2021

From Table 5 above shows that the R Square value for the construct or Variable Nurse Loyalty of 0.469, it means that the Variable Nurse Loyalty can be explained by the Variable Transformational Leadership of 46.90%, while the remaining 53.01% was influenced by other factors that were not included in the research model. The value of R Square for the construct or Variable Organizational citizen behavior (OCB behavior) was 0.263, it means that the OCB behavior variable can be explained by the Transformational Leadership and Nurse Loyalty variables of 26.30%, the remaining 73.70% is caused by other factors outside the research model tested.

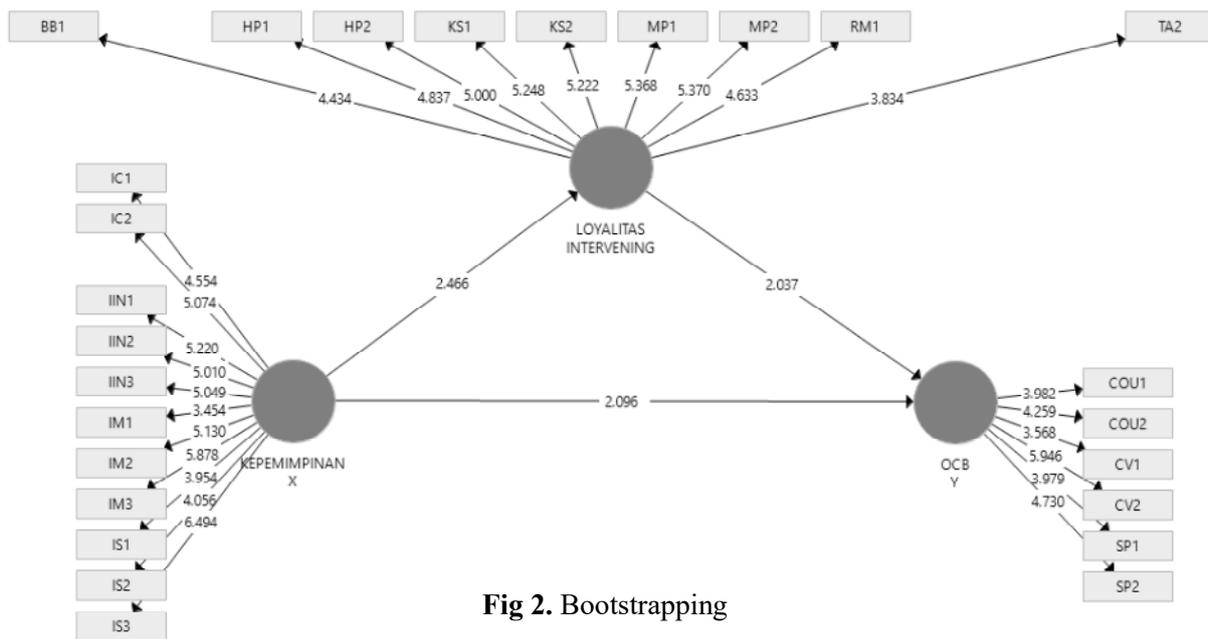


Fig 2. Bootstrapping

Table 6. Path Coefficeincies – Bootstrap

Hypothesis	Model	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ((O/STDEV))	P Values	Results
H ₁	Transformational Leadership (X) -> Nurse Loyalty (Z)	0,309	0,301	0,202	2,466	0,027	Ho ditolak
H ₂	Transformational	0,201	0,158	0,227	2,096	0,033	Ho

	Leadership (X) -> OCB behavior (Y)						
H ₃	Nurse Loyalty (Z) -> OCB behavior (Y)	0,361	0,372	0,177	2,037	0,042	Ho ditolak
H ₄	Transformational Leadership -> Nurse Loyalty -> OCB behavior	0,412	0,396	0,098	2,239	0,026	Ho ditolak

Source : Processed Data, 2021

From testing with bootstrapping from PLS analysis, the following conclusions are obtained:

1. The results of SEM analysis showed the path coefficient of the influence of transformational leadership on employee loyalty was 0.309 and the T-statistic value was $2,466 > 1.99$ or the probability value (P value) < 0.05 , it means that Ho was rejected and H1 was accepted. These results proved that there was a significant and positive effect of Transformational Leadership on Hospital Nurse Loyalty. These results concluded that if the leader is better at implementing Transformational Leadership, the Nurse Loyalty may increase working in the hospital, and vice versa if the leader does not apply Transformational Leadership, the lower the Nurse Loyalty will work in the hospital. Leaders who are able to apply transformational attitudes in regulating and influencing nurse attitudes towards work will effectively increase nurses' obedience, obedience and responsibility towards work in hospitals. On the other hand, if the leader is not able to implement Transformational Leadership in the hospital, the obedience, and responsibility of nurses cannot be increased.

2. The results of the SEM analysis showed that the path coefficient of the direct influence of Transformational Leadership on nurses OCB behavior was 0.201 and the T-statistic value was $2.096 > 1.99$ or P value < 0.05 then Ho was rejected and H2 was accepted. These results proved that there was a significant and positive effect of Transformational Leadership on nurses OCB behavior. If hospital leaders are able to apply transformational attitudes to direct nurse positive attitudes towards work, the greater the emergence of nurse OCB behavior towards hospitals.

3. The results of the SEM analysis showed that the path coefficient of the influence of Nurse Loyalty on OCB behavior was 0.361 and the T-statistic value was $2.037 > 1.99$ or P value > 0.05 , it means that Ho was rejected and H4 was accepted. These results prove that there was a significant and positive effect of Nurse Loyalty on OCB behavior. The increase of Nurse Loyalty to work may affect the emergence of OCB behavior among nurses who work in hospitals.

4. The results of the analysis of the path coefficient of the effect of Transformational Leadership culture on OCB Nurse Loyalty behavior obtained a number of 0.412 and a T-statistic value of $2.239 > 1.99$ or P value < 0.05 , so the Ho was rejected and H4 was accepted. The results of this test showed that there was significant and positive indirect effect of Transformational Leadership on OCB behavior through Nurse Loyalty of 0.41. It can be concluded that the indirect effect of Transformational Leadership on OCB behavior was greater than the direct effect that was only 0.20.

1.3. Results

The Effect of Transformational Leadership on Nurse Loyalty

Based on hypothesis testing in path analysis, it was found that there was a significant and positive effect of Transformational Leadership on Nurse Loyalty with a path coefficient value of 0.309. It means that the application of Transformational Leadership can affect the increase in Nurse Loyalty at RSEB by 0.309 with the assumption that other variables are fixed. Humphreys (2005) said that transformational leaders are able to create a work atmosphere that can encourage the subordinates to do something beyond their obligations. Leaders who apply transformational leadership are hospital leaders of RSEB who often encourage nurses to move forward, provide empathy and support to nurses and are able to act as role models who are respected by nurses. RSEB leaders who exhibit transformational behavior are preferred and trusted by their medical employees. The realization of the nurse sense of love and trust in the leader will raise and increase the nurse compliance or obedience to hospital regulations and increase the sense of responsibility for the medical work done. Ding et al., (2012) and Nyakundi et al., (2021) mention that the application of

Transformational Leadership leads and has an impact on a higher level of Nurse Loyalty to the organization. The results of this study support the research of Chang, et al (2010) that leadership style has an indirect positive impact on Nurse Loyalty through job satisfaction. The results also support research by Ding et al., (2012) and Anjam & Ali (2016) that Transformational Leadership had a positive impact on increasing Nurse Loyalty

The Effect of Transformational Leadership on Organizational Citizen Behavior

From the results of hypothesis testing in path analysis, it was found that there was a significant and positive effect of Transformational Leadership on Nurse Loyalty, with a path coefficient value of 0.309. This means that the application of Transformational Leadership can affect the increase in Nurse Loyalty at RSEB by 0.309 with the assumption that other variables are fixed. Humphreys (2005) said that transformational leaders are able to create a work atmosphere that can encourage their subordinates to do something beyond their obligations. Leaders of RSEB applied transformational leadership who often encourage nurses to move forward, provide empathy and support the nurses and are able to act as role models who are respected by nurses. RSEB leaders who exhibit transformational behavior are preferred and trusted by their medical employees. The realization of the nurse sense of love and trust in the leader will raise and increase the nurse compliance or obedience to hospital regulations and increase the sense of responsibility for the medical work done. Ding et al., (2012) and Nyakundi et al., (2021) stated that the application of Transformational Leadership had an impact on a higher level of Nurse Loyalty to the organization. The results of this study support the Chang, et al (2010) research that leadership style had an indirect positive impact on Nurse Loyalty through job satisfaction. The results also support research by Ding et al., (2012) and Anjam & Ali (2016) that Transformational Leadership had a positive impact on increasing Nurse Loyalty.

The Effect of Nurse Loyalty on Organizational Citizenship Behavior (OCB)

Based on the results of hypothesis testing in path analysis, it was found that Nurse Loyalty had a significant and direct positive effect on Organizational Citizenship Behavior (OCB), with a path coefficient of 0.361. It means that Nurse Loyalty at the Eria Bunda Hospital (RSEB) affected the emergence and increase of OCB among nurses at this hospital by 0.361. Nurse Loyalty is described as a behavior of devotion to the hospital, so nurses are willing to continue to work and try to advance the hospital. The attitude of Nurse Loyalty is considered to be able to arouse the trust and desire of nurses to carry out extra tasks or outside the formally required roles (OCB) influenced by employee loyalty factor. Furthermore, the research results are in accordance with the research of Akaninyene and Adim (2018), Septiani (2019), Apriliyanti, et al (2020) and Listiya (2021) that found the employee loyalty had a positive effect on the emergence of Organizational Citizenship Behavior (OCB).

The Effect of Transformational Leadership on Organizational Citizen Behavior Through Nurse Loyalty.

The results of hypothesis testing on path analysis found that Transformational Leadership had a significant and positive indirect effect on Organizational Citizenship Behavior (OCB) through Nurse Loyalty with a path coefficient of 0.412. The indirect influence of Transformational Leadership on OCB through Nurse Loyalty was stronger than the direct influence. It means that hospital leaders who apply transformational behavior are able to generate and generate trust and confidence in nurses to carry out extra tasks outside the required formal role, through increasing Nurse Loyalty working in RSEB hospitals. The results of this study support previous research, Rusdiyanto & Riani (2015) found that nurse satisfaction with their work proved to have a role as a mediator of the influence of Transformational Leadership style on OCB. Previous research results Aldrin & Yunanto (2019) was found that there was no direct influence of Transformational Leadership on organizational citizenship behavior (OCB), but the effect of Transformational Leadership on organizational citizenship behavior (OCB) must be through job satisfaction on employees. Previous research conducted by Algadri et al., (2020) found a significant indirect effect of Variable Transformational Leadership on Organizational Citizenship Behavior through employee job satisfaction.

V. CONCLUSION AND RECOMMENDATION

Based on path analysis, it can be proven that there was a significant and positive direct effect of Transformational Leadership on organizational citizenship behavior (OCB) of nurses at Eria Bunda Hospital (RSEB). Leaders who always respect nurses, provide work motivation, and individual attention to various problems of nurses can generate and motivate the emergence of voluntary and spontaneous behavior towards the interests of the hospital and even being willing to do work outside of their responsibilities or obligations, for the advancement and benefit of the RSEB hospital. The results of the path analysis had proven that there was a significant and positive effect of Transformational Leadership on Nurse Loyalty at RSEB. It means that transformational behavior was able to generate work motivation among nurses, can increase nurse compliance with hospital rules and generate a sense of responsibility for the work of the RSEB hospital. Furthermore, the results of the path analysis had proven that there was a significant and positive effect of Nurse Loyalty on OCB.

It means that the increase of nurse OCB at RSEB is due to the attitude of obedience and responsibility of the work of nurses. Nurses with high loyalty tend to have high levels of OCB nurses. Based on the original sample estimate value, it is obtained that the highest value that affects organizational citizenship behavior (OCB) was Nurse Loyalty that was 0.361. These results showed that the effect of Nurse Loyalty on OCB was higher than the effect of Transformational Leadership on OCB behavior that was 0.201. Furthermore, the results of the research on the indirect effect of Transformational Leadership on OCB, through Nurse Loyalty, obtained the original sample estimate value of 0.412. These results showed that the indirect effect of Transformational Leadership on nurses' OCB was higher than the direct effect that was only 0.20. It means that the application of transformational behavior had a strong effect on increasing nurse OCB, if it has an impact first on increasing Nurse Loyalty, then Nurse Loyalty became a driving factor for the rise of organizational citizenship behavior (OCB) among nurses.

Recommendation

It is recommended that the leadership of RSIA "EB" applies more Transformational Leadership-oriented behavior, namely leaders who provide empathy and support to nurses and are able to motivate nurse creativity. Transformational leadership behavior is expected to have an influence on increasing OCB behavior, namely the voluntary and spontaneous behavior of nurses to prioritize hospital interests and even exceed the demands of formal work. To realize higher OCB behavior among nurses, it is recommended that the Transformational Leadership behavior of RSIA "EB" be directed to the creation of an increase in nurse compliance or obedience and responsibility for the rules and medical work set by the hospital.

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