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The Influence of Leadership, Workload and Work Environment on Nurse Performance Through Organizational, Citizenship Behavior at Muhammad Sani hospital

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ABSTRACT

Purpose: This study examines the effects of leadership, workload, and work environment on nurse performance through OCB as a mediating variable at Muhammad Sani Hospital.

Methodology/approach: The study uses a quantitative approach with survey methods, collecting primary data through questionnaires distributed to 180 nurses. Data were analyzed using Structural Equation Modeling–Partial Least Squares (SEM-PLS) with SmartPLS 4.0 to assess both direct and mediating effects among variables.

Results/Findings: Leadership, workload, and work environment do not directly affect nurse performance, but OCB has a significant positive impact and mediates the effects of workload and work environment on performance.

Conclusions: Nurse performance improves mainly through strengthening OCB. Supportive environments and balanced workloads foster OCB, while leadership should focus on encouraging cooperative behaviors to enhance service quality.

Limitations: The study was limited to one hospital, so results may not apply broadly. Future research should include more hospitals and additional factors like job satisfaction or commitment.

Contribution: This study highlights OCB as a key mediator in performance improvement and offers practical insights for hospitals to enhance nurse performance through better leadership, workload balance, and supportive environments.

Keywords: *Leadership, Workload, Work Environment, Organizational Citizenship Behavior, Nurse Performance*

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1. Introduction

Hospitals as one of the health facilities that provide health services to the community have a very important role in achieving the highest degree of public health. Hospitals are the whole of organizations and medical that function to provide complete health services to the community, both curative and rehabilitative, where the output of services reaches family and environmental services. The hospital is also a training center for health workers as well as for biosocial research. The fulfillment of public health needs today is not limited to the availability of health facilities, but of course quality health services. Quality health services are a manifestation of the good performance of the entire community in the hospital.

Good performance from the entire hospital community can improve hospital performance and vice versa. Poor performance can result in poor home performance which is marked by a large number of complaints from service users. Various factors can certainly affect employee performance, such as leadership factors, workload and work environment. The demands of work with a high workload often foster extra behaviors/efforts from employees who have a high sense of responsibility to be able to complete tasks in their work. As a health service provider, Muhammad Sani Hospital has employees from various professions with various disciplinary backgrounds. The most professions at Muhammad Sani Hospital are nurses with a total of 180 people with employment status being civil servants, Honorary Regional Government and BLUD Employees. In carrying out their duties as nurses, the status of employment is not a limitation for the nursing profession.

At Muhammad Sani Hospital, nurses work for 24 hours with the division of working time in three shifts, namely morning shift, afternoon shift and night shift. Nurses as the front line serve patients in Outpatient, Inpatient, Central Surgery, Intensive Care and Emergency Installations so that in general the performance of nurses greatly affects the performance of the hospital. This is why nurse performance is an interesting thing to research. As a health service provider, it is necessary to get feedback from service users in the context of continuous improvement. One way to be able to find out such feedback is through customer satisfaction surveys. Muhammad Sani Hospital periodically conducts a Customer Satisfaction Survey every 3 (three) months. The customers surveyed are visitors and patients who receive treatment and in *real time*. The results of the Customer Satisfaction Survey at Muhammad Sani Hospital during the 2023 period were generally satisfactory with a customer satisfaction level of 86.07% in the first quarter, 84.98% in the second quarter, 87.46% in the third quarter and 88.24% in the fourth quarter.

Although from the Customer Satisfaction Survey conducted in general, the service is satisfactory, but Muhammad Sani Hospital needs to make continuous improvements by paying attention to the suggestions and complaints given by customers in the survey. The following are the suggestions and complaints given by customers to the services of Muhammad Sani Hospital, namely:

1. Nurse Performance:
 - a. Nurses are not friendly
 - b. Nurses are still slow in service
 - c. Poor nurse communication
 - d. Nurse services are still unsatisfactory
2. Leadership
 - a. There have been no significant changes over the past 2 (two) years.
3. Workload
 - a. When patients are crowded, nurses are considered to tend to be nervous.
4. Work Environment
 - a. The lack of facilities and infrastructure for patient visits is crowded.

Meanwhile, from the observation of the Personnel Sub-Division of Muhammad Sani Hospital, the tendency of nurses to go home late to complete work. This is an illustration of the extra nurse's behavior to get the job done or usually called *Organizational Citizenship Behavior* (OCB). From several factors that cause a decrease in services, the researcher takes the variables of Leadership, Workload and Work Environment as well as *Organizational Citizenship Behavior* as indicators that affect Nurse

Performance. Therefore, this study is entitled "THE INFLUENCE OF LEADERSHIP, WORKLOAD, AND WORK ENVIRONMENT ON NURSE PERFORMANCE THROUGH *ORGANIZATIONAL CITIZENSHIP BEHAVIOR* AT MUHAMMAD SANI KARIMUN HOSPITAL".

2. Literature review and hypothesis/es development

2.1 Performance

Etymologically, according to Great Indonesian Dictionary, Performance (*performance*) means show of work. *Performance* It is interpreted as the ability to carry out obligations or duties. Performance is something that is achieved, an achievement that is shown or a work ability that is carried out, carrying out tasks in accordance with the field and the results obtained well. The term performance is generally interpreted as *performance*. The definition of performance according to Arifin (2015), performance comes from the word Job Performance or Actual Performance (work achievements or actual achievements achieved by a person). Performance is "work achievement or work output (output) both quality and quantity achieved by a person per unit of time period in carrying out his work duties in accordance with the responsibilities given to him". According to Arifin (2015) it is said that: "Performance is something that is displayed by a person or a process related to a set work task."

According to Agustiningsih, Thoyib, Djumilah, and Noermijati (2016), employee performance is the amount of effort that individuals put in doing their work. According to Bernardin quoted by Anggapradja and Wijaya (2017) said that: "Performance is a record of the results produced/produced for the function of a certain job/activity during a certain period of time." According to Aranki, Suifan, and Sweis (2019), performance is the performance of the employee himself and the level of potential of the employee in his or her efforts to develop themselves for the benefit of the company and the organization. Bakan, Buyukbese, Frsahan, and Kefe (2013) explains an action that is carried out consciously and directed to achieve a certain goal or objective or the result of a work process to achieve the goal of an activity is called performance. Agustiningsih et al. (2016) defines performance as the result of quality and quantity of work achieved by employees in carrying out their work in accordance with the responsibilities given. According to Chelagat, Chepkwony, and Kemboi (2015) performance is assessing how a person has performed compared to a set target.

Based on the opinions of the experts who are synthesized, performance is the achievement or result of a person's work in carrying out their duties in accordance with the responsibilities given (Syarif, 2025). It includes both the quality and quantity of the work achieved in a given period of time. Performance also reflects the individual's work performance as well as his ability and potential in achieving the goals that have been set, both consciously and measurably in comparison with the predetermined targets. Performance indicators include *Quality of work*, Promptness, Initiative in completing work (*Initiative*), Ability to complete work (*Capability*), Ability to foster cooperation with other parties (*Communication*).

2.2 Leadership

According to Stogdill, leadership is the process of influencing the activities of organized groups towards the determination and achievement of goals. In an organization, leadership is the most important element, because it has the ability to influence and move other human beings to work to achieve goals. Leadership is a process where leaders influence the attitudes and behaviors of their members to achieve predetermined goals (Rauf & Andriyani, 2023). An organization that succeeds in achieving its goals and is able to fulfill its social responsibilities will depend heavily on its managers (leaders). A head of an organization will be recognized as a leader if he has influence and is able to direct his subordinates towards the achievement of organizational goals.

From the above opinion, it can be concluded that leadership is an influencing process carried out by a person in managing his group members to achieve organizational goals through a clear communication process. The process of influencing is certainly not by coercion, but accompanied by providing motivation so that a leader is able to interact and inspire tasks to his subordinates by applying certain techniques (Utari, Yuliansyah, & Nauli, 2022). The process also requires proper supervision so that

mistakes that occur can be minimized or corrected by leaders so that the goals that have been set can be achieved.

2.3 Workload

Workload is a series of activities or work that employees must be able to complete based on the responsibilities that the company has given to the employee. Meanwhile, according to Wati and Surjanti (2018), workload is an analysis of the time needed by an employee or a group of people to complete tasks carried out under normal conditions. According to Vipraprastha, Sudja, and Yuesti (2018) the workload usually occurs because of the desire to complete the work so that the target can be achieved. The definition of workload according to (Hendri, 2019) is that workload is the tasks given to the workforce or employees to be completed at a certain time using the skills and potential of the workforce. Meanwhile, another opinion according to Falilah and Wahyono (2019) states that workload is all forms of work given to human resources to be completed within a certain period of time.

According to Sudarman, Perizade, and Widiyanti (2019) Workload is a process or activity that must be completed immediately by a worker within a certain period of time. If a worker is able to complete and adjust to a number of tasks given, then it does not become a workload. Evita, Muizu, Ode, Atmojo, and Tri (2017) stated that workload *banwa* is a burden borne by workers in accordance with the type of work. The workload in this study was measured or measured by pulse. According to Rangian, Kumajas, and Alexander (2018), workload can be defined as a difference between the capacity or ability of workers and the demands of the work that must be faced. Considering that human work is mental and physical, each has a different level of burden. Based on some of these understandings, it can be concluded that workload is something that arises due to the number of activities or tasks that must be completed by employees systematically by using skills that must be completed based on time (Azzahra, Yuliansyah, & Nauli, 2021). The workload arises as a result of limited capacity in accessing various information. When carrying out tasks, individuals will be able to complete the responsibilities given to them at a certain level. If the limitations that exist in individuals are felt to be an obstacle to achieving the expected work results, it indicates that there is a gap in the expected ability with the capacity of the individual.

2.4 Work Environment

According to (Suwibawa, Agung, & Sapta, 2018), the work environment is everything that is around the employee and that can affect him in carrying out the tasks he is charged with. The work environment has a great influence on the implementation of task completion. Another definition was conveyed by Suzana (2017) that the physical environment is all the circumstances that exist around the workplace, will affect employees both directly and indirectly. Meanwhile, according to Afandi in MRM *bagia* (2023) the work environment is everything that is in the environment of workers that can affect them in doing their duties such as temperature, humidity, ventilation, lighting, noise, cleanliness of the workplace, and the adequacy of work equipment. proper placement, practice, a sense of security in the future of promotional mutations. In addition to these factors, there are other factors that can also affect employee performance in carrying out tasks, namely the work environment.

Although this factor is important and has a great influence, many companies have not paid attention to this factor until now. Like the matter of melodious music, although it seems trivial, it has a great influence on the effectiveness and efficiency of carrying out tasks. Employees will be able to achieve maximum performance if they have a high achievement motive. The motive for achievement that employees need to have must be grown from within themselves and from the work environment. This is because the motive for achievement that is grown from within oneself will form a self-strength and if the work environment situation is also supportive, then achieving performance will be easier (Hayat, 2023).

2.5 Organizational Citizenship Behavior

Organs define *Organizational Citizenship Behavior* (OCB) as individual behavior that is *discretionary*, which is not directly and explicitly rewarded by a formal reward system, and which as a whole promotes

the effectiveness of organizational functions. Free and voluntary, as such conduct is not required by the requirements of the role or job description, which is expressly required under a contract with the organization; but as a personal choice (Pawirosumarto, Setyadi, & Khumaedi, 2017). According to Lestari and Ghaby (2018) stated that *Organizational Citizenship Behavior* (OCB) has characteristics of voluntary behavior/*extra-role behavior* that is not included in the job description, spontaneous/without certain advice or orders, helpful behavior, and behavior that is not easily seen and assessed through performance evaluation. Looking at it from the perspective of several figures, the author concludes that *Organizational Citizenship Behavior* (OCB) is the behavior of individuals who have the willingness to help voluntarily and intangibly or are directly rewarded or rewarded by the formal system for various things that can advance the organization in a better direction. *Organizational Citizenship Behavior* (OCB) is the desire that arises from within an individual to contribute to an organization or company. This is based on the commitment that individuals have to be able to provide the best for the organization or company where they work.

According to Purnama (2013), Organizational Citizenship Behavior (OCB) can affect organizational effectiveness for several reasons. First, organizational citizenship behavior can help increase the productivity of colleagues. Second, organizational citizenship behavior can help increase managerial productivity. Third, organizational citizenship behavior can help to efficiently use organizational resources for productive purposes. Fourth, organizational citizenship behavior can reduce the level of need for the provision of organizational resources for employee maintenance purposes. Fifth, organizational citizenship behavior can be used as an effective basis for coordination activities between team members and between working groups.

Basically, research on *Organizational Citizenship Behavior* (OCB) or organizational citizenship behavior uses variables that affect individual *Organizational Citizenship Behavior* (OCB), namely personal or dispositional variables and situational variables. Both variables are based on existing theories. 1) In the personal or dispositional variable based on personality theory and attribution theory, while in the situational variable based on social exchange theory (Kissela, 2018). For this reason, in this study, the researcher included personality theory, attribution theory, and social exchange theory in the theories of organizational citizenship behavior or commonly known as *Organizational Citizenship Behavior* (OCB).

Attribution theory is a theory of how humans explain the behavior of others or their own behavior and the consequences of their questionable behavior, for example: attitudes, motives, or other external factors. According to Hendrawan and Suchyawati (2017), attribution is an act of interpretation, namely the impression of sensory information connected to its original source. Attribution is also the process of forming an impression Attribution theory is how individuals make decisions about a person. Individuals make an attribution when the individual feels and describes a person's behavior and tries to dig into knowledge as to why they behave the way they do. Referring to some of the opinions that have been explained earlier, it can be seen that attribution is the process of inferring the motives, intentions, and characteristics of others by looking at the apparent behavior of individuals. The behavior displayed by individuals is certainly inseparable from situational and external factors.

2.6 Research Model

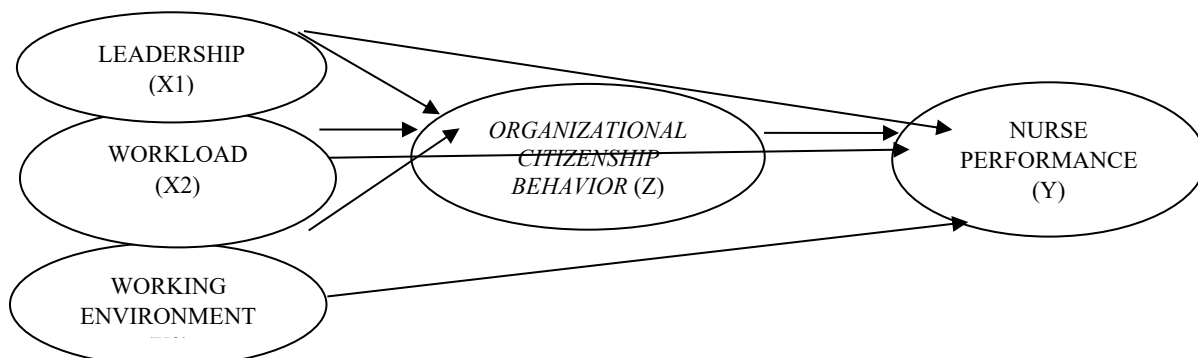


Figure 1. Research model

2.7 Hypothesis

A hypothesis is a conclusion, but the conclusion is not final, it still has to be proven true (Djarwanto, 2013). The purpose of research using hypotheses is so that in the research activities the researcher focuses only on the information or data needed for the hypothesis tester. The hypotheses proposed in this study are:

1. Leadership has a direct effect on Nurse Performance
2. Workload has a direct effect on Nurse Performance
3. The Work Environment has a direct effect on Nurse Performance
4. *Organizational Citizenship Behavior* has a direct effect on Nurse Performance
5. Leadership has a direct effect on *Organizational Citizenship Behavior*
6. Workload has a direct effect on *Organizational Citizenship Behavior*
7. The Work Environment has a direct effect on *Organizational Citizenship Behavior*
8. Leadership has an indirect effect on Nurse Performance through *Organizational Citizenship Behavior*
9. Workload has an indirect effect on Nurse Performance through *Organizational Citizenship Behavior*
10. Work Environment has an indirect effect on Nurse Performance through *Organizational Citizenship Behavior*.

3 Methodology

3.1 Type of Research

The approach taken in this study is to use a quantitative approach. Definition of quantitative method according to Sugiyono (2016) that the quantitative method can be interpreted as a research method based on the philosophy of positivism, used to research on certain populations and samples, data collection using research instruments, data analysis is quantitative/statistical with the aim of testing the hypothesis that has been determined. The quantitative approach is an approach that measures research instruments including the causal relationship of each variable through numbers. The test of research variables is to determine the relationship between the bound variable and the independent variable through the mediating variable used in the research. So the purpose of this study is to test the hypothesis and find out the influence between independent variables, namely leadership, workload and work environment on the dependent variable, namely nurse performance with an intervening variable, namely *Organizational Citizenship Behaviour*. The population in this study is 180 nurses at Muhammad Sani Hospital, Karimun Regency.

3.2 Operational Definition of Variables and Measurements

Table 1. Operational Definition of Variables and Measurements

Variable	Indicators	Scale	Grain
Nurse Performance (Y) Aprilianti Tarigan, 2018	Neatness and completeness	Likert	1,2
	Ability to get the job done		3,4,5
	Ability to foster cooperation with others		6
	Initiatives in getting work done		7,8
Variable	Indicators	Scale	Grain
<i>Organizational Citizenship Behavior</i> (Z) Hoffman, 2017	Awareness of doing the job correctly	Likert	1,2,3
	Avoidance behavior creates problems and is polite in the workplace		4,5
	Behaviors that focus on right and wrong in the organization		

	Constructive behavior supports the organization		6 7,8
Variable	Indicators	Scale	Grain
Leadership (X ₁) Wursanto, 2015	The desire to accept responsibility Ability to be objective Ability to set priorities Ability to communicate	Likert	1 2,3,4 5,6,7 8,9, 10,11
Work Environment (X ₃) Sedarmayanti, 2014	Physical Work Environment: Description / Light Temperature Air circulation in the workplace Bad smell at work Safety in the workplace Non-Physical Work Environment: Relationship between superiors and subordinates Relationships with Colleagues	Likert	1,2 3 4 5 6 7,8,9 10,11, 12

4. Results and discussion

4.1. Research Results

4.1.1 Characteristics of Respondents

This study measured the results of field studies with the distribution of respondents based on 5 variables, namely leadership, workload, work environment, performance, and *Organizational Citizenship Behavior*. Data analysis using PLS Smart 4.0 aims to prove the results of the study with 2 models, namely *the outer model* consisting of *convergen validity* and *differential validity*, and *the inner model* consisting of a determinant test with *R square*, and the *path coefficient test*, namely the results of the direct influence and indirect influence tests. Participant description is a process of describing respondents based on age, gender, education, and length of work. In the study, as many as 180 respondents were obtained, the following is a description of the data of nurse respondents at Muhammad Sani Hospital, Karimun Regency. Respondent descriptions generally include various aspects that describe the characteristics and backgrounds of the people involved in a survey, research, or study.

Table 2. Description of Respondent Characteristics

Age	Number (Person)	Percentage (%)
< 25 years	3	1,6%
25-30 years old	56	31,33%
31-40 years old	60	33,33%
41-50 years old	54	30%
>50 years	7	3,74%
Total	180	100%
Gender	Number (people)	Percentage (%)
Woman	135	75%
Man	45	25%
Total	180	100%
Education Level	Number (Person)	Percentage (%)

SMA	0	0%
Diploma	121	67,3%
S1	57	31,6%
S2	2	1,1%
Total	180	100%
Working Period	Number (Person)	Percentage (%)
<5 years	64	35,55%
5 – 10 years	98	54,45%
>10 years	18	10%
Total	180	100%

4.2. Outer Model

4.2.1 Convergent Validity

The following is the second data processing based on 5 variables with a total of 52 indicators.

Table 3. *Outer Model Convergent Validity*

	Nurse Performance (Y)	Leadership (X1)	Workload (x2)	Work Environment (X3)	Organizational Citizenship Behavior (Z)
KIN1	0,187				
KIN2	0,133				
KIN3	0,803				
KIN4	0,765				
KIN5	0,827				
KIN6	0,725				
KIN7	0,279				
KIN8	0,771				
KP1		0,176			
KP10		0,884			
KP11		0,813			
KP2		0,066			
KP3		0,435			
KP4		0,718			
KP5		0,768			
KP6		0,831			
KP7		0,875			
KP8		0,794			
KP9		0,866			
BK1			0,419		
BK2			0,524		
BK3			0,822		
BK4			0,484		
BK5			-0,140		
BK6			-0,388		
BK7			0,813		
BK8			0,526		
BK9			0,700		
BK10			0,732		
BK11			0,851		
BK12			0,852		
BK13			0,654		
LK1				0,668	

LK2				0,456	
LK3				0,602	
LK4				0,153	
LK5				0,374	
LK6				0,520	
LK7				0,433	
LK8				0,778	
LK9				0,569	
LK10				0,758	
LK11				0,798	
LK12				0,782	
OCB1					0,772
OCB2					0,748
OCB3					0,567
OCB4					0,767
OCB5					0,832
OCB6					0,785
OCB7					0,760
OCB8					0,156

Source : PLS Data Processing 2024

Based on the information in the table above, it can be explained as follows:

- 1) The construct or variable of Nurse Performance is measured by indicators KIN1 to KIN8. Indicators that do not have a *loading factor* value above 0.3 are KIN1, KIN2, and KIN7.
- 2) The construction or variable of Leadership is measured by KP1 to KP11 indicators. Indicators that do not have a *loading factor* value above 0.3, namely KP1 and KP2.
- 3) The construct or variable of Workload is measured by indicators BK1 to BK13. Indicators that do not have a *loading factor* value above 0.3 are BK5 and BK6.
- 4) The construction or variable of the Work Environment is measured by LK1 to LK12 indicators. Indicators that do not have a *loading factor* value above 0.3 are LK4.
- 5) The construct or variable of *Organizational Citizenship Behavior* is measured by indicators OCB1 to OCB8. Indicators that do not have a *loading factor* value above 0.3 are OCB8.

Based on data processing, all were declared valid, after eliminating several invalid instruments, and further tests were carried out.

Table 4. *Average Variance Extacted (AVE)*

	Average Variance Extracted (AVE)	Composite Reliability	Cronbach Alpha
Organizational Citizenship Behavior (Z)	0,611	0,904	0,872
Nurse Performance (Y)	1,000	1,000	1,000
Workload (x2)	0,673	0,924	0,899
Work Environment (X3)	0,682	0,895	0,845
Leadership (X1)	0,672	0,942	0,939

The collinearity test is to prove the correlation between latent/construct variables whether or not it is strong. The value used to analyze it is by looking at the value of *the Variance Inflation Factor (VIF)*. If the VIF value > 5.00, it means that there is a collinearity problem, and vice versa, there is no collinearity problem if the VIF value < 5.00.

Table 5. *Collinearity*

	<i>Collinearity</i>
Organizational Citizenship Behavior (Z)	4,597
Nurse Performance (Y)	
Workload (x2)	2,875
Work Environment (X3)	3,167
Leadership (X1)	1,311

Source : PLS Data Processing 2024

Based on the data presented above in table 5, it can be seen that the Collinearity value of each of the research variables is >0.5. Thus these results can show that there is no collinearity problem, each research variable has met the requirements of the Collinearity value.

4.3. Inner Model

4.3.1 R Square

Based on the data processing that has been carried out using the smartPLS 4.0 program, the *R-Square* values are obtained as follows:

Table 6. *R Square*

	R Square	Adjusted R Square
Organizational Citizenship Behavior	0,773	0,769
Nurse Performance	0,064	0,025

Source : PLS Data Processing 2024

Based on the data presentation in the table above, it can be seen that the *R-Square* value for the Organizational Citizenship Behavior variable is 0.773. The acquisition of this score explained that the large percentage of Organizational Citizenship Behavior could be explained by Leadership, Workload and Work Environment of 77.3%. Then for the *R-Square* value obtained by the Nurse Performance variable of 0.064. This value explains that Nurse Performance can be explained by Organizational Citizenship Behavior of 6.4%.

4.3.2 Path Coefficient

To assess the significance of the prediction model in structural model testing, it can be seen from the t-statistic value between the independent variable and the dependent variable in the path coefficient table in the following SmartPLS output:

Table 7. *Path Coefficient*

	Original Sampl...	Sample Mean [...]	Standard Devia...	T Statistics (O/...	P Values
BEBAN KERJA (X2) -> KINERJA PERAWAT (Y)	0.083	0.094	0.102	0.820	0.413
BEBAN KERJA (X2) -> OCB (Z)	0.430	0.430	0.059	7.344	0.000
KEPEMIMPINAN (X1) -> KINERJA PERAWAT (Y)	0.186	0.187	0.097	1.922	0.055
KEPEMIMPINAN (X1) -> OCB (Z)	0.040	0.046	0.049	0.810	0.418
LINGKUNGAN KERJA (X3) -> KINERJA PERAWAT (Y)	-0.094	-0.106	0.120	0.786	0.432
LINGKUNGAN KERJA (X3) -> OCB (Z)	0.524	0.521	0.070	7.439	0.000
OCB (Z) -> KINERJA PERAWAT (Y)	0.298	0.300	0.141	2.121	0.034

Data source: PLS 2024 Data Processing

Proving hypotheses of the influence of one variable on other variables directly (without intermediaries). If the value of the path coefficient is positive, it indicates that the increase in the value of one variable is followed by the increase in the value of other variables. If the value of the path coefficient is negative, it indicates that the increase of a variable is followed by the decrease of other variable values.

Hypothesis testing is carried out to test the influence of independent variables on dependent variables. Hypothesis testing was carried out with a t-test with an alpha of 5%. If a **P-value < 0.05** or **t-statistic > 1.96** is obtained, it can be concluded that the hypothesis proposed is supported and significant.

Based on the p value in the table above, the hypothesis can be tested as follows:

1. Leadership with *Organizational Citizenship Behavior* has $0.418 > 0.05$ with a t statistic of $0.810 < 1.96$. Therefore, Leadership does not have a direct and significant influence on *Organizational Citizenship Behavior*.
2. The Workload with *Organizational Citizenship Behavior* has $0.000 < 0.05$ with a statistical t of $7.344 > 1.96$. Therefore, Workload has a direct and significant influence on *Organizational Citizenship Behavior*.
3. The Work Environment with *Organizational Citizenship Behavior* has $0.000 < 0.05$ with a statistical t of $7.439 > 1.96$. Therefore, the Work Environment has a direct and significant influence on *Organizational Citizenship Behavior*.
4. *Organizational Citizenship Behavior* with Nurse Performance has a P value of $0.034 < 0.05$ with a t statistic of $2.121 > 1.96$. Therefore, *Organizational Citizenship Behavior* has a direct and significant influence on Nurse Performance
5. Leadership with Nurse Performance has a P value of $0.055 > 0.05$ with a statistical t of $1.922 < 1.96$. Therefore, Leadership does not have a significant direct influence on Nurse Performance
6. Workload with Nurse Performance has a P Value of $0.413 < 0.05$ with a statistical t of $0.820 < 1.96$. Therefore, Workload does not have a direct and significant influence on Nurse Performance.
7. The Work Environment with Nurse Performance has a P Value of $0.432 > 0.05$ with a t statistic of $0.786 < 1.96$. Therefore, the Work Environment has no direct and insignificant influence on Nurse Performance.

Table 8. Path Coefficient

X1*Z -> KINERJA PERAWAT (Y)	-0.134	-0.139	0.107	1.256	0.210
X2*Z -> KINERJA PERAWAT (Y)	-0.081	-0.077	0.088	0.920	0.358
X3*Z -> KINERJA PERAWAT (Y)	0.065	0.065	0.074	0.881	0.379

Data source: PLS Data Processing 2024

1. Leadership moderated by *Organizational Citizenship Behavior* had $0.210 > 0.05$ with a statistical t of $1.256 < 1.96$. Therefore, Leadership moderated by *Organizational Citizenship Behavior* does not have a direct and significant influence on Nurse Performance.
2. The Workload moderated by *Organizational Citizenship Behavior* has $0.358 > 0.05$ with a t-statistic of $0.920 < 1.96$. Therefore, the Workload moderated by *Organizational Citizenship Behavior* does not have a direct and significant influence on Nurse Performance.
3. The Work Environment moderated by *Organizational Citizenship Behavior* had $0.379 > 0.05$ with a t statistic of $0.881 < 1.96$. Therefore, the Work Environment moderated by *Organizational Citizenship Behavior* does not have a direct and significant influence on Nurse Performance.

5. Conclusion

5.1 Conclusion

The findings of data analysis in the discussion and testing of the hypothesis, can be concluded as follows:

1. Leadership does not have a significant direct influence on Nurse Performance.
2. Workload has no direct and significant influence on Nurse Performance.
3. The Work Environment has no direct and insignificant influence on Nurse Performance.
4. Leadership has no direct and significant influence on *Organizational Citizenship Behavior*.
5. Workload has a direct and significant influence on *Organizational Citizenship Behavior*.
6. The Work Environment has a direct and significant influence on *Organizational Citizenship Behavior*.

7. *Organizational Citizenship Behavior* has a direct and significant influence on Nurse Performance.
8. Leadership has no direct and significant influence on Nurse Performance through *Organizational Citizenship Behavior*.
9. Workload has no direct and significant influence on Nurse Performance through *Organizational Citizenship Behavior*.
10. The Work Environment does not have a direct and significant influence on Nurse Performance through *Organizational Citizenship Behavior*.

5.2 Implication

Based on the results of the study, theoretical and practical implications can be stated as follows:

5.2.1 Theoretical Implications

This research is an application of the Influence of Leadership, Workload, and Work Environment on Nurse Performance through *Organizational Citizenship Behavior*. The results of this study support the research conducted on *Organizational Citizenship Behavior (OCB)* as an Intervening Variable of the Effect of Financial Compensation, Work Environment, and Job Satisfaction on the Performance of Nurses at Balung Hospital, Jember Regency.

5.2.2 Methodological Implications

The use of a quantitative research approach using surveys (Questionnaires) and Secondary Data is a great benefit and can provide strong research results (robust). This approach is able to answer complex research problems and can explain various things and situations in more detail. Other important implications methodologically are as follows:

1. This study uses the second generation multivariate analysis (SEM-PLS). The use of this multivariate analysis provides confidence in validity and robustness.
2. The use of SEM-PLS is a suitable tool for testing complex models and analyzing the relationship of several variables simultaneously and being able to estimate the model well even though there is an abnormal distribution of data.

5.2.3 Empirical (Practical) Implications

A very important impact of this research is that it can provide practical implications to employees and policymakers. The practical implications of this study are as follows:

1. For Muhammad Sani Hospital, Karimun Regency

The results of this study provide understanding as well as input to Muhammad Sani Hospital, Karimun Regency to be expected to improve services in the future.

2. For the Community and Readers

For the public and other readers, this research is expected to be useful as information to add insight, provide input or useful references for other parties concerned for further research in Karimun Regency or other cities and regions throughout Indonesia that have both practical and theoretical impacts.

5.3 Suggestions

1. Nurse Performance at Muhammad Sani Hospital:

- a. Carry out skill development and training in accordance with the competencies needed in the implementation
- b. So that managers/leaders can provide adequate support and constructive feedback such as mentoring and coaching programs to provide individualized guidance and support.
- c. Create a reward system to recognize nurses' achievements and contributions. These awards can be in the form of bonuses, certificates, or public recognition.
- d. Performance Evaluation and Feedback through objective periodic assessments. The results of the evaluation can be used for professional development planning.

2. Leadership at Muhammad Sani Hospital

- a. Focusing on improving leadership qualities in the workplace can affect OCB, which will ultimately improve nurse performance.
- b. There needs to be managerial policies and leadership training in related institutions.

- c. A focus on leadership development may need to be combined with other strategies to influence performance effectively.
3. Workload of Nurses at Muhammad Sani Hospital
 - a. In order to be able to evaluate the workload of nurses.
 - b. Improving workload management is by ensuring a fair and balanced distribution of tasks among nurses. Tasks should be prioritized based on urgency and complexity. **Schedule Management:** Implement a flexible and balanced work schedule. Consider task rotation and fair division of working hours to avoid burnout.
 - c. Provide training to improve nurses' skills in time management and efficient work techniques.
 - d. Use technology to reduce manual workload
 - e. Provide additional support such as nursing assistants or necessary equipment to reduce physical and administrative workload.
 - f. Ensure that nurses have access to adequate resources, such as medical equipment, software, and materials necessary to carry out their duties.
 - g. Work Process Improvement with process optimization and innovation and change.
 4. Work Environment at Muhammad Sani Hospital
 - a. Muhammad Sani Hospital is advised to conduct Work Environment Evaluation and Adjustment, such as work environment audits and involve employees in the work environment evaluation process by holding surveys or discussion forums to get feedback.
 - b. Create social and managerial support by offering better support from managers and co-workers. Training for managers on how to provide constructive feedback and emotional support can be beneficial.
 - c. Create a work-life balance by considering flexible policies that help nurses, especially to maintain a work-life balance.
 - d. **Stress** and well-being management is by implementing a well-being program that includes mental health support, counseling, or stress management techniques. High stress can affect performance and well-being.
 - e. Create an effective communication channel between management and staff through a forum to convey concerns, ideas and feedback
 - f. **Create** a positive and inclusive work culture that promotes mutual respect, collaboration, and team support. A healthy culture can improve job satisfaction and performance.
 5. Organizational Citizenship Behavior at Muhammad Sani Hospital
 - a. Developing and promoting *Organizational Citizenship Behavior* among nurses can be an important strategy for management to improve their performance.
 - b. Strengthening organizational culture by creating an organizational culture that supports and respects OCB behavior. This could involve public recognition, awards, and praise for behavior that demonstrates OCB.
 - c. Integrate OCB in the performance appraisal system. Assessing and rewarding OCB can motivate employees to improve this behavior.
 6. Suggestions for future research in order to conduct in-depth studies on the factors that affect nurse performance and the interaction between various factors such as workload, managerial support, and work environment.

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