THE OCB ROLES AS A MEDIATOR SELF-ACTUALIZATION, PSYCHOLOGICAL WELL-BEING, AND WORK ENVIRONMENT ON HEALTH WORKER PERFORMANCE: STUDY DURING COVID-19 PANDEMIC IN INDONESIA

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Abstract

This study focuses on determining the role of organizational citizenship behavior or OCB as a mediator the relationship between self-actualization, psychological well-being, and the work environment on the performance of health workers with studies during the COVID-19 pandemic in Indonesia. Data were collected from 89 nurses who work in hospitals owned by police institutions in Manado City, Indonesia. Respondents were surveyed directly about their perceptions related to the research topic. The results showed that OCB acts as a mediator between self-actualization, psychological well-being, and the work environment on the performance of health workers. Directly only the work environment has an insignificant effect on the performance of health workers, while other variables indicate a positive and significant relationship. These findings contribute to hospital management and other relevant institutions, as well as human resource research during the COVID-19 pandemic. Some of the limitations of this study are described at the end of this article.

Keywords: Self-actualization; psychological well-being; work environment; OCB; performance; healthcare workers; COVID-19

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INTRODUCTION

The emergence of COVID-19 as a new infectious disease has seriously tested public health systems in various countries. In this context, medical workers or health care providers, as a major force in the fight against the epidemic, bear a monumental task. Unfortunately, many frontline personnel have sacrificed their own well-being and have been infected or even died, causing increased psychological stress. Indonesia is currently still experiencing a COVID-19 epidemic, where the situation of the spread of COVID-19 has reached all regions in the province in Indonesia with the number of cases and/or the number of deaths increasing. As long as this pandemic continues, nurses will sacrifice their own needs to actively participate in anti-epidemic work and make selfless contributions from moral and professional responsibilities. At the same time, nurses will be in a state of physical and mental stress and feel isolated and powerless in the face of the health threats and pressures of high-intensity work caused by the public health emergency. Other research conducted by Kim and Kim (2018); Khalid, et al (2016); Liu, et al (2020), showed that when nurses are in close contact with patients with infectious diseases such as SARS, MERS-Cov, Ebola, H1N1, they will suffer from loneliness, anxiety, fear, fatigue, sleep disturbances, and other physical and mental health problems. caused by not having or lack of appropriate information, guidelines for patient care, individual protective equipment and lack of experience in dealing with patients with new infectious diseases. The results of a study conducted by Liu, et al (2020) with the title "Online mental health services in China during the COVID-19 outbreak", suggesting that frontline healthcare providers treating patients with COVID-19 are at greater risk of mental health problems, such as anxiety, depression, insomnia, and stress. Facing this pandemic, nurses have a dual role as personnel to serve the care of the sick or specifically to explore certain areas of care in serving during the COVID-19 pandemic.

Self-actualization needs are the final needs of every individual who works in a company, where the company must be able to understand the needs of its employees so that employees are able to provide positive feedback for the company. Psychological well-being is one of the factors that can affect a person's life, not least in the world of work. If it is associated with the world of work, employees who have high psychological well-being will have good work performance (Wright & Bonnett, 1997). In addition, employees who have high psychological well-being will feel satisfied and enjoy their work more, are more capable and skilled at solving problems. related to their work so as to improve their performance in the organization (Wright, Cropanzano & Bonett, 2007). A conducive work environment can improve employee performance and vice versa, an inadequate work environment will reduce employee performance. The condition of the work environment is said to be good if humans can carry out activities optimally, healthy, safe and comfortable. The suitability of the work environment can be seen as a result in the long term. An unfavorable work environment can demand more labor and time and does not support obtaining an efficient work system design.

The company that the researchers chose was Bhayangkara level III Hospital Manado because it is a hospital that has more partner staff than organic workers (more than 90% of the nurses are partner staff). Partner employees are non-permanent employees employed by the company for a job without a contract for a certain period of time or receiving a certain income and depending on the contract as stated in the cooperation agreement. The selection of Partner employees as research objects is because Partner employees are the layer most closely related in providing services in handling Covid-19 patients, so it can be said that Partner employees play an important role in the implementation of company performance. This shows how important Mitra's employees are at Bhayangkara Manado Hospital.

Each Partner employee must be responsible for the targets set by the company regardless of the existing field conditions and conditions, especially with the Covid-19 pandemic, Although they play an important role in achieving targets at Bhayangkara Hospital, in reality there are still many differences in meeting the needs received by Partner employees. compared to permanent employees who tend to get more facilities, self-actualization, appreciation and fulfilled social needs.

This study focuses on determining the role of organizational citizenship behavior or OCB as a mediator of the relationship between self-actualization, psychological well-being, and the work environment on the performance of health workers with studies in Indonesia during the COVID-19 pandemic. This article is divided into several sections. First, an introduction that discusses the background of this article as well as some of the theories that underlie the research model. Second, research methods that discuss the methods as well as the data and analysis used. Third, research results and discussion of this research. Fourth, the conclusions as well as some limitations are discussed at the end of this article.

LITERATURE STUDY
Self Actualization

According to Maslow (1954) self-actualization is: "The process of becoming oneself and developing unique psychological traits and potentials". Robbins and Coulter (2017) state that the need for self-actualization is a person's need to be able to become what he wants according to his potential. For example a musician must play music, a professor must teach, and so on. Maslow said that "What a man can be, he must be". (2013) states that

self-actualization is a process of becoming oneself and developing unique talents, traits and psychological potentials. Meanwhile, Perfilyeva (2012) states that self-actualization is an individual's implementation process of interest, creativity, desire to develop, ability to be responsible and independent.

From some of the definitions above, the basis used in this research is the understanding that is most appropriate to the situation in the company, namely the opinion of Robbins and Coulter (2017) which states that the need for self-actualization is a person's need to be able to become what he wants according to his potential. . It can be concluded that self-actualization is the use of all talents, fulfillment of all qualities and capacities in an individual.

Psychological Well-Being

Lawton (1983), defines psychological well-being as the level of evaluation of one's competence and self, which emphasizes the hierarchy of individual goals. Furthermore, Snyder and Lopez (2002) state that psychological well-being is not only the absence of suffering, but psychological well-being includes how individuals play a role in life, how individuals understand the meaning and purpose of life, and how an individual is able to build relationships with other individuals. Psychological well-being is characterized by obtaining happiness, life satisfaction and the absence of depressive symptoms (Ryff & Keyes, 1995). According to Bradburn (1969) happiness is the result of psychological well-being and is the highest goal to be achieved by every human being. Ryff & Keyes (1995) states that psychological well-being consists of six dimensions, namely acceptance of oneself, having positive relationships with others, independence, mastery of the environment, having a purpose and meaning in life as well as sustainable growth and development. each dimension of psychological well-being describes the different challenges that individuals must face in attempting to function positively (Ryff & Keyes, 1995).

From the above understanding it can be concluded that psychological well-being is an individual condition characterized by feelings of happiness, life satisfaction and the absence of symptoms of depression. This condition is influenced by self-acceptance, purpose in life, being able to develop positive relationships with others, becoming an independent person, being able to control the environment, and continuing to grow personally.

Work Environment

According to Terry (2006) "The work environment can be defined as the forces that influence, either directly or indirectly, on the performance of the organization or company". Furthermore, according to Gomes (2011) "the work environment is a work process where the environment interacts according to a certain pattern, and each has certain characteristics or values about the organization that will not be separated from the environment in which the organization is located, and the people who are the center of it." everything". Armstrong (2017) stated "The work environment is an environment that refers to institutions or forces outside the organization that have the potential to affect organizational performance. The condition of the work environment is said to be good or appropriate if humans can carry out activities optimally, healthy, safe, and comfortable. A pleasant work environment will produce a positive relationship for performance and the achievement of company goals.

Based on some of the opinions of the experts above, it can be said that the work environment is everything that is around employees that can affect employees in carrying out the tasks assigned by the office. But in general, the understanding of the work environment is the conditions and atmosphere in which the employees carry out their duties and work to the fullest.

Organizational Citizenship Behavior

Organization citizenship behavior (OCB) is a work behavior that exceeds the basic needs of an employee (Basu dkk., 2017). According to Chelagat et al. (2015) say organizational citizenship behavior (OCB) is the freedom of individual behavior, which is indirectly or explicitly recognized by the reward system, and contributes to the effectiveness and efficiency of organizational functioning. OCB is also a behavior and attitude that benefits the organization that cannot be grown on the basis of formal role obligations or in the form of contracts or recompensation. Examples include helping coworkers to lighten their workload, taking less breaks, carrying out unsolicited tasks, and helping others to solve problems.

OCB contributions are contributors that may or may not be profitable in the future. The point is that the increased rewards for OCB are indirect and uncertain, compared to formal contributions such as high productivity or good engineering or innovative solutions (Organ et al., 2006). In general, OCB refers to behavior that is not part of the employee's formal job description (eg, helping coworkers; being courteous to others), or behavior for which the employee is not formally rewarded (Ismaeelzadeh et al., 2016). Rodrigues and Ferreira (2015) stated that organizational citizenship behavior is voluntary behavior directed by individuals or the organization as a whole. From several opinions regarding OCB, it can be concluded that OCB is a voluntary behavior that exceeds the basic needs of workers such as helping colleagues and being polite to others, which benefits the organization and is not related to the compensation system.

Worker Performance

According to Joshi (2013) worker performance is the result of work both in quality and quantity achieved by a person in carrying out tasks according to the responsibilities given. According to Simamora (2011) employee performance that to achieve the organization to function effectively and in accordance with organizational goals, the organization must have good employee performance, namely by carrying out their duties in a reliable way. According to Rivai and Sagala (2011) performance is the willingness of a person or group of people to carry out an activity and perfect it according to responsibilities with the expected results. According to Lankeshwara (2016) employee performance is the result of a certain work process in a planned manner at the time and place of the employee and the organization concerned. According to Mondy and Mondy (2015) employee performance as expressions such as output, efficiency and effectiveness are often associated with productivity. While Torrington et al. (2008) performance is a comparison of the work achieved by employees with predetermined standards.

Based on the understanding of performance from some of the opinions above, performance is a comparison of the work achieved by employees with predetermined standards. Performance also means the results achieved by a person, both quantity and quality in an organization in accordance with the responsibilities assigned to him.

RESEARCH METHODOLOGY

This research is a quantitative research in the form of a survey of a sample of the research population. The research sample was hospital health workers in Indonesia with a case study on nurses at Bhayangkara Hospital in Manado City, North Sulawesi Province. The number of samples is as much as the population of nurses in the object of research, namely as many as 89 respondents. The research was carried out during the COVID-19 pandemic, which was still ongoing in Indonesia. Data analysis uses path analysis that examines the relationship between self-actualization (11 items), psychological well-being (23 items), and work environment (18 items) on the performance of health workers (29 items) with organizational citizenship behavior (OCB) (11 items) as mediating variable. Data analysis was assisted by IBM SPSS version 25 software to examine the relationship between variables in the research model.

RESULT AND DISCUSSION

Demographically, of the 89 research respondents studied, there are several characteristics. These characteristics can be seen in Table 1, a summary of the characteristics of research respondents:

Table 1.
Sociodemographic Characteristics Summary of the Study Sample

Characteristics of the participants	N=89	Mean, [Range] or %
Gender		
Male	21	23,6
Famale	68	76,4
Ages (Years)		
20-25	20	22,5
26-30	5	61,8
31-40	13	14,6
> 41	1	1,1

Source: Data Proceed (2021)

From table 1 above, it can be seen that the number of employees based on gender is 21 men or 23.6% and 68 women or 76.4%, so it can be concluded that the most dominant employees in this study are in Bhayangkara's hospitals are woman. From table 1 above, it can be seen that as many as 20 people or 22.5% aged 20-25 years, 61.8% or 55 people aged 26-30 years, 14.6% or 13 people aged 31-41 years , and only 1.1% % or 1 person who is more than 41 years old, so it can be concluded that the age range of employees in the Bhayangkara's hospital are aged 26 to 30 years, amounting to 61.8%.

The research instrument test, namely the research reliability, can be seen in Table 2 below.

Table 2.
Research Instrument Reliability Test Results

Variables	Cronbach Alpha (α)	Description
Self Actualization (X1)	0,826	Reliable
Psychological Well-Being (X2)	0,845	Reliable
Work Environment (X3)	0,880	Reliable
OCB (Z)	0,864	Reliable
Performance (Y)	0,956	Reliable

Source: Data Procees (2021)

Based on Table 2, it can be seen that all variables are reliable, this can be seen from the value of the alpha coefficient (Cronbach Alpha) which has a value of more than 0.60. The value of the alpha coefficient (Cronbach Alpha) of the variables of Self-Actualization, Psychological Welfare, Work Environment, OCB, and Employee Performance is close to 1, which means that it has high accuracy or reliability to be used as a variable in a study. Figure 1 below is the result of the research path analysis.
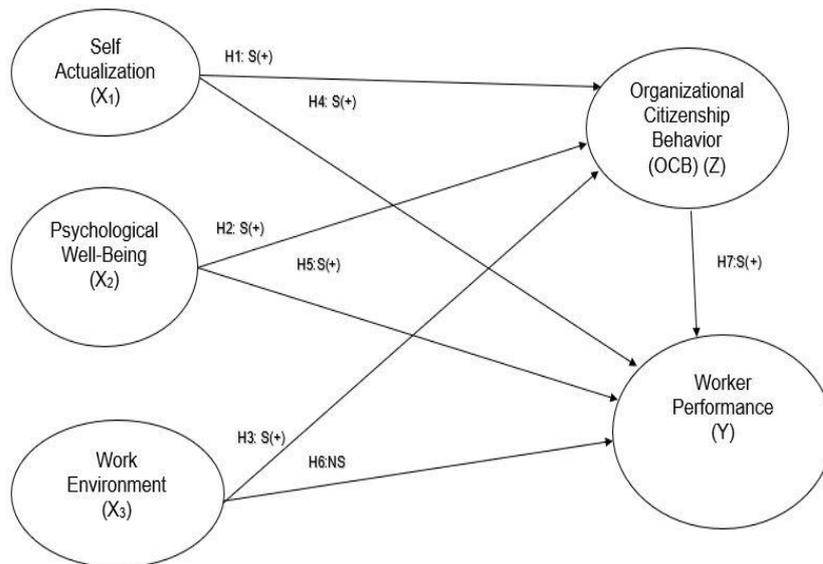
Figure 1.
Results of
Research Model
Path Analysis

Source: Data Procees (2021)

No	Hypothesis	Conclusions
1.	Self-actualization has a positive and significant effect on Organizational Citizenship Behavior (OCB)	Accept
2.	Psychological well-being has a positive and significant effect on Organizational Citizenship Behavior (OCB)	Accept
3.	Work Environment has a positive and significant effect on Organizational Citizenship Behavior (OCB)	Accept
4.	Self-Actualization has a positive and significant effect on Performance	Accept
5.	Psychological well-being has a positive and significant effect on performance	Accept
6.	Work Environment has a positive and insignificant effect on Performance	Accept
7.	Organizational Citizenship Behavior (OCB) has a positive and significant effect on performance	Accept

Table 3.
Hypothesis Test
Results

Based on Figure 1 and Table 3, the results of the path analysis of the research model are explained: (1) The Effect of Self-Actualization on Organizational Citizenship Behavior (OCB). Based on the t test, the coefficient value is 0.254 with a significance level of 0.002 less than 0.05. This shows that Self-Actualization has a positive and significant effect on Organizational Citizenship Behavior (OCB), so H1 is accepted. (2) The Effect of Psychological Well-Being on Organizational Citizenship Behavior (OCB). Based on the t test, the coefficient value is 0.256 with a significance level of 0.001 less than 0.05. This shows that Psychological Well-being has a positive and significant effect on Organizational Citizenship Behavior (OCB), so H2 is accepted. (3) The Effect of Work Environment on Organizational Citizenship Behavior (OCB). Based on the t test, the coefficient value is 0.459 with a significance level of 0.000 less than 0.05. This shows that the work environment has a positive and significant effect on Organizational Citizenship Behavior (OCB), so H3 is accepted. (4) Effect of Self-Actualization on Performance. Based on the t-test, the coefficient value is 0.220 with a significance level of 0.023 which is smaller than 0.05. This shows that self-actualization has a positive and significant effect on performance, so H4 is accepted. (5) Effect of Psychological Well-Being on Performance. Based on the t-test, the coefficient value is 0.220 with a significance level of 0.023 which is smaller than 0.05. This shows that psychological well-being has a positive and significant effect on performance, so H5 is accepted. (6) Effect of Work Environment on Performance. Based on the t test, the coefficient value is 0.120 with a significance level of 0.179 greater than 0.05.

This shows that the work environment has a positive and insignificant effect on performance, so H6 is rejected. (7) Effect of Organizational Citizenship Behavior (OCB) on Performance. Based on the t test, the coefficient value is 0.767 with a significance level of 0.000 less than 0.05. This shows that Organizational Citizenship Behavior (OCB) has a positive and significant effect on performance, so H7 is accepted.

CONCLUSION

The conclusions of this study include: (1) Self-Actualization has a positive and significant effect on Organizational Citizenship Behavior (OCB) RS. Bhayangkara Manado; (2) Psychological well-being has a positive and significant effect on the Hospital's Organizational Citizenship Behavior (OCB). Bhayangkara Manado; (3) The work environment has a positive and significant effect on the Hospital's Organizational Citizenship Behavior (OCB). Bhayangkara Manado; (4) Self-Actualization has a positive and significant effect on Hospital Performance. Bhayangkara Manado; (5) Self-Actualization has a positive and significant effect on Hospital Performance. Bhayangkara Manado; (6) Work environment has a positive and insignificant effect on hospital performance. Bhayangkara Manado; (7) Organizational Citizenship Behavior (OCB) has a positive and significant effect on hospital performance. Bhayangkara Manado; and (8) while the result of indirect influence, or as a mediator variable Organizational citizenship behavior (OCB) can be a mediator between Self-Actualization, Psychological Welfare, and the work environment with the performance of hospital employees. Bhayangkara, Manado.

Some suggestions and implications of the research include: (1) For further research related to employee performance, it is necessary to look at other factors that can develop and improve employee performance, with more variables, and involve more respondents in conducting research that can affect employee performance so that the significance value is greater. (2) To the management of Bhayangkara Manado Hospital to provide rewards or awards to nurse partner employees whose performance assessment results are good

Some of the limitations of the study include: (1) the sample is limited to nurses and only on objects in hospitals based on Police institutions in Indonesia so that the sample has limitations on generalization in general in Indonesia; (2) the number of samples is only limited, namely less than one hundred respondents so that the statistical power is still not strong; and lastly (3) the ability of respondents to respond to surveys in a pandemic situation which in a situation of severe pressure reduces the effectiveness in filling out this questionnaire.

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