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## **The Effect of Compensation on Job Satisfaction of Regional Public Service Agency (BLUD) Nurses and Organizational Citizenship Behavior (OCB) at RSUD Bayu Asih Purwakarta**

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### **ABSTRACT**

**Introduction:** Organizational Citizenship Behavior (OCB) is the behavior of employees that goes beyond their formal obligations, is very important in supporting organizational performance. Good job satisfaction is often associated with increased OCB, while compensation is a key factor in influencing employee job satisfaction. This study was conducted at RSUD Bayu Asih Purwakarta, especially for BLUD nurses, to determine the effect of compensation on job satisfaction and its impact on OCB.

**Objective:** This study aims to analyze the effect of compensation on job satisfaction ( $p=0.001$ ) and Organizational Citizenship Behavior (OCB) ( $p=0.005$ ) among BLUD nurses at RSUD Bayu Asih Purwakarta, with job satisfaction significantly impacting OCB ( $p=0.000$ )."

**Methods:** This study used quantitative methods with a cross-sectional approach. The study was conducted from March-September 2024. Data were collected from 76 BLUD nurses at RSUD Bayu Asih Purwakarta through questionnaires. Analysis of research data using univariate analysis explains the characteristics of variables, while bivariate analysis examines the influence between variables using chi-square. This study uses path analysis to test the causal relationship between variables that have been determined bivariate. Data processing was carried out with the SPSS version 25 statistical program.

**Results:** The results showed that there was a significant influence between compensation and nurses' job satisfaction, indicated by a p-value of 0.001 ( $<0.05$ ). In addition, compensation also has a significant influence on the application of OCB with a p-value of 0.005 ( $<0.05$ ). The effect of job satisfaction on OCB is also significant with a p-value of 0.000 ( $<0.05$ ). The contribution of the effect of compensation on job satisfaction and its impact on OCB is 43.9%, indicating the important role of job satisfaction as a mediator in this relationship.

**Conclusion:** Adequate compensation can increase nurses' job satisfaction and Organizational Citizenship Behavior (OCB). Hospital management needs to increase compensation and improve supervisor-subordinate relationships to foster job satisfaction, so that voluntary behaviors such as OCB can develop, improving overall organizational performance.

**Keywords:** Compensation; Job Satisfaction; Organisational Citizenship Behaviour

## INTRODUCTION

Health care is one of the essential components of a good health system. In it, nursing services have a significant and integral role, because nursing is one of the main pillars that affect the overall quality of health services. Nurses are not only tasked with providing care to patients, but also have the responsibility to monitor patient conditions, provide education for patients and their families, and collaborate with other medical personnel in ensuring holistic care. However, along with the development of public demands for health services in the era of globalization, the roles and responsibilities of nurses continue to evolve and require nurses to have broader knowledge and skills(1).

In Indonesia, nurses are one of the most numerous professions in the health sector. Based on data from the Central Statistics Agency (BPS), in 2021 the number of health workers in Indonesia reached 1.49 million people, with nurses as the largest component reaching 511,191 people(2). In West Java Province, the number of nurses reached 59,582 people, who are spread across various health facilities in all districts, including Purwakarta Regency which has 1,413 nurses(3). This shows that nurses are crucial health workers in providing health services to the community.

Despite Indonesia's high nurse population (511,191 as of 2021) and critical role in healthcare, compensation discrepancies persist, particularly among BLUD nurses at RSUD Bayu Asih Purwakarta, where compensation is often below local wage standards (e.g., minimum wage Rp. 4,464,675 vs. Rp. 1,959,000 for BLUD nurses)(4). This gap poses challenges for morale, satisfaction, and OCB." This gap in compensation can pose a serious threat to nurses' performance, especially in terms of the quality of service they provide. As stated by Hasibuan (2020), compensation is one of the important factors that affects job satisfaction, motivation, and employee stability. If the compensation provided is inadequate, this can reduce nurses' morale and motivation, which in turn has the potential to reduce the quality of health services they provide to patients. Conversely, adequate compensation that meets the needs of life will increase nurses' job satisfaction, which contributes to improved performance and better health services(5).

Nurses' job satisfaction also has a significant correlation with organizational citizenship behavior (OCB). OCB is behavior outside the formal obligations of an employee that aims to increase organizational effectiveness. Research by Rahmawati and Prasetya (2017) shows that nurses who have high job satisfaction are more likely to engage in OCB, which includes voluntary behavior to help colleagues, maintain good interpersonal relationships, and contribute more to the organization. Conversely, job dissatisfaction can inhibit the emergence of OCB, which will ultimately affect overall organizational performance(6).

The problem of nurses' job dissatisfaction due to low compensation has also been revealed in various previous studies. Research by Bachtiar (2016) at Asy Syaafi Pamekasan General Hospital, for example, showed that one of the main factors leading to nurse dissatisfaction was an inadequate payroll system, with 45% of respondents expressing dissatisfaction with the salary they received. In addition, other factors contributing to nurses' job dissatisfaction included hospital policies, relationships with superiors and coworkers, working environment conditions, and promotion opportunities(7).

A similar condition was also found in a study by Barahama, Katuuk, and Oroh (2019) which showed that 51.7% of nurses at RSUD GMIM Pancaran Kasih Manado were dissatisfied with their jobs, especially related to factors such as compensation, relationships with superiors, and working conditions. These studies show that nurses' job dissatisfaction is a common problem in various hospitals in Indonesia, and if not addressed immediately, it can have a negative impact on the quality of health services provided(8).

Based on this phenomenon, research on the effect of compensation on job satisfaction of BLUD nurses and its impact on OCB at RSUD Bayu Asih Purwakarta is very important to do. This research is expected to contribute to the formulation of better policies related to the provision of compensation to BLUD nurses, to increase their job satisfaction and ultimately contribute to improving the quality of health services provided. In addition, this study also aims to identify other factors that contribute to nurses' job satisfaction, so that more comprehensive solutions can be implemented to improve the welfare of nurses at RSUD Bayu Asih Purwakarta.

With this research, it is hoped that effective strategies can be found to improve nurses' job satisfaction through providing compensation that is fairer and in accordance with living needs, as well as creating a conducive work environment to improve nurses' performance and contribution in achieving organizational goals. Better nurses' welfare will have a direct impact on the quality of services provided, which in turn will improve the image of RSUD Bayu Asih as a professional and trusted health care institution in Purwakarta Regency.

## METHOD

This study uses descriptive and associative quantitative research design with a *cross-sectional* approach. This research design aims to analyze the effect of compensation on job satisfaction of Regional Public Service Agency (BLUD) nurses and its impact on *Organizational Citizenship Behavior* (OCB) at RSUD Bayu Asih Purwakarta.

Descriptive research design is used to determine the value of independent or independent variables without comparing or relating them to other variables. (9). In this context, descriptive research was conducted to obtain an overview of the level of compensation, nurses' job satisfaction, and OCB at RSUD Bayu Asih Purwakarta. In addition, associative research aims to determine the relationship or influence between two or more variables (9). This study examines the effect of the independent variable, namely compensation, on the dependent variable, namely job satisfaction, as well as the effect of job satisfaction on OCB as an impact variable.

The *cross-sectional* approach used in this research is a study that collects data at one specific time to answer research questions. This approach allows researchers to see the relationship between several variables at the same time. (9). The research data was collected through measurement at one specific time. This research was carried out from March 2024-September 2024, and the results obtained were used to analyze the effect of compensation on job satisfaction and OCB.

The population in this study were all BLUD nurses who worked at Bayu Asih Purwakarta Hospital. The sampling technique used in this study was the total sampling technique. Total sampling is a sampling technique where the number of samples is equal to the number of existing populations. The reason for taking total sampling is because the sample taken is a population of less than 100, namely 99 people. Because according to Sugiyono, if the total population is less than 100, the total sampling technique is used so that the entire population is used as a research sample.(9)

The questionnaire, structured on a Likert scale, assessed perceptions of compensation, job satisfaction, and OCB with reliability confirmed by a Cronbach's alpha  $> 0.70$ . A chi-square test was chosen for bivariate analysis, while path analysis explored mediation effects of job satisfaction on OCB, with total sampling (n=76) following guidelines for populations  $<100$ ."

Analysis of research data using univariate analysis explains the characteristics of the variables, while bivariate analysis examines the influence between variables using chi-square. This study uses *path analysis* or path analysis to test the causal relationship between variables that have been determined. According to Ghazali (2018), path analysis is used to estimate the strength of the influence of independent variables (compensation) on intervening variables (job satisfaction) and dependent variables (OCB). This technique allows researchers to test the direct or indirect relationship between these variables based on quantitative data that has been collected.(10).

By using this design and approach, this study is expected to provide a comprehensive picture of the effect of compensation on nurses' job satisfaction and on OCB at RSUD Bayu Asih Purwakarta.

## RESULTS

The results of research on the effect of compensation on job satisfaction of nurses of the Regional Public Service Agency (BLUD) and Organizational Citizenship Behavior (OCB) at RSUD Bayu Asih Purwakarta include: characteristics of respondents, univariate analysis, bivariate analysis and path analysis. Based on the sample found when conducting research in accordance with the inclusion criteria, as many as 76 employees of BLUD RSUD Bayu Asih Purwakarta.

**Table 1.** Characteristics of Respondents according to characteristics

Characteristics	Total	Percentage (%)
Gender		
Male	44	57,9
Female	32	42,1
Education		
D3	43	56,6
S.Kep	33	43,4
Total	76	100%

Based on table 1, it shows that the characteristics of respondents according to gender and education in the study of the effect of compensation on job satisfaction of nurses of the Regional Public Service Agency (BLUD) and Organizational Citizenship Behavior (OCB) at RSUD Bayu Asih Purwakarta, most of 44 out of 67 (57.9%) are male. In terms of education, the data shows that the characteristics of respondents are mostly D3 Nursing education as many as 43 out of 76 (56.6%).

Data on univariate variables that are the subject of research include Compensation, Job satisfaction and *Organizational Citizenship Behavior* of Regional Public Service Agency (BLUD) nurses at RSUD Bayu Asih Purwakarta.

**Table 2.** Univariate Variables

Variables	Total	Percentage
Compensation		
Less Good	32	42,1
Good	44	57,9
Satisfaction		
Less Satisfied	37	48,7
Satisfied	39	51,3
OCB		
Less Good	39	51,3
Good	37	48,7
Total	76	100

Based on Table 2, most nurses of the Regional Public Service Agency (BLUD) at RSUD Bayu Asih Purwakarta, namely 44 out of 76 people (57.9%), received good compensation. In addition, 39 out of 76 nurses (51.3%) were satisfied with their jobs. However, despite the high level of job satisfaction, 39 out of 76 nurses (51.3%) had an unfavorable perception of *Organizational Citizenship Behavior* (OCB) in their workplace. This suggests that despite adequate compensation and job satisfaction, aspects of organizational behavior still require more attention.

Furthermore, Bivariate data analysis is carried out which will look at the effect of compensation on job satisfaction of Regional Public Service Agency (BLUD) nurses and Organizational Citizenship Behavior (OCB) at RSUD Bayu Asih Purwakarta including measurements of compensation on job satisfaction, compensation on Organizational Citizenship Behavior, job satisfaction on Organizational Citizenship Behavior.

**Table 3.** Effect of Compensation on Employee Job Satisfaction BLUD RSUD Bayu Asih Purwakarta

No.	Compensation	Satisfaction						<i>p value</i>	RP 95 % CI
		Less Satisfied		Satisfied		Total			
		f	%	f	%	f	%		
1	Less Good	23	71,9	9	28,1	32	100	0,001	2,3 (1,4-3,7)
2	Good	14	31,8	30	68,2	44	100		
Total		37	48,7	39	51,3	76	100		

Based on table 3, shows that BLUD nurses Bayu Asih Purwakarta Hospital who get good compensation as many as 30 out of 44 (68.2%) feel satisfied at work, while employees who get less good compensation as many as 23 out of 32 (71.9%) feel less satisfied. *Chi square* test results show *p value* 0.001 < 0.05, it is concluded that there is a significant influence between compensation and job satisfaction of nurses BLUD RSUD Bayu Asih Purwakarta. The RP value is 2.3, meaning that nurses who have good compensation have a 2.3 times chance of feeling satisfied compared to those who get less good compensation.

**Table 4.** Effect of Compensation on Organizational Citizenship Behavior of BLUD Nurses at Bayu Asih Purwakarta Hospital

No.	Compensation	OCB						<i>p value</i>	RP 95 % CI
		Less Good		Good		Total			
		f	%	f	%	f	%		
1	Less Good	23	71,9	9	28,1	32	100	0,005	2.0 (1,3-3,1)
2	Good	16	36,4	28	63,6	44	100		
	Total	39	51,3	37	48,7	76	100		

Based on table 4, it shows that BLUD nurses at Bayu Asih Purwakarta Hospital who get good compensation as many as 28 out of 44 (63.4%) apply Organizational Citizenship Behavior well, while employees who get poor

compensation as many as 23 out of 32 (71.9%) apply Organizational Citizenship Behavior poorly. The Chi square test results show a  $p$  value of  $0.005 < 0.05$ , so it is concluded that there is a significant influence between compensation and implementing Organizational Citizenship Behavior of nurses at BLUD RSUD Bayu Asih Purwakarta. The RP value is 2.0, meaning that nurses who have good compensation have a 2 times the chance of having a good perception of Organizational Citizenship Behavior compared to those who get less good compensation.

**Table 5.** Effect of Satisfaction on Organizational Citizenship Behavior of BLUD Nurses at RSUD Bayu Asih Purwakarta

		Organizational Citizenship Behavior						p value	RP 95 % CI
No.	Satisfaction	Less Good		Good		Total			
		f	%	f	%	f	%		
1	Less Satisfied	35	94,6	2	5,4	37	100	0,0001	9,2 (3,6-23,4)
2	Satisfied	4	10,3	35	89,7	39	100		
Total		39	51,3	37	48,7	76	100		

Based on table 5 shows that BLUD nurses of Bayu Asih Purwakarta Hospital who have satisfied job satisfaction as many as 35 out of 39 (89.7%) apply Organizational Citizenship Behavior well, while employees who have dissatisfied job satisfaction as many as 35 out of 37 (94.6%) apply Organizational Citizenship Behavior poorly. The Chi square test results show a  $p$  value of  $0.0001 < 0.05$ , so it is concluded that there is a significant influence between satisfaction and applying Organizational Citizenship Behavior for nurses at BLUD RSUD Bayu Asih Purwakarta. The RP value is 9.2, meaning that nurses who are satisfied have a 9.2-times chance of having a good perception of Organizational Citizenship Behavior compared to those who are less satisfied.

Path analysis in research uses two stages of interpretation, namely the stage of calculating the path coefficient and the stage of hypothesis testing and conclusions.

### Coefficient J flow

**Table 6.** Output Summary of Coefficients Regression Test Between Compensation variables and Job Satisfaction of BLUD Nurses at RSUD Bayu Asih Purwakarta

Variables	Coefficients Std. Error	Standardized Coefficients Beta	Sig	R Square
(Constand)	2,378		0,000	
Compensation	0,117	0,340	0,003	0,116

Based on table 6, the significant value of the compensation variable is 0.003 and the job satisfaction variable is 0.000 less than alpha 0.05. These results provide the conclusion that the regression on the compensation variable path coefficient has a significant effect on job satisfaction. The value of R square is 0.116, this shows that the contribution of the effect of compensation on job satisfaction is 11.6%. The value of  $e1 = \sqrt{1-0.116} = 0.940$ .

**Table 7.** Output Summary Coefficients Regression test between variables Compensation, Job Satisfaction and Organizational Citizenship Behavior Nurse BLUD RSUD Bayu Asih Purwakarta

Variables	Coefficients Std. Error	Standardized Coefficients Beta	Sig	R Square
(Constand)	3,553		0,000	
Compensation	0,067	-0,118	0,211	0,439
Satisfaction	0,063	0,693	0,000	

Based on table 7 Can it is known that the significant value of the compensation variable is 0.211 and the job satisfaction variable is 0.000 and the *Organizational Citizenship Behavior* variable is 0.000. This shows that the compensation variable is greater than alpha 0.05 and the job satisfaction and *Organizational Citizenship Behavior* variables are smaller than alpha 0.05. These results provide the conclusion that regression on the compensation variable path coefficient does not have a significant effect on *Organizational Citizenship Behavior*. While the regression on the path coefficient of the job satisfaction variable has a significant effect on *Organizational Citizenship Behavior*. The value of R square is 0.439, this shows that the contribution of the effect of compensation on job satisfaction and the impact on *Organizational Citizenship Behavior* is 43.9%. The value of  $e1 = \sqrt{1-0.439} = 0.749$ .

## Hypothesis Test

Analysis of the effect of compensation on nurse job satisfaction obtained a significant value of  $0.003 < 0.05$ . So, it can be concluded that directly there is a significant influence between compensation on nurses' job satisfaction.

Analysis of the effect of compensation on Organizational Citizenship Behavior obtained a significant value of  $0.211 > 0.05$ . So, it can be concluded that directly there is no significant influence between compensation on nurse Organizational Citizenship Behavior.

Analysis of the effect of job satisfaction on Organizational Citizenship Behavior obtained a significant value of  $0.000 < 0.05$ . So, it can be concluded that directly there is a significant influence between job satisfaction on nurses' Organizational Citizenship Behavior.

Analysis of the direct effect of compensation on job satisfaction and the impact on Organizational Citizenship Behavior shows that the direct effect of compensation on Organizational Citizenship Behavior is  $-0.118$ . While the indirect effect of compensation on job satisfaction and the impact on Organizational Citizenship Behavior is  $0.340 \times 0.693 = 0.236$ . So, the total effect given by compensation on Organizational Citizenship Behavior is the direct effect plus the indirect effect, namely  $-0.118 - 0.236 = 0.118$ . Based on the results of the above calculations, it is known that the direct effect value is  $-0.118$  and the indirect effect is  $0.236$ , which means that the indirect effect value is greater than the direct effect value. This result shows that indirectly compensation has a significant effect on Organizational Citizenship Behavior.

## DISCUSSION

This study examines the effect of compensation on job satisfaction and its impact on Organizational Citizenship Behavior (OCB) among nurses of the Regional Public Service Agency (BLUD) RSUD Bayu Asih Purwakarta. There are several important findings that need to be considered, which are explained in detail through the following aspects:

### The Effect of Compensation on Job Satisfaction

The results showed that compensation has a significant influence on nurses' job satisfaction at RSUD Bayu Asih Purwakarta. A total of 68.2% of nurses who received good compensation were satisfied with their jobs. In contrast, 71.9% of nurses who received poor compensation were dissatisfied. Based on the Chi-square test, the p-value of 0.001 is smaller than 0.05, which indicates a significant influence between compensation and job satisfaction. This is in line with the research of Jeo et al. (2023), which shows that compensation has a significant effect on job satisfaction at Dr. Pirngadi Medan Hospital. The study found an OR value of 35.158, which means that inappropriate compensation is 35 times more likely to affect nurses' job satisfaction.(11).

According to Enny (2019), compensation is a form of reward given to employees as a tribute to their contribution, which can be in the form of direct or indirect financial benefits.(12). Hasibuan (2020) adds that compensation has several purposes, including as a tool to increase job satisfaction and employee stability.(5).

Job satisfaction, according to Sunarso (2021), is the positive or negative feelings that individuals feel toward various aspects of their jobs.(13). Factors such as a poor work environment and lack of attention from superiors can lead to dissatisfaction, while fair pay, work that matches interests, and a supportive work environment can increase satisfaction.(14).

### The Effect of Compensation on Organizational Citizenship Behavior (OCB)

This study also showed that compensation has a significant influence on OCB among BLUD nurses at RSUD Bayu Asih Purwakarta. A total of 63.4% of nurses who received good compensation showed good OCB, while 71.9% of nurses who received poor compensation still showed good OCB behavior. Chi-square test showed a p-value of 0.005, which means there is a significant influence between compensation and OCB.

This finding is in line with Susilo's research (2021), which found that compensation has a significant effect on OCB among lecturers at Pekalongan University.(15). Subianto (2021) also found a significant effect of compensation on OCB with a significance value of 0.046.(16). According to Sedarmayanti (2019), compensation is a reward received by employees as part of a very important human resource management strategy.(17).

OCB itself is defined as voluntary employee behavior that exceeds job demands. (18). Siregar (2018) added that OCB is behavior that contributes more than organizational expectations.(19). Effective organizations are formed by the role of individuals who are willing to work beyond their responsibilities, which can improve overall organizational performance.(20).

### The Effect of Job Satisfaction on Organizational Citizenship Behavior (OCB)

Job satisfaction also has a significant effect on OCB among nurses of BLUD RSUD Bayu Asih Purwakarta. A total of 89.7% of nurses who were satisfied with their jobs showed good OCB, while 94.6% of nurses who were

less satisfied showed poor OCB. Chi-square test showed a p-value of 0.000, which means there is a significant influence between job satisfaction and OCB.

This research is in line with the results of Dini Fitrianasari's research, which shows that job satisfaction has a significant influence on OCB. The path coefficient (beta) of 0.599 indicates that job satisfaction has a positive effect on OCB. Rampengan (2015) added that voluntary mutual assistance behavior between employees is a reflection of OCB.(21).

According to Rahayu and Onida (2020), job satisfaction is reflected in a person's happy attitude towards their work, which is driven by various factors such as the work environment, relationships with superiors, and adequate work equipment. A person who is satisfied with their job tends to show behavior that goes beyond their responsibilities, which is the essence of OCB.(22).

### **The Effect of Compensation and Job Satisfaction on *Organizational Citizenship Behavior* (OCB)**

The research also shows that compensation has no significant effect directly on OCB, but job satisfaction has a significant effect on OCB. The significant value of the compensation variable is 0.211, greater than alpha 0.05, while the significant value of the job satisfaction variable is 0.000, which is smaller than alpha 0.05. This shows that job satisfaction is a more dominant factor in influencing OCB.

The contribution of compensation to job satisfaction and its impact on OCB is 43.9% ( $R^2 = 0.439$ ). This is in line with Pardede's research (2023), which shows that job satisfaction has a significant effect on OCB with a regression coefficient value of 0.403.(23). According to Hasibuan (2020), compensation is an important factor in creating job satisfaction, which in turn can affect OCB behavior among employees.(5).

Organizations that want to increase OCB among employees must pay special attention to efforts to increase job satisfaction. Rahmawati & Prasetya (2017) show that job satisfaction can foster a strong feeling of belonging to the organization, which then encourages employees to do work beyond their responsibilities.(6). According to Robbins & Jude (2017), OCB is behavior outside of work obligations that can increase organizational effectiveness.(20).

### **CONCLUSION**

This study found that compensation has a significant influence on job satisfaction and OCB, although the direct effect of compensation on OCB is not significant. Job satisfaction is a factor that has more influence on OCB among nurses of BLUD RSUD Bayu Asih Purwakarta. Organizations that want to improve nurse performance and create a work environment conducive to the development of OCB should pay special attention to the compensation system and efforts to increase employee job satisfaction.

### **SUGGESTION**

It can be used as a review of study materials to formulate policies for implementing fair compensation in accordance with the workload, so as to create job satisfaction of nurses which has an impact on encouraging nurses to behave who have responsibility for the roles and functions of nurses, care about organizational performance, and can prove their existence in hospital institutions.

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