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ENHANCING EOCB THROUGH DPJ-FIT: RECENT RESEARCH IN THE HOSPITAL NURSES ENVIRONMENT

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Abstract

The aim of this study is to test how much influence Environmental Organizational Citizenship Behavior (EOCB) has directly from Digital Person-Job Fit (DPJ-Fit) and indirectly through Job Satisfaction (JS). This research is the recent research on OCB in the hospital nurse's environment. This study employed a population of nurses in type C hospitals with a sample of 209 people. The type of sampling technique in this study applied simple random sampling. Multivariate data analysis techniques or Structural Equation Modeling (SEM) were implemented with analysis tools using Partial Least Square software (Smart PLS 3.0). The results showed that DPJ-Fit directly and indirectly affects EOCB. The greater influence on EOCB is through the mediating role of JS. Nurses' EOCB can be developed by implementing mutually helpful behavior between nurses by applying the values of team work and compassion through the values and goals set by the hospital management. Further research may allow Job Satisfaction for similar research.

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INTRODUCTION

Human resources are not merely considered as a resource but considered as very valuable asset for the organization. Quality human resources are one of the most important aspects in an organization that could create a positive contribution in achieving the organization's highest goals and effectiveness (Kataria et al., 2019). Human resources are people that included in the category of living things as part of the environment. The environment of the organization is the environment where the company take place, including all workers and service users in it. In today's competitive business environment, it is very essential for organizations to retain employees who are able and willing to make extra efforts beyond the work they must do. As a result, these extra efforts may provide other benefits to achieve organizational effectiveness, efficiency, and survival (Torlak et al., 2021). One of the extra efforts that can encourage the effectiveness of organizations that care about the environment is environmental organizational citizenship behavior (EOCB).

OCB is one of the factors that most influence organizational effectiveness and success (Brockner et al., 2006). OCB is individually and optionally social behaviors that are not recognized by the organization's formal reward system, but it can contribute to environmental management effectively (Boiral, 2009). Some challenges in the organization's behavioral practices especially are capable to maintain OCB proven to be important in business environments (Cop et al., 2020). High OCB is closely related to voluntary work behavior in employees which may increase effectiveness and productivity in an organization (Sayuti, 2019). Therefore, OCB requires responsibilities beyond the requirements of in-role behavior such as assisting colleagues complete their work, creating a positive work environment, avoiding unnecessary work conflicts, and being more involved in organizational activities (Mensah, 2018). Environmental Organizational Citizenship Behavior (EOCB) is important because of the extra roles that associated with co-workers and customers.

It is important for organizations to ensure that employees who work in an environment supported by digital technology also have the level of fit (PJ-Fit) or Digital Person Job Fit (DPJ-Fit). Person-job fit (PJ-Fit) is a factor that could influence OCB (Luh et al., 2019). PJ-Fit is a very essential aspect to improve OCB (Farzaneh et al., 2014). PJ-Fit plays a role in assisting organizations to find out employees who match the needs,

preferences, and desires of the organization as well as the value of sustainability between employees and organizations (Luh et al., 2019).

Employees who feel fit with their jobs tend to own high OCB (Farzaneh et al., 2014). There are a number of studies that show that PJ-Fit affects OCB (O'Reilly III & Chatman, 1986). However, there are still research gaps regarding the effect of PJ-Fit toward OCB as indicated by inconsistent research outcomes. There are research outcomes show that PJ-Fit has a significant effect on OCB (Purjani & Riana, 2018; Sharma, 2020; Kim & Gatling, 2018). However, there are differences in the research outcomes which show that PJ-Fit did not have a significant effect on OCB (Alfani & Hadini, 2018).

The inconsistent outcomes of research on the effect of PJ-Fit toward OCB may be influenced by several factors. First, there are differences in the variables studied, which examines the effect of PJ-Fit on OCB through social dominance orientation as a moderating variable (Sharma, 2020), examines the effect of PJ-Fit on OCB (Purjani & Riana, 2018; Alfani & Hadini, 2018), and examines the effect PJ-Fit on OCB through employee engagement as a mediating variable (Kim & Gatling, 2019).

Second, there are differences in research parameter, namely the use of different research indicators such as the PJ-Fit indicator by some research (Cable & DeRue, 2002; Lauver & Kristof-Brown, 2001; Kristof-Brown et al., 2005). The use of different OCB indicators by some research (Bettencourt et al., 2001; Podsakof et al., 2009). Third, there are differences in research objects, namely research conducted on private school principals (Sharma, 2020), hospital nurses (Luh et al., 2019), university employees (Alfani & Hadini, 2018), and hospitality employees (Kim & Gatling, 2019). Fourth, there are differences in the analytical tools used, namely the use of IBM SPSS AMOS 20 (Sharma, 2020), SEM PLS (Purjani & Riana, 2018; Kim & Gatling, 2018), and SEM AMOS 22 (Alfani & Hadini, 2018).

This research model is a development by a research, that in future studies it is expected to add job satisfaction (JS) variables (Ashfaq, 2019). Different research outcomes related to PJF on OCB, could be mediated by JS (Kaur & Kang, 2021). The sampling technique in this study was obtained based on suggestions from a research, that in future studies it is expected to use probability sampling techniques so that the sample is more generalized (Ashfaq, 2019).

Based on the results of unstructured interviews conducted by researchers and authorities from both hospitals, there is a good application of PJ-Fit in both hospitals. The application of PJ-Fit are job specifications for nurses, namely having a minimum educational background of Diploma 3 of nursing, having certification in nursing, having a Nurse Practice License, and is mandatory to attend routine training held by the training center, namely training for Light Fire Extinguishers, Basic Life Support, Occupational Safety and Health, Infection Control and Prevention, Quality Improvement and Patient Safety, and Patient Safety Goals.

The finding of the gap phenomenon that occurs in both type C Hospital nurses could be seen in a preliminary study conducted by researchers with thirty nurses as respondents. The preliminary study questionnaire consisting of three indicators of OCB, which are explained into twelve items. The preliminary study results shows that the level of OCB is not yet optimal, namely in the item "I am willing to assist my colleagues' duties and responsibilities when they cannot attend work", with an answer of 60% no, "I am willing to assist my colleagues who have a heavier workload", with an answer of 56.7% no, "My attendance at this hospital is above average", with an answer of 53.3% no, "I always arrive on time at work", with an answer of 53.3% no. It could be concluded that respondents who answered no led to an OCB level that was not optimal with an average respondent's answer of 30.6%.

Based on the phenomenon that occurs in nurses' environment in both Type C Hospitals in Semarang City, the authors are interested in conducting this research to examine the influence of environmental organizational citizenship behavior (EOCB) has directly from digital person-job fit (DPJ-Fit) and indirectly through job satisfaction (JS).

Environmental Organizational Citizenship Behavior

Organizational citizenship behavior (OCB) is defined as the freedom of individual behavior in making their own decisions for each situation at hand and could not be directly recognized to obtain a formal reward system (Bies & Organ, 1989). In the past, OCB was included in behaviors that have direct benefits to individuals and indirect benefits to organizations, while the latest shows that OCB is included in behaviors that have direct benefits to organizations compared to direct benefits to individuals (Gupta et al, 2017). OCB is the voluntary behavior of employees to do work outside of their duties and job descriptions without any awards in return, but may provide benefits to the organization

to achieve organizational effectiveness. OCB has three indicators, namely compliance, altruism, and time/attendance (Organ & Lingl, 1995). Organizational citizenship behaviors for the environment (EOCB) are a specific type of Pro-Environmental Behavior (PEB) to ensure improvement in the organizational (Althnayan et al., 2022). The activity like voluntary and unrecognized engagement in environmental activities which have been established by the organization and contribute to the improvement of the organization's reputation. EOCB that employees can cooperate with their organization so that they can perform and execute activities that go beyond the scope of their job duties and prioritize the environment (Daily et al., 2009).

Digital Person-Job Fit

Person-job fit (PJ-Fit) is defined as the fit between a person's abilities and job demands or a person's desires and job attributes (Sekiguchi, 2004). PJ-Fit is the relationship between individual characteristics and job characteristics or tasks at work (Kristof-Brown et al., 2005). PJ-Fit consists of two things, first, the fit between demand and ability, where the fit in question is the fit between the employee's abilities and job requirements; second, the fit between needs and fulfilment, where the fit in question is the fit between the needs, desires, and preferences of employees with the given job attributes (Andela & van der Doef, 2019). PJ-Fit has two indicators, namely needs-supplies fit and demands-abilities fit (Cable & DeRue, 2002). Digital person job fit (DPJ-Fit) is the key to unlocking the full potential of individuals and organizations. Digital transformation demands a workforce not only embraces technology but also possesses the right skills and competencies. DPJ-Fit ensures that individuals are not only digitally literate but also possess the necessary expertise to excel in their roles. In the digital world, job satisfaction is closely tied to DPJ-Fit. When individuals find themselves in roles that align with their skills, interests, and aspirations, they are more likely to thrive and contribute meaningfully to their organizations. DPJ-Fit is not a one-time assessment but a continuous process. As technology advances and job requirements evolve, organizations must invest in ongoing training and development to ensure that individuals maintain a strong DPJ-Fit.

Job Satisfaction

Job satisfaction (JS) is a pleasure feeling that results from a person's assessment of achievement in their job or achievement in facilitating their work values (Locke, 1969). Another definition of JS is a person's feeling of satisfaction or pleasure that comes from their work and is positively related to employee health and performance (O'Leary et al., 2009). JS is an emotional reaction shown by employees to the work environment and certain types of work that could not be measured by the success obtained by employees (Tepret & Tuna, 2015). JS is closely related to the positive emotional feelings possessed by an employee, therefore these positive emotional feelings may arise when employees feel that the expectations in the work have already fulfilled (Dhurup et al., 2016). Based on the definition, it is assumed that JS is an affirmative emotion that a person has towards various aspects of his job, which is a personal thing because satisfaction with the job that each employee feels is different. JS consists of nine indicators, namely salary/wages, promotion, supervision, benefits, awards, operating procedures, co-work, nature of work, and communication (Spector, 1985).

The Effect of Person-Job Fit toward Organizational Citizenship Behavior

Employees who feel fit with their work tend to own high OCB (Farzaneh et al., 2014). Employees' involvement in various types of voluntary behavior depends on the engagement they feel to their work (Hussain, 2018). An improvement in employee OCB is caused by high PJ-Fit (Archana et al., 2017). When employees have a fit with their work, employees would experience psychological engagement to their work and cause employees to be more involved in OCB. Several studies have shown that PJ-Fit has a significant effect toward OCB. Research on local government employees in Central Sulawesi shows that PJ-Fit has a significant effect on OCB (Alfi et al., 2021). The outcomes of the study are in line with the object of private school principals in India which shows that PJ-Fit has a significant effect toward OCB (Sharma, 2020). The equal research outcomes, namely PJ-Fit has a significant effect toward OCB with the object of hospitality employees in the United States (Kim & Gatling, 2019). Based on the explanation above, it is concluded that PJ-Fit has a significant effect toward OCB.

H1: Person-job fit has a significant effect toward organizational citizenship behavior.

The Effect of Person-Job Fit toward Job Satisfaction

PJ-Fit is closely related to job satisfaction (Laschinger et al., 2006). Employees would be more engaged in their work and gain satisfaction and happiness at work when a person and their job own a match of important characteristics such as having similar values, which could further explain that PJ-Fit could affect their JS (Wheeler et al., 2007). Individual satisfaction and performance may increase when individuals choose jobs that match their traits and skills (Caldwell & O'Reilly, 1990). If employees' skills and abilities match their job requirements, then employees are more likely to fulfill their competency needs and would subsequently feel a higher level of JS (Greguras & Diefendorff, 2009). Several studies have shown that PJ-Fit has a significant effect toward JS. Research on hospital medical professionals and public health service centers in Shanghai shows that PJ-Fit has a significant effect toward JS (Xiao et al., 2021). The equal research outcomes, namely PJ-Fit has a significant effect toward JS with the object of nurses from various public and private hospitals in Islamabad, Pakistan (Sikander & Batool, 2021). The research outcomes are in line with the object of employees from various organizations in Quebec, Canada, which shows that PJ-Fit has a significant effect toward JS (Deschênes, 2021). Based on the explanation above, it could be said that PJ-Fit has a significant effect toward JS.

H2: Person-job fit has a significant effect toward job satisfaction.

The Effect of Job Satisfaction toward Organizational Citizenship Behavior

JS is essential for every employee in the organization since it may affect employees in finishing their duties and responsibilities (Novira & Martono, 2015). In various work and cultural contexts, it is explained that JS is related to various affirmative performances including OCB (Lu et al., 2012). JS also affects the level of employees OCB (Asgari et al., 2020). Higher JS of employees, the more employees would speak positively about their organization, assist others, and work beyond the normal expectations of their work (Sena, 2011). Individuals who feel satisfied with their jobs result in a positive mood and would show higher OCB towards their colleagues and organizations (Bilgin et al., 2015). Several studies have shown that JS has a significant effect toward OCB. Research on nurses at Koesma Hospital, Indonesia shows that JS has a significant effect toward OCB (Idris et al., 2021). The equal research outcomes, namely JS has a significant effect toward

OCB with the object of public hospital nurses in Sulaimania, Iraq (Torlak et al., 2021). The outcome of the study is in line with a research on production employees of PT Timatex, Salatiga, which shows that JS has a significant effect toward OCB (Isyah & Palupiningdyah, 2020). Based on the explanation above, it is well-said that JS has a significant effect toward OCB.

H3: Job satisfaction has a significant effect toward organizational citizenship behavior.

The Effect of Person-Job Fit toward Organizational Citizenship Behavior through Job Satisfaction

PJ-Fit involves individual knowledge, skills, abilities, and other characteristics related to job demands, so that the higher the characteristics of PJ-Fit owned by employees, the higher the employee satisfaction with work and this may encourage the emergence of extra role behavior (OCB) in employees (Nuraji & Zakiy, 2018). When a person and their job own important PJ-Fit characteristics such as having the same values, then they would be more involved in their work and gain satisfaction while working, which could further explain that PJ-Fit could affect their satisfaction at work (Wheeler et al., 2007). When individuals are satisfied with their jobs, individuals would have a positive mood and show high OCB to their colleagues and organizations (Bilgin et al., 2015). In other words, employees' fit with their jobs affects the level of employee satisfaction with their jobs, which in turn could affect the level of employees OCB. There is research that shows that PJ-Fit has a significant effect toward OCB through JS. The research results on private bank employees in the state of Punjab, India show that PJ-Fit has a significant effect toward OCB through JS (Kaur & Kang, 2021). Based on the explanation above, it could be said that PJ-Fit has a significant effect toward OCB through JS.

H4: Job satisfaction mediates the effect of person-job fit toward organizational citizenship behavior.

METHOD

The research approach used in this research is quantitative research. This research design is descriptive research. The sampling applied probability sampling technique or random sampling. Determination of the number of samples in this study using the slovin

formula to calculate the minimum sample size. The implementation of probability sampling techniques and the slovin formula was based on the large number of populations so it is not possible for researchers to make the entire population as a sample. Therefore, the sample in this study was 209 nurses in type C hospitals in Semarang City.

Simple random sampling was used in this study, which is a technique for obtaining samples directly carried out on the sampling unit, where each sampling unit as the smallest population element obtains the same chance to be sampled or so that the population is represented (Syahrums & Salim, 2014). This study applied Multivariate data analysis techniques or Structural Equation Modeling (SEM) with analysis tools using Partial Least Square software (Smart PLS 3.0). PLS is one of the variant-based SEM statistical techniques designed to solve multiple regression when there are specific problems with the data, such as small sample size, missing values, and multicollinearity (Abdillah & Hartono, 2015). PLS-SEM is a useful approach to estimating structural models in education research. Considering its features and the research situations that suit its objectives, such as analyzing complex theoretical models, handling non-normal data, achieving statistical power with smaller sample sizes, and focusing on the model's predictive capability (Hair & Alamer, 2022). This research use job satisfaction as mediation. When a mediation construct steps in between two other related constructs, mediation takes place. Mediation can be a useful statistical analysis, if supported by theory and carried out properly (Hair et al., 2021)

RESULTS AND DISCUSSION

Respondent Characteristics

It is known that the number of respondents was 209 people. Consisting of 55 male respondents (26%) and 154 female respondents (74%). The age of respondents in this study ranged from 22-57 years old. The majority of respondents in this study were aged 26-29 years old (41 people or 19.6%). Respondents aged 54-57 years old were the minority age in this study (9 people or 4.3%). It is known that the majority of respondents, that is 153 people (73%) took associate's degree and 56 respondents who had bachelor degree (27%). The majority of respondents in this study were married (175 people or 84%) and the number of unmarried respondents was 34 people (16%). Respondents in

this study had a working period between 1-36 years, with majority of working period between 5-8 years (54 people or 25,8%).

Convergent Validity

Convergent validity is related to the principle that the measures of a construct should have a high correlation (Abdillah & Hartono, 2015). Convergent validity can be measured using the rule of thumb, namely outer loading > 0.7 and Average Variance Extracted (AVE) > 0.5 (Chin & Todd, 1995). A loading factor value of 0.5 - 0.6 is still acceptable (Abdillah & Hartono, 2015). Discriminant validity is related to the principle that measures of different constructs should not have a high correlation (Abdillah & Hartono, 2015). The discriminant validity of the construct can be seen from the root value of AVE $>$ coefficient with other variables.

Table 1. AVE Value Test Results

Variable	AVE
JS	0.615
OCB	0.615
PJ-Fit	0.719

Source: SmartPLS 3 primary data processing results (2023)

Based on table 1, it is seen that all latent variables have an AVE value > 0.5 . This means that all items have convergent validity or are valid.

Discriminant Validity

Discriminant validity is related to the principle that measures of different constructs should not have a high correlation (Abdillah & Hartono, 2015). Discriminant validity is comparing each square root of AVE to the correlation value between constructs. If the square root value of AVE is higher than the correlation value between constructs, then it is declared to meet the discriminant validity criteria (Ghozali & Latan, 2015).

Table 2. Discriminant Validity Test Results (*Fornell Laker Creation*)

	JS	OCB	PJF
JS	0.784		
OCB	0.707	0.784	
PJ-Fit	0.739	0.642	0.848

Source: SmartPLS 3 primary data processing results (2023)

Based on table 2, it is seen that the correlation value for each variable has a greater value than the reflective construct, so that the variables used in this study have good discriminant value.

Instrument Reliability

Data measuring instruments and the resulting data are said to be reliable if the instrument can consistently produce the same results every time a measurement is carried out (Ferdinand, 2014). According to Abdillah and Hartono (2015), reliability tests in PLS can be analyzed using two techniques, namely Cronbach alpha and composite reliability. An instrument can be said to be reliable if it meets the rule of thumb, namely having a composite reliability value > 0.70 and Cronbach alpha > 0.7 (Abdillah & Hartono, 2015).

Table 3. Reliability Test Result

Variable	<i>Cronbach's Alpha</i>	<i>Composite Reliability</i>
JS	0.929	0.941
OCB	0.937	0.946
PJ-Fit	0.922	0.939

Source: SmartPLS 3 primary data processing results (2023)

Based on table 3, it is seen that the Cronbach's Alpha and Composite Reliability values have an internal consistency value of 0.7 - 0.9, this indicates that the reflective constructs in this study is reliable or consistent in capturing the measured phenomenon.

Determination Test (R^2)

The R-squared (R^2) value is useful for measuring the level of variation in changes in the independent variable towards the dependent variable. The higher the R^2 value in a model indicates that the better the prediction model of the proposed research model (Abdillah & Hartono, 2015). Rule of Thumb of R^2 value in the structural model is 0.67 (good); 0.33 (moderate); and 0.19 (weak).

Table 4. Determination Coefficient Test Result (R^2)

	R Square	R Square Adjusted
JS	0.546	0.544
OCB	0.531	0.527

Source: SmartPLS 3 primary data processing results (2023)

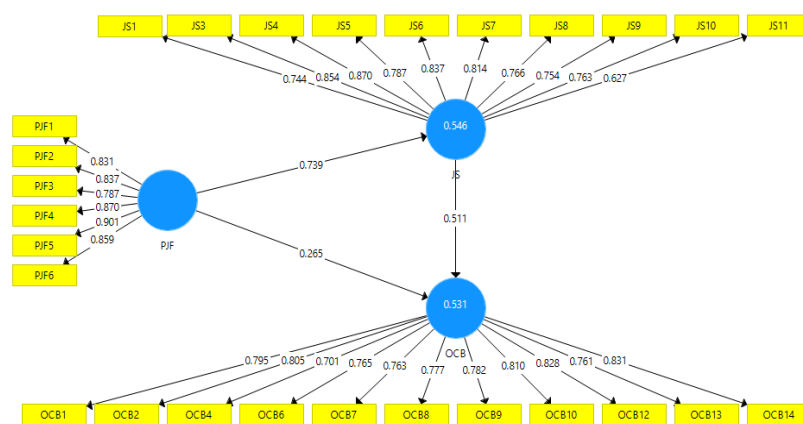
Based on the results of the coefficient of determination (R^2) test displayed in table 4, it is seen the R^2 value for the resulting exogenous latent variable has a value > 0 and is

close to the value of 1, which is respectively 0.544 (substantial) for the JS variable and 0.527 (substantial) for the OCB variable. This means that the variation in the value of PJ-Fit could be explained by the JS variable by 54.4% and the remaining 45.6% is explained by other variables outside the structural model analysed. In addition, the variation in the value of the PJ-Fit variable could be explained by the OCB variable by 52.7% and the remaining 47.3% is explained by other variables beyond the structural model analysed.

Hypothesis Testing

Hypothesis testing in this research uses the SEM-PLS analysis technique which is carried out using the bootstrapping test. Hypothesis testing can be done by looking at the t-statistical value and p-value of each variable. The rule of thumb in hypothesis testing is the t-statistic value > 1.64 or p value < 0.050.

Picture 1. PLS Outer Model Path Diagram



Source: SmartPLS 3 primary data processing results (2023)

Picture 1 is a diagram after estimating or issuing statement items on constructs that have outer loadings < 0.7, so that there are only constructs that have outer loadings > 0.7.

Table 5. Direct Effect Test Results (Path Coefficient)

	Original Sample	T Statistics	P Values	Remarks
PJ-Fit -> JS	0.739	23.284	0.000	Significant Positive
PJ-Fit -> OCB	0.265	3.138	0.002	Significant Positive
JS -> OCB	0.511	6.559	0.000	Significant Positive

Source: SmartPLS 3 primary data processing results (2023)

Based on table 5, it is interpreted that the results of the direct effect test (path coefficient) show that PJ-Fit positively affects JS as indicated by the original sample value

of 0.738, and is significant as shown in the t-statistic of $23.284 > 1.971$ and p-value $0.000 < 0.05$. Thus, **H1 is accepted**. PJ-Fit positively affects OCB as shown by the original sample value of 0.265 and is significant as shown by t-statistic of $3.138 > 1.971$ and p-value of $0.000 < 0.05$. Thus, **H2 is accepted**. JS affects OCB positively as indicated by the original sample value of 0.511 and is significant as shown in the t-statistic of $6.559 > 1.971$ and p-value $0.000 < 0.05$. Thus, **H3 is accepted**.

Table 6. Indirect Effect Test Results

	Original Sample	T Statistics	P Values	Remarks
PJ-Fit -> JS -> OCB	0.378	6.221	0.000	Significant Positive

Source: SmartPLS 3 primary data processing results (2023)

Based on table 6, it is assumed from the results of the indirect effect test that PJ-Fit positively affects OCB through JS are indicated by the original sample value of 0.378, and is significant at a t-statistic of $6.221 > 1.972$ and a p-value of $0.000 < 0.05$. Thus, **H4 is accepted**.

DISCUSSION

The results of this research show that PJ-Fit positively affects JS. This means that the size of the perceived PJ-Fit would directly increase JS. The outcomes of this study are in accordance with some research, which stated that PJF has a significant effect toward JS (Xiao et al., 2021; Gul et al., 2018). It is proven that PJ-Fit has a significant effect on nurse JS. PJ-Fit positively affects OCB. This means that perceived PJ-Fit would directly increase OCB. This results is accordance with some research, that PJ-Fit is proven to have a significant effect on OCB (Sharma, 2020). JS affects OCB. This means that the size of the perceived JS would directly increase OCB. The outcomes of this research are in accordance with a research, which stated that JS has a significant effect on OCB (Isyah & Palupiningdyah, 2020). Based on the research results, it shows that there is an indirect effect between PJ-Fit and OCB through JS. This means that JS plays a role in mediating the influence of PJ-Fit and OCB. The results of this study support the research results by Kaur and Kang (2021), which shows that PJ-Fit has a significant influence on OCB through JS. So it is proven that JS can fully mediate the influence of PJ-Fit on OCB.

PJ-Fit is crucial for nurses who use digital technology since it is essential for performing nurses' daily duties. The utilization of digital technologies in healthcare requires a strong understanding on the part of nurses. They must be capable of using sophisticated medical technology and software and comprehend their proper use in clinical settings. Additionally, effective communication skills are required of nurses, including the capacity to interact with patients and co-workers via digital platforms like telemedicine or health information management systems (HIMS). Nurses who work with digital technology need to be ready to alter and adopt new technology fast. They must be ready to pick up any new medical technology that appears. By making use of the training facilities already in place, this capability can be attained.

The assessment that nurses feel that the training they have attended is in accordance with their competence would increase their confidence and satisfaction as a nurse. The satisfaction that nurses feel may increase their awareness to share the knowledge and experience they have with colleagues. This would increase nurses' OCB. Increasing competence through training that nurses participate in may have a direct impact on increasing OCB. After nurses attend training, nurses would share in internal FGDs in their environment. So that the willingness to share and improve OCB would be high or stronger.

The front guard to offer health services are nurses. They have a societal duty to make sure that healthcare practices do not damage the environment. A manifestation of this obligation is nurse OCB, who is environmentally conscious. A healthy atmosphere aids in the recuperation of the patient. Nurses give their patients a safer and more comfortable environment by implementing eco-friendly techniques. Nurses can ensure correct separation of hazardous and non-hazardous waste when handling medical waste. They can also encourage recycling and reuse techniques to lessen the environmental impact of waste.

CONCLUSIONS AND SUGGESTIONS

OCB could be increased through PJ-Fit directly or indirectly through JS. However, OCB would be stronger if it goes through the JS mediation role. Suggestion for further research is to implement other variables to test their effect on OCB since the variation in the value of the PJ-Fit variable could be explained by 52.7% of the OCB variable and the

remaining 47.3% explained by other variables beyond the analyzed structural model. Nurses' OCB can be developed by implementing mutually helpful behavior between nurses by applying the values of team work and compassion through the values and goals set by the hospital management.

There are several limitations in this research. First, the number of respondents is limited. Second, this research was only conducted to determine the behavior of nurses in hospitals. There are several suggestions for further research. First, further research should be used this research model by increasing the number of respondents to determine the result consistency. Further research should be applied in various industries, such as the hotel industry (Kim & Gatling, 2019), to generalize the findings. In addition, future researchers may use the job satisfaction variable as a mediating variable since the mediating role is stronger than the direct relationship.

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