# ANALYSIS OF LEADERSHIP BEHAVIOR FACTOR RELATED TO WORK EXPECTATIONS THROUGH ORGANIZATIONAL COMMITMENT IN NURSES

**Suparman[1]\*, Anisah Ardiana[2], Dodi Wijaya[3], Tantut Susanto[4], Hadi Prayitno[5]**

[1]Master Degree Faculty Of Nursing, Faculty Of Nursing, Jember University, Jember, Indonesia
[2,3]Department of Nursing Management,  Faculty Of Nursing, Jember University, Jember, Indonesia
[4]Department of  Community, Family  and Geriatric Nursing,  Faculty Of Nursing, Jember University, Jember, Indonesia
[5]Department of  Public Healty Sciences Medical Sosial Worker, Faculty Of Sosial and Political Sciences, Jember University, Jember, Indonesia

*\*Correspondence:* **Suparman**
*Email*: maulanaparman55@gmail.com

**ABSTRACT**
Effective leadership behavior in hospitals can influence nurses' performance, including job expectations. Positive job expectations can contribute to improving the quality of health services. In addition, organizational commitment is essential as a mediating factor that can connect leadership behavior with work expectations. However, this relationship has not been studied in depth in the context of hospitals. Therefore, this study aims to analyze the influence of leadership behavior on nurses' work expectations through organizational commitment at Jember Lung Hospital. This study used a quantitative approach with a cross-sectional design. The total sample size was 146 nurses working at the Hospital of Paru in Jember. Data were collected using a questionnaire consisting of three questions: leadership behavior, organizational commitment, and work expectations. The data were analyzed using a logistic regression analysis to explore the influence between the variables studied. This study indicated that leadership behavior positively influences organizational commitment ($p < 0.00$). In addition, leadership behavior also has a positive effect on organizational commitment ($p < 0.001$). Organizational commitment mediates the relationship between leadership behavior and work expectations with a value ($p < 0.00$), which indicates that organizational commitment is a significant mediator in the process. The influence of mediation was 0.000, indicating a substantial contribution of mediation to work expectations. Positive leadership behavior can increase the commitment of nursing organizations and job expectations. This study suggests that hospital management needs to pay attention to leadership behavior to improve nurses' motivation and work expectations, ultimately impacting the quality of health services.

**Keywords:** Leadership Behavior; Work Expectations; Organizational Commitment

**INTRODUCTION**

Leadership is a dynamic process that involves proactively responding to existing circumstances and achieving collective goals that are aligned with stakeholders and society. The modern perspective on leadership departs from the conventional business approach that exclusively prioritizes stakeholder satisfaction. Given the current global situation, appropriate skills and knowledge are needed for effective leadership (Specchia et al., 2021).

Leadership behavior has a very significant and crucial role in shaping the culture and performance of an organization. Leadership behavior also plays a very important role in forming a healthy work culture and productive. Leadership that demonstrates integrity, high work ethics, and fairness will help create a work environment based on trust and mutual respect (Ausat et al., 2022). Conversely, leadership behavior that is inconsistent or inconsistent with organizational values can damage work culture and reduce employee motivation and performance. Effective leadership behaviors include the ability to communicate clearly, build strong relationships with the team, motivate employees, and make timely decisions (Tripathi et al., 2020).

The hopes or expectations that an individual has for the job they will or are doing can be in the form of salary, career ladder, work environment, work-life balance and job responsibilities, company culture, and so on (Hana et al., 2024). If expectations are met, it will have an impact on high job satisfaction, when expectations such as salary, career ladder and work environment are met, individuals feel more satisfied with their jobs (Pradiptha et al., 2024).

However, if work expectations or expectations are not met, it will have an impact on low job satisfaction, dissatisfaction can arise if unmet expectations have a negative impact on employee morale (Kim et al., 2023). In this context Al-Haroon & Al-Qahtani (2020) stated that when employees feel that their goals, expectations, or needs are not accommodated by the organization, this can lead to disappointment and dissatisfaction , some factors that can contribute to decreased motivation and productivity include: lack of recognition, unclear goals: ambiguity about job expectations or goals can make employees feel confused and disoriented, an unsupportive work environment, limited development opportunities and poor communication. As well as increasing turnover and absenteeism, where dissatisfaction can cause employees to seek other opportunities, increasing turnover and absenteeism rates (Al Sabei et al., 2020).

Leadership behavior has a significant effect on direct and indirect organizational commitment (Rieka, 2019). Organizational commitment according to Alsadaan et al., (2023) is an attitude that reflects feelings of liking or disliking the organization where one works. Organizational commitment is influenced by three components so that individuals choose to stay or leave the organization based on the norms they have, namely, affective commitment*,* continuance commitment*,* and normative commitment*.* According to Gebreheat et al., (2023) Some aspects that can be explored include, leadership behavior where leadership style: examines the types of leadership styles applied by hospital leaders (eg, transformational, transactional) and their impact on the nursing team and communication skills: analyzes how effective communication between leaders and nurses affects nurses' motivation and expectations of work.

Nurses' job expectations, where expected aspects: understand what nurses expect from their jobs, such as salary, work environment, recognition, and opportunities for development and the relationship with job satisfaction: explores how fulfilled job expectations can contribute to nurses' job satisfaction and performance (Abdulmalik & Pangandaman, 2024). Organizational commitment, where types of commitment: identify types of organizational commitment (affective, normative, and continuance commitment) and how they function as mediators between leadership and job expectations and the impact of commitment on performance: examines how the level of organizational commitment can affect nurse performance and the quality of services provided (Hakami et al., 2020).

Lack of attention from leadership to nurses' work expectations at Jember Lung Hospital can lead to decreased commitment and changes in interactions between health workers, especially related to nurses' work expectations. However, if leaders can effectively explore the potential of nurses and pay proper attention to nurses' work expectations, Jember Lung Hospital can achieve its goals, provide good service, and increase patient satisfaction. There are several nursing paradigms in this study, namely the interaction paradigm, the welfare paradigm, and the change paradigm. This paradigm emphasizes interpersonal relationships in the work environment where positive leadership behavior can increase interactions between leaders and nurses that influence work expectations and commitment to the organization can grow through mutually supportive relationships (Hult et al., 2023).

As with the research conducted by Buil et al., (2019), with the aim of the research to identify the characteristics of transformational leadership and its influence on employee performance. To systematically map and identify key knowledge about organizational support for nurses' career planning and development.

## METHODS
### Study Design
The design used is a Cross-Sectional approach using a questionnaire. The correlation analytical method is a statistical technique used to evaluate and measure the relationship between two or more variables.

### Setting
The study was conducted at Jember Lung Hospital, with respondents being nurses working at Jember Lung Hospital. this study in December 2024

### Research Subject
The population of this study consisted of nurses working at Jember Lung Hospital totaling 146 nurses divided into ASN nurses, BLUD (Public Service Agency) nurses, and PKS (Cooperation Agreement) nurses. Nurses were chosen as the research population because they are an important professional group in providing both medical and nursing services and have a significant role in supporting patient recovery and satisfaction. The sampling method used was total sampling. So that the sample size in this study was all registered nurses as the research population, namely 146 nurses. However, in the application there are 15 people who did not fill out the questionnaire because 8 were on leave, 4 were sick and 3 were on official duty. So the sample became 131 respondents.

### Instruments
The questionnaire research instrument for respondent characteristics is a questionnaire for nurse characteristics including initials, gender, age, education, agency, position, length of service, and employment status, The Research instrument for leadership behavior questionnaire, work expectations, and organizational commitment.

**Leadership Behavior Questionnaire**, Is a leader behavior questionnaire adapted from previous research (Asghar & Oino, 2018). This questionnaire has 19 questions covering 4 indicators: directive, supportive, participative, and achievement-oriented.
The results of the validity test show a correlation value between r = 0.388 - 0.718, which indicates adequate validity. The results of the reliability test of the leader behavior questionnaire showed a Cronbach's alpha value of 0.766. This value indicates that the leader behavior questionnaire has a good level of reliability and is consistent in measuring unconditional self-acceptance. A Cronbach's alpha value above 0.70 indicates that this questionnaire is reliable for use in further research.

**Table 1.** Leadership Behavior Blueprint (Questionnaire B1)

| Variables | Indicator | Question Type | Number of Questions |
|---|---|---|---|

| | | | |
|---|---|---|---|
| Leadership Behavior | *Directive* | 1,2,3,4,5 | 5 |
| | *Suportive* | 6,7,8,9 | 4 |
| | *Task-Oriented Behavior* | 10,11,12, | 3 |
| | *Relationship-Oriented Behavior* | 13,14,15, | 3 |
| | *Participative Behavior* | 16,17 | 2 |
| | *Directive Behavior* | ,18,19 | 2 |

**Work Expectation Questionnaire,** in measuring work expectations included in questionnaire B2 in this study, the researcher adapted the work expectation questionnaire developed by Robbins, S. P., & Judge, (2019) and Ravari et al., (2012), there are 24 questions covering 8 indicators, namely the level of satisfaction, commitment intensity, work involvement, compensation and rewards, work-life balance, career development, organizational culture, recognition and rewards (Ravari et al., 2012; Robbins, S. P., & Judge, 2019).

These results show a correlation value between r = 0.307 - 0.671, which indicates adequate validity. The results of the reliability test of the work expectation questionnaire showed a Cronbach's alpha value of 0.828, the work expectation questionnaire has a good level of reliability and is consistent in measuring unconditional self-acceptance. A Cronbach's alpha value above 0.80 indicates that this questionnaire can be trusted for use in further research.

**Table 2.** Blueprint of Job Expectation Questionnaire (Questionnaire B2)

| Variables | Indicator | Question Type | Number of Questions |
|---|---|---|---|
| Work Expectation | Compensation and rewards | 1,2,3 | 3 |
| | Career development | 4,5,6 | 3 |
| | Work-life balance | 7,8,9 | 3 |
| | Work environment and organizational culture | 10.11 | 2 |
| | Involvement in decision making | 12,13,14 | 3 |
| | Supportive leadership | 15,16,17,18,19 | 5 |
| | Compensation and rewards | 20,21,22 | 3 |
| | Career development | 23,24 | 2 |

**Organizational Commitment Questionnaire,** the organizational commitment questionnaire was adapted by Meyer et al (1993) which consists of three dimensions: affective, continuance, and normative commitment. The questionnaire on organizational commitment shows superior quality, especially in version 14, with items divided into six subscales or a total of 24 items.

The level of reliability of the questionnaire is 0.83, indicating a high level of trust. The current validity analysis of the researcher shows a fit model with a chi-square score of 3690 (p = 0.595), GFI = 0.997, and RMSEA = 0.000. Cronbach's alpha coefficient, which produces a value of 0.935. This indicates very good internal consistency, well above the minimum limit of 0.60.

**Table 3.** Blueprint Organizational Commitment Questionnaire

| Variables | Indicator | Question Type | Number of Questions |
|---|---|---|---|
| Komitment Organization | Affective Commitment | 1,2,3,4,5,6,7,8 | 8 |
| | Continuance Commitment | 9,10,11,12,13,14, 15,16 | 8 |
| | Normative Commitment | 17,18,19,20,21,22, 23,24 | 8 |

**Data Analysis**
**Logistic Regression Analysis**
Statistical analysis of the data used in this study is binary logistic regression analysis. The logistic regression analysis has four model tests: Assessing the Overall Model Test, Testing the Feasibility of the Regression Model (Goodness Fit Test), Determination Coefficient, and

Classification Matrix. Model testing based on the data to be presented using Microsoft Excel data processing tools and Statistical Package for Social Science (SPSS) Version 25,0.

**Ethical Consideration**

This research has undergone an ethical feasibility test conducted at the Health Research Ethics Committee of Jember University, Faculty of Nursing. The results description of Ethical Approval with number, no.394/UN25.1.14/KEPK/2024

**RESULTS**

**General Characteristics Respondent**

The respondents' distribution of general characteristics in this study namely gender, age, education level, installation, position, length of service, and employment status. More complete information is explained in the table below.

**Table 1** Frequency Distribution of Nurse General Characteristics at Jember Lung Hospital in December 2024

| General Characteristics Respondent | | (f) | Presentation (%) |
|---|---|---|---|
| **Gender** | Man | 65 | 49,6 |
| | Woman | 66 | 50,4 |
| | Amount | 131 | 100 |
| **Age** | 21-30 years | 20 | 16,0 |
| | 31-40 years | 84 | 64,1 |
| | 41-50 years | 19 | 14,5 |
| | 51-60 years | 7 | 5,6 |
| | Amount | 131 | 100 |
| **Education** | DIII Nursing | 52 | 3,7 |
| | DIV Nurses | 2 | 1,5 |
| | S1 Nursing | 75 | 57,3 |
| | S2 Nurses | 2 | 1,5 |
| | Amount | 131 | 100 |
| **Installation** | Emergency Room | 12 | 9,2 |
| | Outpatient | 14 | 10,7 |
| | Inpatient | 53 | 40,5 |
| | Surgical Installation | 17 | 13,0 |
| | Intensive | 35 | 26,7 |
| | Amount | 131 | 100 |
| **Position** | Nurse Practitioner | 111 | 84,7 |
| | Team Leader | 8 | 6,1 |
| | Room Responsible Person | 10 | 7,6 |
| | Installation Coordinator | 2 | 1,5 |
| | Amount | 131 | 100 |
| **Length of work** | 1-5 years | 46 | 35,1 |
| | 6-10 years | 37 | 28,2 |
| | 11-15 years | 22 | 16,8 |
| | 16-20 years | 15 | 11,5 |
| | ≥ 20 years | 10 | 7,6 |
| | Amount | 131 | 100 |
| **Employee Status** | civil servant | 52 | 39,7 |
| | PPPK | 50 | 38,2 |
| | BLUD | 9 | 6,9 |
| | PKS | 20 | 15,3 |
| | Amount | 131 | 100 |

The table above shows that the number of male and female nurses at Jember Lung Hospital is almost the same, in age, most are nurses aged 31-40 years, as many as 84 nurses (64.1%), and education is mostly S1 Nursing education, as many as 75 nurses (57.3%). Nurses at Jember Lung Hospital are mostly in the inpatient installation, with as many as 53 nurses

(40.5%), based on the position most are implementing nurses, as many as 111 nurses (84.7%), with a length of service, the most have worked for 1-5 years are 46 nurses (35.1%), with employee status, the most are civil servants as many as 52 nurses (39.7%).

## Special Characteristics Respondent
The specific characteristics of respondents in this study consist of Leadership Behavior, Job Expectations, and Organizational Commitment.

**Table 2** Frequency Distribution of Nurse Special Characteristics at Jember Lung Hospital in December 2024

| Leadership Behavior | | F | % | Mean | Min-Max | Sd. |
|---|---|---|---|---|---|---|
| Valid | Good | 122 | 93,1 | | | |
| | Bad | 9 | 6,9 | 81,29 | 52 - 95 | 9,154 |
| | Total | 131 | 100,0 | | | |
| **Job Expectations** | | | | | | |
| Valid | Good | 79 | 60,3 | | | |
| | Currently | 51 | 38,9 | 106,93 | 72 -120 | 10,193 |
| | Bad | 1 | 0,8 | | | |
| | Total | 131 | 100,0 | | | |
| **Organizational Commitment** | | | | | | |
| Valid | Tall | 118 | 90,1 | | | |
| | Currently | 13 | 9,9 | 94,55 | 59 -120 | 13,217 |
| | Total | 131 | 100,0 | | | |

The table above shows that most of the data distributed on the nurse leadership behavior variable showed good results of 93.1%. the data distribution of the work expectation variable shows that most nurses stated good results, at 60.3%. the data distributed in the nurses' organizational commitment variable showed high results of 90.1%.

## Analysis of Leadership Behavior on Job Expectations
The bivariate analysis used in this study is using the Spearman rho test to test the level of relationship between leadership behavior variables and job expectations. The level of influence of leadership behavior variables on job expectations can be seen in table 6 as follows:

**Table 6.** Level of influence of leadership behavior variables on nurses' work expectations at Jember Lung Hospital in December 2024

| Variables | | Job Expectations | | | | | | | | p value |
|---|---|---|---|---|---|---|---|---|---|---|
| | | Good | | Currently | | Bad | | Total | | |
| | | f | % | f | % | f | % | f | % | |
| Behavior | Good | 74 | 56,5 | 47 | 35,9 | 1 | 0,8 | 122 | 93,1 | 0,000 |
| Leadership | Currently | 5 | 3.8 | 4 | 3.1 | 0 | 0,0 | 9 | 6,9 | |
| **Total** | | **79** | **60,3** | **51** | **39,0** | **1** | **0,8** | **131** | **100** | |

The table above shows that the results of the study on the influence of leadership behavior on work expectations of nurses at Jember Lung Hospital from a total of 131 respondents, it is known that the nurses who most stated that it was good were 79 nurses (60.3%), but good leadership behavior was stated as bad, namely 1 nurse (0.8%), the results of the Spearman's rho test obtained a value (p = 0.000 ≤ α 0.05) then H0 was rejected and H1 was accepted, meaning that there was an influence between leadership behavior and work expectations.

## Analysis of Leadership Behavior on Organizational Commitment
The bivariate analysis used in this study is using the Spearman test to test the level of relationship between leadership behavior variables and organizational commitment. The level of relationship between leadership behavior variables and work expectations can be seen in table 7 as follows.

**Table 7.** Level of influence of leadership behavior variables on organizational commitment of nurses at Jember Lung Hospital in December 2024

| Variables | | Organizational Commitment | | | | | | | | *p value* |
|---|---|---|---|---|---|---|---|---|---|---|
| | | Tall | | Currently | | Low | | Total | | |
| | | f | % | f | % | f | % | f | % | |
| Behavior Leadership | Good | 110 | 84,0 | 12 | 9,2 | 0 | 0,0 | 122 | 93,1 | 0,000 |
| | Currently | 8 | 6,1 | 1 | 0,8 | 0 | 00,0 | 9 | 6,9 | |
| Total | | 118 | 93,1 | 13 | 9,9 | 0 | 0.0 | 131 | 100 | |

The table above shows that the results of the study on the influence of leadership behavior on organizational commitment in nurses at Jember Lung Hospital from a total of 131 respondents, it is known that most of the nurses who stated high commitment were 118 nurses (90.1%), the results of the Spearman's rho test obtained a value (p = 0.000 ≤ α 0.05) then H2 is rejected and H2 is accepted, meaning that there is a relationship between leadership behavior and organizational commitment.

**Analysis of Nurses' Organizational Commitment to Job Expectations**
The bivariate analysis used in this study is using the Spearman test to test the level of relationship between organizational commitment variables and work expectations. The level of relationship between leadership behavior variables and organizational commitment can be seen in table 8 as follows:

**Table 8.** The level of relationship between organizational commitment variables and nurses' work expectations at Jember Lung Hospital in December 2024

| Variable | | Job Expectations | | | | | | | | *p value* |
|---|---|---|---|---|---|---|---|---|---|---|
| | | Good | | Currently | | Bad | | Total | | |
| | | f | % | F | % | f | % | f | % | |
| Organizational Commitment | Tall | 71 | 54,2 | 46 | 35,1 | 1 | 0,8 | 118 | 90,1 | 0,000 |
| | Currently | 8 | 6,1 | 5 | 3,8 | 0 | 0,0 | 13 | 9,9 | |
| Total | | 79 | 60,3 | 51 | 38,9 | 1 | 0,8 | 131 | 100 | |

The table above shows that the results of the study on the influence of organizational commitment on nurses' work expectations at Jember Lung Hospital, from a total of 131 respondents, it is known that the most nurses who stated good were 79 nurses (60.3%), but at high commitment there were those who stated bad, namely 1 nurse (0.8%), the results of the Spearman rho test obtained a value (p = 0.000 ≤ α 0.05) then H3 was rejected and H3 was accepted, meaning that there is a relationship between organizational commitment and work expectations.

**Analysis of Leadership Behavior on Work Expectations Through Organizational Commitment of Nurses at Jember Lung Hospital**

**Table 9.** Level of influence of leadership behavior on work expectations through organizational commitment of nurses at Jember Lung Hospital in December 2024

| Variables Organizational Commitment | | | Job Expectations | | | | | | | | *p value* |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | Good | | Currently | | Bad | | Total | | |
| | | | f | % | f | % | f | % | f | % | |
| Tall | Leadership Behavior | Good | 67 | 56,8 | 42 | 35.6 | 1 | 0.8 | 110 | 93.2 | |
| | | Currently | 4 | 3,4 | 4 | 3.4 | | | 8 | 6.8 | |
| | Total | | 71 | 60,2 | 46 | 39.0 | 1 | 0.8 | 118 | 100 | 0,000 |
| Currently | Leadership Behavior | Good | 7 | 53,8 | 5 | 38.5 | | | 12 | 93.2 | |
| | | Currently | 1 | 7,7 | | | | | 1 | 7.7 | |
| | Total | | 8 | 61,5 | 5 | 38.5 | | | 13 | 100 | |

| Total | Leadership Behavior | Good | 74 | 56,5 | 47 | 35.9 | 1 | 0.8 | 122 | 93.1 |
|-------|---------------------|------|----|------|----|------|---|-----|-----|------|
|       |                     | Currently | 5 | 3,8 | 4 | 3.1 | | | 9 | 6.9 |
|       | **Total**           |      | **79** | **60.3** | **51** | **38.9** | **1** | **0.8** | **131** | **100** |

The table above shows that the results of the study on the influence of leadership behavior on work expectations through organizational commitment in nurses at Jember Lung Hospital, from a total of 131 respondents it is known that the most nurses who stated good were 79 nurses (60.3%), but there were those who stated bad as many as 1 nurse (0.8%), the results of the Spearman rho test obtained a value (p = 0.000 ≤ α 0.05) then H4 was rejected and H4 was accepted, meaning that there is an influence of leadership behavior on nurses' work expectations through organizational commitment.

**Analysis of Assessing Overall Model *Fit***
To assess the overall model (*Overall Model Fit*) is indicated by *the Log Likelihood Value* (value -2LL), namely by comparing the value of -2LL at the beginning (*block number* = 0) with the value of -2LL at the end (*block number* = 1). The test is done by looking at the difference between the initial -2 *log likelihood value (block number* = 0) and the final -2 log *likelihood value* (*block number* = 1). If the initial -2 *log likelihood value* is greater than the final -2 *log likelihood value*, then there is a decrease in results. A decrease in *Log Likelihood* indicates an increasingly good regression model.

**Table 10.** Overall Model Fit

| -2Log initial likelihood (block number = 0) | Coefficients Constant | -2Log likelihood final (block number = 1) | Coefficients Constant |
|----------------------------------------------|-----------------------|-------------------------------------------|-----------------------|
| 84,731 | 2.206 | 84,731 | 2.206 |

Based on the table above obtained from the results of the regression analysis show that the initial -2 Log likelihood value (block number = 0) before being entered into the independent variable is 84,731. After the four independent variables are entered, the final -2 Log likelihood value (block number = 1) does not decrease and does not increase, or remains at 84,731.

The difference between the initial - 2Log likelihood and the final - 2Log likelihood shows no decrease and no increase, or remains at 0. It can be concluded that the initial - 2Log likelihood value (block number = 0) is the same as the final - 2Log likelihood value (block number = 1). This indicates that the hypothesized model has been fit with the data, so that the fixed results of the independent variables in the model indicate that the regression model is getting better, or in other words, the hypothesis is accepted.

**Testing the Feasibility of the Regression Model (*Goodness of Fit Test*)**
The feasibility test of the regression model was assessed using *Hosmer and Lemeshow's Goodness of Fit* Test which was measured by the *chi square value. Hosmer and Lemeshow's Goodness of Fit* Test tests the null hypothesis that the empirical data fits or is in accordance with the model (there is no significant difference between the model and the data so that the model can be said to be (fit).

If the Hosmer and Lemeshow test shows a probability value (P-value) ≥ 0.05 (significant value), it means that there is no significant difference between the model and the data or it can be said that the model can be used to predict the observation value.

**Table 11.** Homer and Lemeshow Test

| Chi-Square | df | Sig. |
|------------|----|----|
| 0.074 | 1 | 0.785 |

Based on the table above obtained from the results of the regression analysis shows that the results of *the Hosmer and Lemeshow Goodness of Fit Test* obtained a chi-square value of

0.074 with a significance level of 0.785. The test results show that the probability value (P-value) ≥ 0.05 (significant value) is 0.785 ≥ 0.05, then H0 is accepted. This indicates that there is no significant influence between leadership behavior and organizational commitment, so that the regression model in this study is feasible and able to predict its observation value.

## Coefficient of Determination (*Nagelkerke's R Square*)

The variability of the independent variable in explaining the dependent variable is measured using the coefficient of determination which can be seen from the *Nagelkerke R Square value*. The value of *the Nagelkerke R Square* is in the form of a decimal that can be converted into a percentage so that it is easy to understand and interpret.

**Table 12.** Model Summary

| -2Log likelihood | Cox & Snell R Square | Nails R Square |
|---|---|---|
| 84.505ᵃ | 0.002 | 0.004 |

Based on the table above obtained from the results of the regression analysis shows that the value of the determination coefficient seen from the *Nagelkerke R Square value* is 0.004. This indicates that the ability of the independent variable, namely Leadership Behavior, to explain the dependent variable, namely work expectations, is only 0.4%. While the rest is explained by other variables outside of this research model, which is 99.6%.

## Classification *Matrix*

The classification matrix shows the predicted influence of the logistic regression model to predict the possibility of influence carried out by leadership behavior. The classification matrix is presented in the form of a table as follows.

**Table 13.** Classification Matrix

| Observed | | | Predicted | | |
|---|---|---|---|---|---|
| | | | Organizational Commitment | | Percentage Correct |
| | | | Currently | Tall | |
| Step 1 | Organizational Commitment | Currently | 0 | 13 | .0 |
| | | Tall | 0 | 118 | 100.0 |
| | Overall Percentage | | | | 90.1 |

Based on the table above, the results of the regression analysis show that the ability to influence is 90.1%.

## Logistic Regression Model

The analysis used in this study is multiple logistic regression analysis, namely by looking at the influence of leadership behavior on work expectations through organizational commitment in nurses at Jember Lung Hospital in 2024.

**Table 14.** Logistic Regression Model

| | B | SE | Wald | df | Sig. | Exp.(B) | 95% CI for EXP(B) | |
|---|---|---|---|---|---|---|---|---|
| | | | | | | | Lower | Upper |
| Leadership Behavior (1) | .129 | 1.104 | .014 | 1 | .907 | 1.138 | 131 | 9.903 |
| Job Expectations | | | .004 | 2 | .998 | | | |
| Job Expectations (1) | -038 | -601 | .004 | 1 | .950 | .963 | .296 | 3.127 |
| Job Expectations (2) | 18,973 | 40192.97 | .000 | 1 | 1,000 | 173739745.175 | .000 | |
| Constant | 2.101 | 1.113 | 3,560 | 1 | .059 | 8.172 | | |

Based on the logistic regression equation above, the influence of independent variables on dependent variables and moderator variables can be analyzed, including:

a. The constant value (α) is 2.101, meaning that if the independent variable has a fixed value (constant), then its influence is 2.101.
b. The leadership behavior variable has a positive coefficient value of 129, meaning that if each influence of leadership behavior with the assumption that the value of other variables remains constant, it will have an influence of 129.
c. The work expectation variable (1) has a negative coefficient value of -0.38, meaning that if each influence of work expectations is assumed to be constant, it will be -0.38.
d. The work expectation variable (2) has a positive coefficient value of 18.973, meaning that if each influence assumes the value of the other variables remains constant, it will have a significant influence of 18.973.

**Hypothesis Testing**
**Wald Test (Partial T Test)**
The Wald test is used to test whether each independent variable is able to influence the dependent variable. To determine whether the hypothesis is accepted or rejected by comparing the t count and the significance level α = 0.05 with the following criteria:
1) If the calculated t value < t table and p-value > 0.05, then the hypothesis (H0) is accepted. This shows that the independent variables individually (partially) do not affect the dependent variable.
2) If the t-value > t-table and p-value < 0.05, then the hypothesis (H0) is rejected. This indicates that the independent variables individually (partially) affect the dependent variable.

**Table 15.** Wald Test

|  | B | SE | Wald | df | Sig. |
|---|---|---|---|---|---|
| Leadership Behavior (1) | .129 | 1.104 | .014 | 1 | .907 |
| Job Expectations |  |  | .004 | 2 | .998 |
| Job Expectations (1) | -038 | -601 | .004 | 1 | .950 |
| Job Expectations (2) | 18,973 | 40192.97 | .000 | 1 | 1,000 |
| Constant | 2.101 | 1.113 | 3,560 | 1 | .059 |

With the number of observations as many as (n=131) and the number of independent and dependent variables as many as (k=2), then *the degree of freedom* (df) = nk = 131 - 2 = 129, where the level of significance α = 0.05. Then the t table can be calculated using the Ms Excel formula with the *insert function formula* as follows:

| T table | = TINV ( *Probability,deg_freedom* ) |
|---|---|
| T table | = TINV (0,05,129 ) |
| T table | = 1.65675 |

Based on the table above, the results of hypothesis testing using logistic regression analysis can be obtained as follows:
The first hypothesis (H1) is that leadership behavior has a positive effect on organizational commitment. The results of the Wald test (t) show that the t-count value is smaller than the t table (0.014 < 1.65675) and the probability value is greater than the significance level (0.907 > 0.05). Based on the test results, it can be concluded that H1 which states that leadership behavior has an effect on organizational commitment is rejected. This can be interpreted that leadership behavior does not affect organizational commitment.

The second hypothesis (H2) is that job expectations have a positive effect on organizational commitment. The results of the Wald test (t) show that the t-count value is smaller than the t-table (0.004 < 1.65675) and the probability value is greater than the significance level (0.950 > 0.05). Based on the test results, it can be concluded that H2 which states that job expectations have an effect on organizational commitment is rejected. This can be interpreted that job expectations do not affect leadership behavior.

**DISCUSSION**

Based on the results of the study on the analysis of the functional characteristics of nurses at Jember Lung Hospital, it was found that the majority of nurses at Jember Lung Hospital were women (50.4%), with an age background of 31-40, with an average education level of SI and most respondents were in inpatient installations, with a background in the position of implementing nurse, with a length of service of 11-15 years, and civil servant employment status.

The results of the researcher's assumptions, in terms of age, the majority of nurses at Jember Lung Hospital are young adults aged 31-40 years so that from work experience they are experienced and based on gender, the majority are women, this situation is normal because most nurses are women, based on education, the majority have a bachelor's degree in nursing, because the role of nurses or nurses is very important in the health care system because they provide services that focus on the physical, emotional, and social needs of patients, and contribute greatly to improving the quality of public health. Their expertise in various aspects of care and prevention is essential to maintaining patient health and safety. Nurses have expertise in complex patient care management, they work in multidisciplinary teams to plan and manage patient care, administer medications, and monitor patient responses to therapy, (James et al., 2021). In addition to providing medical care, nurses also play a major role in disease prevention and health promotion. They educate the public about healthy lifestyles, hygiene, and preventing disease transmission, (World Health Organization (WHO), 2019)

The frequency distribution of leadership behavior variables shows that the data is distributed on the leadership behavior variables with good results, leadership behavior is very diverse and emphasizes various aspects, such as interpersonal skills, communication style, and task and relationship orientation. Transformational, transactional, and authentic leadership make a major contribution to understanding how leader behavior can affect the motivation, performance, and satisfaction of team members or followers , several studies show that leaders who apply a transactional leadership style, which focuses on rewards and punishments based on performance, can improve directly measurable outcomes in the short term, such as target achievement and productivity (Dinh, J. E., 2021). A study by Griffith, J., & Noyes, (2022)investigated the effectiveness of transactional leadership in dealing with organizational change. They found that although transactional leadership is effective in motivating employees to achieve short-term goals, long-term change requires a more transformational leadership style.

The frequency distribution of the job expectation variable shows that the data is distributed with good results, recent studies have shown that clear and realistic job expectations have a significant impact on employee job satisfaction, performance, stress, and loyalty. Inappropriate or too high expectations can lead to dissatisfaction and stress, while well-managed expectations can improve job performance and satisfaction, especially in the context of the millennial generation who are more demanding of work-life balance. A study by (Chen, Y., Zhang, M., & Wang, 2021)examined how employee job expectations relate to levels of job satisfaction and organizational commitment. They found that a mismatch between expectations and reality in the workplace can decrease job satisfaction and lead to higher turnover rates. According to (Khan, S., Ashfaq, M., & Rehman, 2023)examined the relationship between job expectations and organizational loyalty. They found that when job expectations are in line with reality, employees tend to show higher loyalty to the organization.

The frequency distribution of organizational commitment variables shows that the data is distributed with high results. According to Ibrahim et al., (2023), examining the relationship between organizational commitment and nurse performance in hospitals, the results show that nurses who have a high level of organizational commitment tend to show better performance, related to improving the quality of patient care. Recent research has shown that organizational commitment plays a significant role in nurses' performance, job satisfaction, retention, and

burnout. Strong organizational commitment can improve the quality of care and reduce turnover, while factors such as supportive leadership and a positive organizational culture can strengthen that commitment. According to (Harris, A., & Kumar, 2023) showed that high organizational commitment contributes to nurse retention in hospitals. Nurses who feel more attached to the organization are more likely to stay in the long term, and research by (Zhang, X., & Zhang, 2023) examined the relationship between organizational commitment and burnout in nurses. They found that nurses who have lower organizational commitment are more susceptible to burnout and work stress. And a study by (Liu, X., Wang, L., & Li, 2022) showed that strong organizational commitment among nurses is directly related to high levels of job satisfaction, which can ultimately have an impact on nurse retention in hospitals or healthcare facilities.

Based on the results of the study, it was found that leadership behavior with nurses' work expectations had a significant influence ($p = 0.000 \leq \alpha 0.05$). So it can be concluded that leadership behavior has an effect on nurses' work expectations. The results of this study are in line with the leadership theory put forward by Miswan in (Filsa Soraya et al., 2023) stated Leadership behavior involves a leadership style that not only focuses on the characteristics or traits of the leader, but also emphasizes interactions and actions towards people around the work environment and group members or subordinates. Therefore, every leader needs to consider the conditions of his organization in order to optimize the function of leadership behavior through collaboration and support from the people he leads. According to Hill and Caroll, in (Ladja et al., 2018), the function of leadership behavior has two dimensions. The first dimension is the ability to direct the actions or activities of the leader, which is reflected in the response of the people he leads. The second dimension is the support or involvement of the people led in carrying out the main tasks of the organizational group, which is illustrated through the decisions and policies implemented by the leader.

Based on the results of the study, it was found that leadership behavior with nurses' work expectations had a significant influence ($p = 0.000 \geq \alpha 0.05$). So it can be concluded that leadership behavior has an effect on the organizational commitment of nurses at Jember Lung Hospital. This is in line with Sutanto and Gunawan in (Nur Ainun., Rozie, Fahrur, & Muhsin, 2020) Assessment of organizational commitment can be seen through several aspects, such as the appreciation given by the organization to employee contributions, recognition of extra effort given by employees, response to employee complaints, attention to employee welfare, providing feedback when employees do not meet work standards, paying attention to overall satisfaction with employee work, appreciating employee success, and showing significant attention to employees.

Based on the results of the study, it was found that organizational commitment and nurses' work expectations had a significant influence ($p = 0.000 \leq \alpha 0.05$). So it can be concluded that it is true that organizational commitment greatly influences nurses' work expectations. Victor Vroom's expectancy theory states that a person's level of motivation in choosing an action is determined by how much they believe in the results that can be achieved from the action and how attractive the results are to them, (Robbins, S. P., 2017). The four assumptions of the expectancy theory put forward by Victor Vroom include someone joining an organization because of their hopes of getting their needs, motivation, and previous experiences, Decisions regarding the behavior taken are made deliberately, A person tends to feel motivated to increase his efforts when he believes that it will result in better performance. These motivating factors can include incentives in the form of compensation, opportunities for promotion, or recognition for achievements made , (Robbins, S. P., 2017).

Based on the results of the study, it was found that leadership behavior with nurses' work expectations through organizational commitment had a significant influence ($p = 0.000 \leq \alpha 0.05$). So it can be concluded that it is true that leadership behavior through organizational commitment greatly influences nurses' work expectations. According to (Nur Ainun., Rozie,

Fahrur, & Muhsin, 2020) The impact of the level of commitment in an organization can be observed from two main perspectives. First, when viewed from the perspective of the organization, low levels of employee commitment can result in high levels of absenteeism, increased sluggishness at work, reluctance to stay in the organization, decreased quality of work, and lack of loyalty to the company. Second, when viewed from the perspective of the employees themselves, high levels of commitment can result in improvements in their career development and performance. This indicator has been widely used in previous studies, from several previous explanations, it can be concluded that the commitment of an organization involves a relationship of mutual respect between the company and employees, where the company provides support, awards, promotions, and receives input from employees. When employee efforts are recognized and appreciated, they will feel valued, which will ultimately encourage them to give their best performance. Employees who feel supported by the organization tend to provide positive and constructive feedback to the institution.

## CONCLUSION
Based on the results of the analysis of the influence of leadership behavior on work expectations through organizational commitment to nurses at the Jember Lung Hospital, it can be concluded: The leadership behavior of nurses shows mostly good, the nurse's job expectations are good, and the nurse's organizational commitment is good. In a clearer sense, a good nurse's leadership behavior can influence good job expectations, which can be done through good organizational commitment.

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This research states that there was no conflict of interest when the research was conducted

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All authors have sufficiently contributed to all research stages.

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## BIOGRAPHIES OF AUTHORS

**Ns. Suparman, S.Kep** Affiliate Nurse Of at Jember Lung Hospital. For more information about me, you can visit the database account below:
maulanaparman55@gmail.com

**Ns. Anisah Ardiana, S.Kep., M.Kep. Ph.D.** is a lecturer at the Faculty of Nursing, Jember University. For more information about me, you can visit the database account below:
: LTUv_BEAAAAJ&hl
: https://orcid.org/0000-0003-0396-625X
: 57222657605
: anisah_a.psik@unej.ac.id

**Dr. Ns. Dodi Wijaya, S.Kep., M.Kep.** is a lecturer at the Faculty of Nursing, Jember University. For more information about me, you can visit the database account below:

: rpP2DlMAAAAJ&hl

: https://orcid.org/0000-0001-8233-524X

: 57212106620

: dodi.wijaya@unej.ac.id


**Prof. Ns. Tantut Susanto, S.Kep., M.Kep. Ph.D.** Graduated from School of Nursing Gadjah Mada University in 2005 prior to pursuing his Master Degree in Nursing at Faculty of Nursing at the University of Indonesia and graduated in 2010. In 2010, after graduated from Master Degree, he took specialists in community nursing at the University of Indonesia for one year and graduated in 2011. He received his Ph.D in 2017. He has also been appointed as a Chief of the Eastern Java Community Nurses Association for 2024–2029.

: MwVCSFEAAAAJ&hl

: https://orcid.org/0000-0002-9685-9869

: 57191591437

: tantut_s.psik@unej.ac.id


**Prof. Dr. Hadi Prayitno, M. Kes.** is a lecturer in Public Health at the University of Jember. For more information about me, you can visit the database account below:

: https://orcid.org/0009-0009-1119-9282

: 57216766990

: hprayitno29.fisip@unej.ac.id