

## The Mediating Effect of Transformational Leadership between Organizational Commitment and Organizational Citizenship Behavior among Nursing Staff

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### Abstract

**Background:** Transformational leaders help subordinates discover their role in helping the organization achieve its mission, increasing their commitment and organizational citizenship. **Aim of the study:** Examine the mediating effect of transformational leadership between organizational commitment and organizational citizenship behavior among nursing staff. **Subject and Method:** A descriptive correlational study, conducted at Alrajhy hospital, Assiut university children's hospital and Assiut University heart Hospital by using convenience sample of 100 nurses from each hospital. **Data collection tools: tool (I):** Personal characteristics, **Tool (II):** Transformational Leadership Questionnaire, **tool (III):** Organizational Citizenship Scale, **tool (VI):** Organizational Commitment Scale, **Results:** the highest mean score as regards to TLS is found in Heart hospital. While the highest mean scores of OC and OCB are found in Alrajhy Hospital. There is a highly significant positive correlation between TLS and OCB, Also there is a highly significant positive correlation between OCB and OC among nursing staff. **Conclusions:** OC has a direct positive and significant impact on OCB, TLS has positive and significant effect on OC and OCB, and finally TLS has a mediating effect on the relation between OC and OCB among nursing staff. **Recommendations:** Conduct an in-service training programs to reorient the nursing leaders with the new styles of leadership, using the leadership strategies that improve nursing staff commitment and organizational citizenship behaviors.

**Keywords:** Nurses, Organizational commitment, Organizational citizenship & Transformational leadership.

### Introduction

Leadership plays a significant key part in accomplishing an organization's reason, vision, and objectives. The capacity of an organization to achieve its goals and carry out its social obligations will depend on its leaders. It is very likely that the organization will succeed in the event that the leader is able to execute appropriately (Qalati, et al., 2022). According to Lim, & Moon, (2021) transformational leadership (TLS) is made up by four behavioral components idealized impact, rousing inspiration, mental incitement, and person thought. Reza, (2019) Leaders with an idealized impact are those with exceptional talents and strict ethical standards, serve as strong examples for their followers. They are revered, respected, and trusted because transformational leaders act in ways that enable them to serve as role models for their followers.

Huynh, (2021) stated that inspirational motivation is a standard that's accomplished by fabulous leader communication, which rouses representatives and clears the way for self-motivation. Kajwang, (2022), stated that transformational leaders encourage their followers' efforts to be inventive and creative. Chebon, (2019) illustrated that transformational leaders pay near consideration to each of their followers' prerequisites for victory and development.

Individualized thought recognizes that people contrast in their qualities and confinements, inclinations, and dislikes.

In a number of organizational contexts and cultures, TLS is positively correlated with organizational commitment (OC). As a result, leadership conduct has a strong correlation to OC, and employee commitment reflects the effectiveness of an organization's leadership. By fostering a high degree of intrinsic values linked to goal completion and highlighting the connections between follower effort and goal achievement, transformational leaders may have an impact on their followers' OC. Moreover, transformational leaders may set up an environment that's both energizing and savvy people curiously that energizes representatives to share company aspirations and instill higher-order standards and values in others (Elkhwesky, 2022).

Employees that are committed to the organization are more likely to acknowledge corporate objectives, wish to remain utilized there, lock in administration and organizational exercises, and have innovative and inventive viewpoints on the organization (Denhardt, et al., 2018).

Employee dedication to the organization is illustrated by organizational commitment. Individuals communicate their issues with the

organization on a steady premise, contributing to its victory and headway. Executing obligations and performing exercises in line with the business's day by day motivation can appear commitment to the organization. The administration of time within the frame of nearness at the work location in arrange to deliver extraordinary benefit, along with association in committees, regulation occasions, and other pertinent exercises, is one strategy of actualizing commitment to the organization (Arshad, et al., 2021).

Alshaabani, et al., (2021), mentioned that employees who have less commitment to their organization likely to create more botches at work, endure more push, have more family-related issues, and miss more work than those who have great OC.

Krajcsák, & Kozák, (2022) OC is an vital calculate for laborers to receive organizational objectives, need to proceed working within the organization, take an interest in administration and organizational exercises, and have imaginative and imaginative states of mind to the organization. The issue of OC should be observed and prioritized to keep effective laborers proceeding to supply most extreme comes about for the organization.

Employees who contribute more to the operation of the organization are wanted by bosses.

Representatives that volunteer to give their time and exertion to errands that shouldn't be their obligation are inconceivably supportive to the commerce and make it exceptionally satisfying, such behaviors, often known as OCB. (Vipraprastha, et al., 2018).

OCB refers to actions that have a great impact on the organization or its individuals. The thought of OCB alludes to representative activities that are beneficial to organizational victory but don't drop beneath a person work portrayal or a contract with the boss (Grego-Planer, 2019).

Desai & Suri, (2022), illustrated the goal of OCB, is to defend the organization against destructive and undesirable behaviors, which shields the organization's sound operations, upgrades the abilities and capacities of office holders, and boosts the execution and efficiency of the organization through productive coordination. Saerah, et al., (2020) Altruism, conscientiousness, sportsmanship, courtesies, and civic virtue are the five components of OCB. Altruism is the selfless act of aiding others in organizations without regard to employer duties. According to Nadatien, et al., (2021), being conscientious involves going above and above what is required by the organization. Voluntarily acting in a way that is not required or required of an employee. Beyond the call of duty, there is a dimension. Employees that practice good sportsmanship act in a

way that avoids complaining and adding to the difficulty of the situation (Lee, et al., 2018). Being courteous at work helps to keep disputes between coworkers. Whereas civic virtue is a dimension that demonstrates active involvement behavior, being involved, and caring about the operation of the organization (Clarke & Sulsky, 2017).

Purwanto, et al., (2021) highlighted that managers' administration fashion have an effect on workers' OCB. The effect of TLS on OCB is both favorable and significant. Since TLS fashion is seen as a noteworthy component that impacts OCB, transformational pioneers can contribute to worker execution and OCB, which can inevitably boost organizational yield.

In addition, Koo & Lee, (2021) assert that TLS may be a reasonable authority fashion for overseeing well in an organizational setting. TL influences coworkers' organizational citizenship behavior (OCB) when the organization is changing.

### Significance of the study

The link between TLS and subordinates' OC and OCB has been the subject of several international researches, including those by Sechudi & Olivier, (2016); Vipraprastha, et al., (2018); Lee, et al., (2018), & Grego-Planer (2019). However there is a dearth of national researches on the interaction between subordinates' OC and OCB as well as the moderating role of senior managers' TLS, OC and OCB were selected as a research topic due to their advantageous impacts on workers' productivity, performance, happiness, and motivation. In addition, by investigating the function of TLS as a mediator in this interaction, we can go one step closer to enhancing performance and reducing stress. The findings also can provide essential information for practitioners since pinpointing traits that increase the leadership effect is essential for developing intervention tools in leadership training programs.

### Aim of the study:

Examine the mediating effect of transformational leadership between organizational commitment and organizational citizenship behavior among nursing staff.

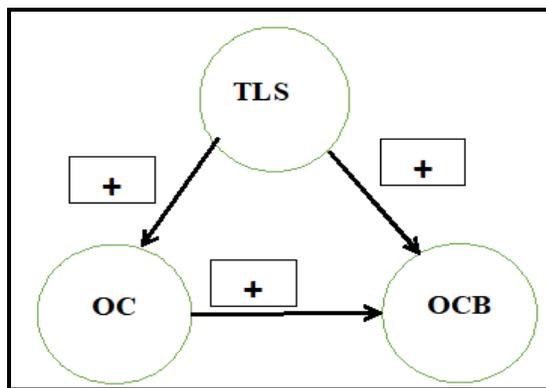
### Specific objectives:

1. Examine how OC affects nursing staff members' OCB
2. Determining the impact of TLS on nursing staff OC.
3. Examining how OCB among nursing staff are impacted by transformational leadership style.
4. Testing the impact of TLS when mediating the relationship between OC and OCB.

### Research questions:

1. What is the relation between OC and OCB among nursing staff?

2. What is the relation between TLS and OC among nursing staff?
3. What is the relation between TLS and OCB among nursing staff?
4. What is the effect of TLS when mediating the relationship between OC and OCB?



Hypothesized model for the mediating effect of TLS among OC & OCB

## Subject & Method

### Technical design

#### Study design:

A descriptive correlational design was used.

**Setting:** This study was conducted at Alrajhy Hospital, Children's Hospital and Heart Hospital which affiliated to Assiut University.

#### Subject:

A convenience sample of 100 nurses from each hospital (Alrajhy Hospital, Children's Hospital and Heart Hospital) which affiliated to Assiut University that represent all nurses working in inpatients departments at each hospital with total number of 300 nurses.

#### Tools of the study:

**Tool (I): Personal characteristics sheet:** It was developed by the researchers, it includes; name of hospital, gender, marital status, educational qualification, age, and years of experience.

**Tool (II): Transformational Leadership Questionnaire (TLQ):** It was developed by **Chaoping & Kan, (2008)** to assess employees perception of the behavior and characteristics of their direct supervisors was used including 8 dimensions (24 items) namely: 1- Impact of good examples, 2- Dedication, 3- Morality, 4- Charisma, 5- Articulate vision, 6- Intellectual Stimulation, 7- Individualized Consideration, and 8- High performance expectations, each dimension included (3 items).

The participants were asked to response on a Five-point Likert scale which measure the extent to which the items had described the behavior or characteristics of their direct supervisors. The answer for each item

ranging from: "Strongly agree=5" "to "Strongly disagree=1".

**Tool (III): Organizational Citizenship Scale:** It was modified by **Habeeb, et al., (2019)** and used to measure organizational citizenship behavior. It is a 19-item scale, containing five factors namely: 1- conscientiousness (three items), 2- sportsmanship (five items), 3- civic virtue (four items), 4- courtesy (three items), and 5- altruism (four items).

Each item had five response ranging from (1) strongly disagree to (5) strongly agree. The negative items were scored by reversing the scale.

**Tool (IV): Organizational Commitment Scale:** It was developed by **Meyer, et al., (1993)** which used to measure organizational commitment. It consisted of (18 items) arranged in three subscales; 1- **Affective commitment**, 2- **Continuance commitment** and 3- **Normative commitment** each sub-scale included (6 items). Each item had three response range from (1) for disagree to (3) for agree. The negative statements were scored by reversing the scale.

#### Administrative design:

Formal approval from the Dean of Nursing Faculty - Assiut University was sent to Nursing and Medical Directors of (Alrajhy Hospital, Children's Hospital and Heart Hospital that affiliated to Assiut University). Later on, it was distributed to the head of each department in each hospital to collect the study data.

#### Ethical considerations:

The research proposal was approved by the Ethics Committee, Faculty of Nursing, Assiut University. The study was conducted following common ethical principles in clinical research, and then, oral agreements were obtained from all participants to participate in this study. The subjects have the proper to deny/ take part/ pull back from the consider without any basis at any time. Secrecy and namelessness were guaranteed, and the subjects' security was considered amid the collection of information; all gotten information were utilized for inquire about purposes as it were.

#### Operational design:

The implementation steps of the study were sequenced as follows: preparatory phase, validity, pilot study, and field work.

#### Preparatory phase:

The research proposal was completed after a review of the pertinent literature, which took about two months, from the beginning of October 2022 to the end of November 2022. The current study's instruments were translated into Arabic.

#### Pilot study:

The feasibility, clarity, accessibility, and time estimation of the data gathering tools were all examined in the pilot study. It was conducted using 10% (30 nurses) of the staff from the three institutions

earlier stated. In January 2023, the pilot study's findings were gathered. After reviewing the data gathered from the pilot study, it was determined that the study's final data gathering instruments had not yet undergone any changes.

#### Validity:

To ensure proper comprehension of the study tool, **Face validity** was performed by a jury made up of five professors from the Nursing Administration Department of the Faculty of Nursing at Assiut University. Additionally, the importance, clarity, and accountability of each item in the study tools were examined and analyzed using confirmatory factor analysis (**Content validity**), and the results showed that all of the study tools' items were confirmed. The result for all of the study tools' items was 1.88.

#### Reliability of the tools:

The tool's dependability was tested to ensure its consistency. The Cronbach's alpha coefficient was used to evaluate the tool's internal consistency. No reliability is indicated by a Cronbach's alpha value of 0.00, while perfect reliability is indicated by a coefficient of 1.00. A reliability coefficient of 0.70 is suitable, though. Each tool underwent reliability testing using Cronbach's alpha, and the results are shown in the table.

#### Results

**Table (1): Percentage distribution of personal characteristics of studied nurses at Assiut University Hospitals (N=300).**

Personal characteristics Items	Heart Hospital (N.=100)		Alrajhy Hospital (N.=100)		Children's Hospital (N.=100)	
	No.	%	No.	%	No.	%
<b>Age: (years)</b>						
< 30	28	28.0	23	23.0	41	41.0
30 – 40	<b>61</b>	61.0	52	<b>52.0</b>	<b>45</b>	<b>45.0</b>
> 40	11	11.0	25	25.0	14	14.0
<b>Mean ± SD</b>	<b>2.04±0.90</b>		<b>2.18±0.96</b>		<b>1.80 ± 0.85</b>	
<b>Years of experience:</b>						
< 10	<b>46</b>	<b>46.0</b>	65	<b>65.0</b>	<b>52</b>	<b>52.0</b>
10 – 20	43	43.0	19	19.0	29	29.0
> 20	11	11.0	16	16.0	19	19.0
<b>Mean ± SD</b>	<b>1.94 ± 1.04</b>		<b>2.09 ± 1.12</b>		<b>1.75 ± 0.94</b>	

Tools	Cronbach's alpha test
- Transformational Leadership Questionnaire	0.894
- Organizational Citizenship Behavior Scale	0.925
- Organizational Commitment Scale	0.902

#### Fieldwork:

Following verbal consent obtained, the study scales were made available to the participating nursing staff so they could complete self-administered scales. It took about 20 minutes for each participant to finish their questionnaires. Over the course of two months, from the beginning of February 2023 to the end of March 2023, data was collected.

#### Statistical analysis:

Version 24.0 of the Statistical Package for the Social Sciences was used for data entry and statistical analysis. Descriptive statistics are used to show data like frequencies, percentages, means, and standard deviations. The interrelationships between the rated variables were investigated using Pearson correlation analysis. Statistical significance was denoted by P-values less than 0.05.

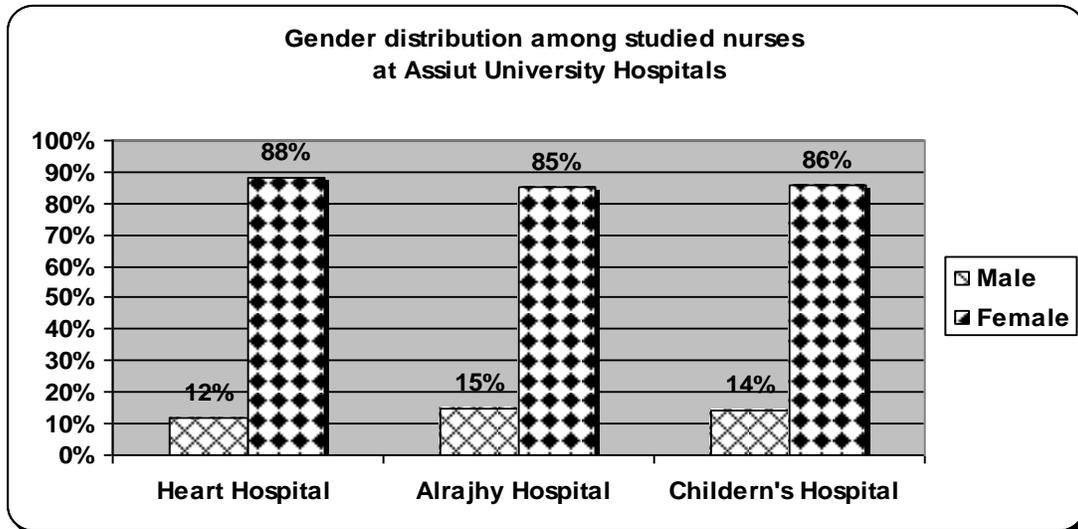


Figure (1): Gender distribution among studied nurses at Assiut University Hospitals (N=300).

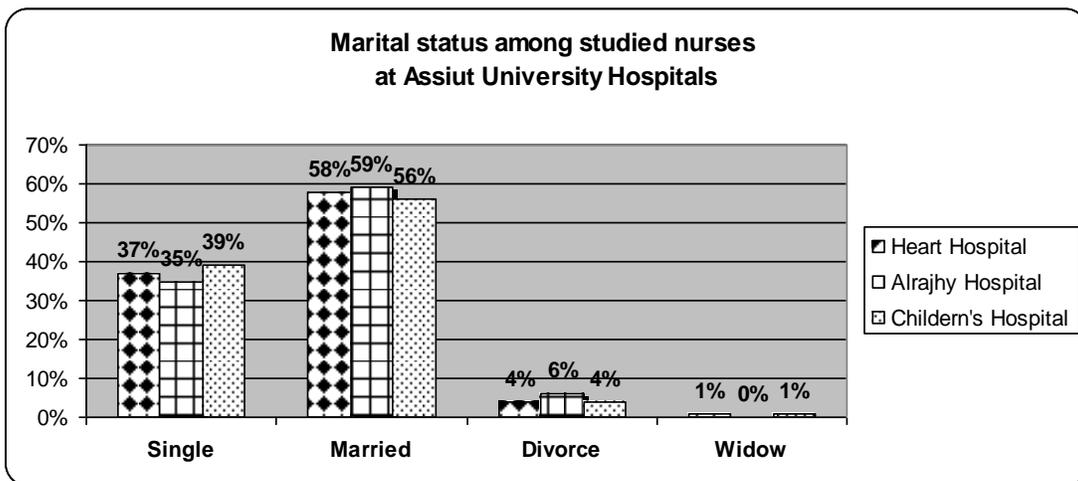


Figure (2): Marital status distribution among studied nurses at Assiut University Hospitals (N=300).

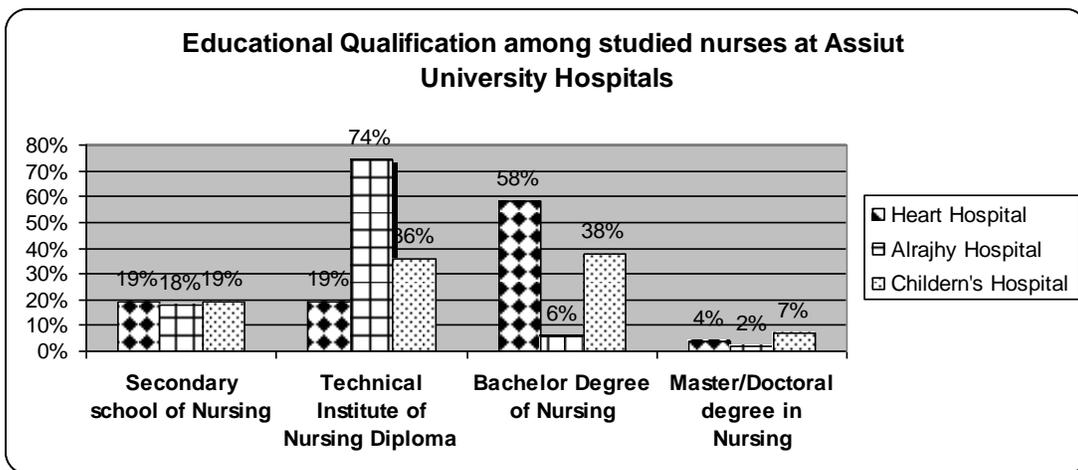


Figure (3): Educational qualification distribution among studied nurses at Assiut University Hospitals (N=300).

Table (2): Mean scores of TLS, OC, and OCB among studied nurses at Assiut University Hospitals (N=300).

Items	Heart Hospital (N.=100) Mean ± SD	Alrajhy Hospital (N.=100) Mean ± SD	Children Hospital (N.=100) Mean ± SD
- TLS	<b>94.73 ± 14.86</b>	94.29 ± 17.35	94.51 ± 13.49
- OC	39.74 ± 4.90	<b>40.22 ± 5.44</b>	39.64 ± 4.25
- OCB	70.36 ± 8.50	<b>71.19 ± 10.04</b>	69.28 ± 7.43

Table (3): Correlation Matrix of the study variables among the studied nurses at Heart Assiut University Hospital (N=100).

		Age	years of experience	Gender	Educational Qualifications	TLS	OC	OCB
TLS	r-value	0.323	0.253	0.014	-0.213			
	P-value	<b>0.000**</b>	<b>0.01*</b>	0.890	<b>0.03*</b>			
OC	r-value	-0.032	0.102	0.006	-0.089	0.258		
	P-value	0.755	0.315	0.956	0.380	<b>0.000**</b>		
OCB	r-value	0.104	0.119	0.110	0.068	<b>0.275</b>	<b>0.452</b>	
	P-value	0.303	0.240	0.275	0.502	<b>0.006**</b>	<b>0.000**</b>	

(\*) Statistically significant at P-value ≤0.05

(\*\*) Highly statistically significant at P-value ≤0.001

Table (4): Correlation Matrix of the study variables among the studied nurses at Alrajhy Assiut University Hospital (N=100).

		Age	years of experience	Gender	Educational Qualifications	TLS	OC	OCB
TLS	r-value	0.350	0.201	0.163	-0.235			
	P-value	<b>0.000**</b>	<b>0.045*</b>	0.106	<b>0.01*</b>			
OC	r-value	-0.096	0.041	-0.029	-0.009	0.283		
	P-value	0.343	0.682	0.771	0.932	<b>0.004**</b>		
OCB	r-value	0.063	0.057	<b>0.201</b>	0.068	0.187	<b>0.467</b>	
	P-value	0.534	0.574	<b>0.044*</b>	0.502	0.063	<b>0.000**</b>	

(\*) Statistically significant at P-value ≤0.05

(\*\*) Highly Statistically significant at P-value ≤0.001

Table (5): Correlation Matrix of the study variables among the studied nurses at Children Assiut University Hospital (N=100).

		Age	years of experience	Gender	Educational Qualifications	TLS	OC	OCB
TLS	r-value	0.076	0.107	-0.173	-0.106			
	P-value	0.454	0.291	0.085	0.293			
OC	r-value	-0.167	0.045	-0.012	0.024	0.127		
	P-value	0.095	0.656	0.908	0.810	0.207		
OCB	r-value	0.036	0.138	0.061	0.130	<b>0.529</b>	<b>0.285</b>	
	P-value	0.176	0.172	0.543	0.198	<b>0.006**</b>	<b>0.004**</b>	

(\*) Statistically significant at P-value ≤0.05

(\*\*) highly statistically significant at P-value ≤0.001

Table (6): Multivariate regression analysis for the effect of TLS on OC and OCB among studied nurses at Assiut University Hospitals (N=300).

Model		Coefficients <sup>a</sup>			T	Sig.
		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta		
1	(Constant)	48.162	8.118		5.933	.000
	OC	.414	.189	.132	2.188	.029
	OCB	.425	.106	.243	4.013	.000

The personal characteristics of studied nurses at Heart Hospital, Alrajhy Hospital and Children's Hospital show a highest percentage of nurses are aged from (30-40 yrs.) (61, 52 & 45)% in the three hospitals respectively. Most of the study nurses in the three hospitals have less than 10 years of experiences (46, 65 & 52) % respectively (Table ,1)

**Figure (1):** Reveals gender distribution among studied nurses at (Heart Hospital, Children's Hospital and Alrajhy Hospital). The highest percentage of them are females (88, 86 & 85) % in the three hospitals respectively.

**Figure (2):** Illustrates that more than half of the studied nurses at (Alrajhy Hospital, Heart Hospital, and Children's Hospital and which affiliated to Assiut University) are married (59, 58 & 56) % in the three hospitals respectively.

**Figure (3):** Reveals that most of the study sample in Heart Hospital and Children's Hospital have Bachelor Degree of Nursing (58 & 38) % respectively, while the highest percentage of nurses in Alrajhy Hospital 74 % have Technical Institute of Nursing.

**Table (2):** Clarifies that the highest mean score as regards to TLS variable is found in Heart hospital (94.73 ± 14.86). While the highest mean scores of OC and OCB variables are found in in Alrajhy Hospital (40.22 ± 5.44, 71.19±10.04) respectively.

**Table (3):** Correlation Matrix of the study variables among the studied nurses at Heart Assiut University Hospital: shows that there are significant positive correlation between age, years of experience and educational qualifications with TLS (0.000\*\*, 0.01\*, and 0.03\*) respectively. While the correlation is not significant with OC and OCB. Also there are highly significant positive correlation between TLS with OC and OCB (0.000\*\*, & 0.006\*\*) respectively, and between OC and OCB (0.000\*\*).

Correlation Matrix of the study variables among the studied nurses at Alrajhy Assiut University Hospital  
**Table (4):** Reveals that there are significant positive correlation between TLS with age, and years of experience (0.000\*\*, & 0.045\*) respectively, while there are significant negative correlation with educational qualifications. Also there are significant positive correlation between OCB and gender (0.044\*). Also the study reveals that OC has highly significant positive correlation with TLS and OCB (0.004\*\* & 0.000\*\*) respectively.

**Table (5):** Correlation Matrix of the study variables among the studied nurses at Children Assiut University Hospital illustrates that there is a highly significant positive correlation between TLS and OCB (0.006\*\*). Also there is a highly significant positive correlation between OCB and OC (0.004\*\*).

**Table (6):** Reveals that TLS has significant effect on both OC and OCB. But the effect was stronger on OCB than OC, (Beta=0. .243) (0.000\*\*).

## Discussion

Nursing is an important part of the healthcare sector, as it is essential for the maintaining of high-quality safety and health care environment. Committed employees put more effort into achieving organizational goals and objectives, and OC has been associated with several employee attitudes and behaviors, such as OCB, job satisfaction and job turnover. Transformational leaders that set an example for their followers in OCB will inspire their followers to follow suit, leading to increased trust and likeability for the leadership (Nurjanah, et al, 2020). So this study was developed with the aim of detecting the effect of OC on OCB, determining the effect of TLS on OC among nursing staff, exploring the effect of TLS on OCB, and testing the effect of transformational leadership when mediating the relationship between OC and OCB.

In the present study **Table (1):** Reveals the personal characteristics of studied nurses at (Heart Hospital, Alrajhy Hospital and Children's Hospital). Most of them were females aged from (30-40 yrs.) and had less than 10 years of experiences. More than half of them were married. The highest percent of nurses in Heart Hospital and Children's Hospital had Bachelor degree of Nursing, while the highest percentage of nurses in Alrajhy Hospital had Technical Institute of Nursing.

In **table (2)** Heart hospital has the highest mean score as regards to TLS variable. While Alrajhy Hospital the highest mean scores of OC and OCB variables, however it was noticed that the mean scores of TLS, OC, and OCB at the three hospitals were very similar despite the disparities in hospitals and sampling, this may be due to following the same rules and policies at all Assiut University Hospitals, also there is continuous training for managers and head nurses as regards to the best leadership styles that increase motivation, OC and OCB among nursing staff.

The result of the first hypothesis revealed that OC has positive effect on OCB. The effect was positive and significant at the three hospitals, because proper commitment to an organization increases OCB on employees, as good OC is due to satisfaction and trust in the organization, also employees with high commitment are highly responsible and loyal toward their job, all these factors will increase OCB. From the researchers point of view that Assiut University Hospitals authorities provide the nursing staff paid vacation for two weeks during summer and one week during winter which make the nursing staff feel of job

satisfaction due to relieved from working during this period.

The previous research of **Gautam (2004)**, **Geer et al. (2008)**, **Jo & Joo (2011)**, **Oemar (2013)**, **Karabay (2014)**, **Rifai (2018)**, **Nurjanah, et al. (2020)** & **Manoppo (2020)** who had discovered that there is a positive and significant influence of organizational commitment on organizational citizenship behavior supports the findings of this study. This clarifies that the level of commitment employees have towards the organization is influenced by OCB behavior. The higher OC, the higher the OCB of employees, and vice versa the lower the organizational commitment, the lower the employees OC. In contrast the results of **Cohen's study (2014)**, which showed that OC has no effect on OCB. The results of this study underlie that a poor commitment in an organization will not cause OCB.

The result of the second hypothesis revealed that TLS has positive effect on OC. The effect was positive and significant at both Alrajhy and Heart Assiut University Hospital, however the effect was positive but not significant at Children Assiut University Hospital, as employees will feel more positive about accomplishing organizational goals when supervisors and leaders take their subordinates' demands into account and show appreciation for their efforts to use novel solutions to difficulties at work, it encourages employees to become more interested in their work and increases their loyalty and commitment to their work which implies that workers will put in more effort without trying to quit. Therefore, it can be said that a transformational leadership style is a statistically significant predictor of organizational commitment. These findings were in line with a study by **Pratama et al., (2020)**, which discovered that a leader's use of transformational leadership influences how committed a team member is to the organization. Other studies by **Senjaya & Anindita, (2020)** **Donkor et al., (2021)** & **Ausat et al., (2022)** also found that transformational leadership is a significant predictor of higher organizational commitment.

The result of the third hypothesis revealed that TLS has positive effect on OCB. The effect was positive and significant at both Heart and Children Assiut University Hospital, although it was positive but not significant at Alrajhy Assiut University Hospital, it is seen that when the transformational leader motivate their subordinates, coaching them, take their needs into consideration and acting as a role model for them, this will increase the OCB of the employees. The previous research of **Carter et al., (2013)**, **Waspodo & Ristiani (2014)**, **Jha (2014)**, **Sechudi & Olivier (2016)**, **Majeed et al., (2017)**, **Syamsudin (2017)**, **Hudoyo et al., (2018)**, **Lee et al., (2018)**, & **Nurjanah et al., (2017)**, who discovered that

transformational leadership has a positive and significant impact on OCB, supported this finding. The findings of their investigations support the notion that OCB is a voluntary behavior and not relied on leadership and leader attitude to create it, in contrast to **Arifiani's, (2016)** research, which found that transformational leadership had no discernible impact on it.

**Table (6)** showed that TLS significantly affects OC and significantly affects OCB, also TLS mediate the influence of OC on OCB. This means that when TLS is applied by hospital leaders is able to strengthen the influence of OC on OCB among nursing staff, as OC of the staff with the presence of supporting nurses' leader actions to their nursing staff, make them utilizing all of their time to give their jobs all their effort while adhering to the rules and guidelines of the hospital and working as a team with their colleagues this means increasing OCB.

### Conclusion

The result of this study concluded that OC has a direct positive and significant impact on OCB, TLS has positive and significant effect on OC and OCB, and finally TLS has a mediating effect on the relation between OC and OCB among nursing staff.

### Recommendations

1. Conduct an in-service training programs using focus groups to reorient the nursing leaders with the new styles of leadership (e.g. transformational leadership).
2. Attending leadership training is suggested for hospital management and leaders in order to develop their leadership abilities.
3. Educate employees on the organization's vision, goal, objectives, and values to foster a sense of ownership, camaraderie, and loyalty
4. Using the leadership strategies that improve nursing staff commitment.
5. Assessing nursing staff organizational commitment regularly.
6. Provide incentives for committed employee.

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