



## The influence of organizational commitment and motivation on organizational citizenship behavior

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### ABSTRACT

Organizational Citizenship Behavior refers to voluntary actions by employees that surpass their formal job duties, extending beyond role expectations and incentive-based performance. Such behaviors are anticipated to enhance overall workforce quality. The research focuses on understanding the relationships between these aspects and their contribution to OCB in workplace scenarios. This research method is quantitative by conducting surveys and interviews. In this study, the population is nurses with a total of 430 nurses. Data were analyzed using SEM-PLS, with 207 respondents sampled from Gunung Jati Hospital, Cirebon City.

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## 1. INTRODUCTION

Human resources are a very important asset in a company or organization, because if human resources cannot be carried out properly, it will have an impact on the organization. To improve good resources, the organization needs the role of Organizational Citizenship Behavior (OCB) from employees (Priyandini et al., 2020). Quoting from Chamorro (2022) said the main key in advancing the organization is the role of OCB. The value of the company can be seen from employees with high OCB. While organizations expect employees to perform their assigned duties (in-role behaviors), they also value voluntary actions that extend beyond formal job requirements. These discretionary efforts, known as extra-role behaviors, are formally termed as employees' Organizational Citizenship Behavior (OCB). (Oktaviani & Fauziah, 2017). In the world of organizations, employee behavior is not only influenced by their formal duties and responsibilities, but also by a variety of more complex psychological and social factors. A particularly noteworthy aspect within such environments involves OCB. Badaruddin (2021) characterizes OCB as a way for workers to finish extra activities, like assisting other workers with their work, making use of office supplies and equipment, and contributing positively to the workplace. These unprompted employee actions, while not explicitly outlined in formal employment agreements, substantially enhance institutional productivity and operational effectiveness. OCB is a role that cannot be separated from an employee, the OCB attitude will be seen when employees have a great commitment to completing their tasks to the organization. Individuals with proactive personalities tend

to exhibit innovative work behaviors and contribute more to OCB (Windiardsih & Etikariena, 2017). Highly committed workers tend to demonstrate greater initiative, extending beyond their core responsibilities to assist team members and advance collective organizational objectives. Organizational commitments, which include affective, normative, and continuity, also contribute to OCB. Workers demonstrating strong emotional attachment to their organization typically exhibit greater work engagement and make more significant contributions (Sufya, 2022). This is supported by the statement of (Souisa et al., 2021) which says that employees who show voluntary feelings towards the organization, it can be said that these employees have a commitment to the organization or can be referred to as Organizational Citizenship Behavior (OCB), this behavior can help improve the efficiency and effectiveness of company performance. A study conducted by Mulyono et al. (2022) reveals that workers' dedication to their organization enhances work outcomes, demonstrating a strong correlation with organizational citizenship behaviors.

Motivation, both intrinsic and extrinsic, is also a key factor in driving OCB. High motivation can be a driver for individuals to more actively participate in Organizational Citizenship Behavior (OCB). Individuals who are more motivated both intrinsically and extrinsically tend to take positive actions outside of their primary responsibilities. (Hendrawan et al., 2020) says that motivation is the main source that makes a person's reason for acting or the main idea that always plays a role in human behavior. This finding is in line with research conducted by (Dilla et al., 2023), who argues that increasing employee OCB can be shown through work motivation and organizational justice. When employees do their work happily, voluntarily, and freely, then employees will carry out their duties without feeling forced, and show that motivation has a positive and significant effect on OCB. However, there are also other studies, such as those conducted by (Khasanah, 2020), which found that motivation has no effect on OCB. Workers demonstrating initiative tend to engage in behaviors fostering teamwork and workplace efficiency. Furthermore, motivational factors, whether internal or external, significantly influence OCB. Personnel with goal-aligned motivation generally display improved prosocial behaviors and increased organizational contribution (Prakoso & Gunawan, 2020).

This study emphasizes how nursing professionals, as essential healthcare personnel, significantly influence hospital service quality standards. To examine how organizational commitment and motivation affect OCB's behavior in the environment, Gunung Jati Hospital was chosen because it has the characteristics of being a regional hospital that provides services to the community with various specific work problems. Because of the work environment, organizational culture, and possible driving factors, these objects are different from similar objects, such as nurses in large cities or private hospitals. Consequently, the research outcomes yield precise, context-specific insights regarding Gunung Jati Hospital's operational realities. Therefore, this study can provide a more targeted insight into the elements that affect OCB among nurses in the hospital environment.

This study chose Gunung Jati Regional Hospital as the research location because of the high relevance of the Organizational Citizenship Behavior (OCB) indicators in the institution. Gunung Jati Regional Hospital was chosen because of its characteristics as a regional hospital that serves the community with various specific work problems, thus providing a unique and different context from large hospitals in big cities or private hospitals. The uniqueness of the work environment, organizational culture, and other driving factors at Gunung Jati Regional Hospital allow this study to gain more precise and specific insights regarding the factors that influence OCB in the government hospital environment. In addition, focusing on government hospitals in this area also provides an opportunity to understand the different dynamics and challenges compared to other

institutions, so that the research results can be more relevant and applicable in local and regional contexts.

Nurses who help coworkers can complete tasks quickly and save time, nurses must also take the initiative such as preparing medical equipment before use to speed up the patient care process. In addition, nurses are assigned to pray friendly to patients or other coworkers, because nurses who have proactive communication can provide comfort to patients and their coworkers, nurses who are able to carry out tasks beyond formal such as calming the patient's family can have a positive impact on patients, because this patient satisfaction will increase and will affect the work of the nurse and the reputation of the hospital. Furthermore, nurses with good team coordination will facilitate emergency conditions such as code blue. In this way, nurses who have a work ethic beyond their obligations illustrate how high their commitment to the organization is and with this high commitment, the hospital will provide recognition (non-financial rewards) to nurses, so that nurses will be motivated to carry out their work.

By examining the dynamic relationship between organizational commitment and motivation, this research seeks to elucidate the complex interplay of these elements in fostering Organizational Citizenship Behavior within professional settings. This phenomenon is particularly relevant in the context of modern organizations that increasingly emphasize the importance of employee collaboration and engagement to achieve long-term success. Especially in hospitals where all employees must have done work outside of their responsibilities, because they carry out their main task which is to treat and treat patients who must have a great responsibility. Therefore, employees in hospitals are obliged to carry out their duties even though they are out of their control. In certain cases, voluntary employee contributions are valuable assets for organizations, especially to cover the shortage of less productive staff. Basically, OCB is a form of work participation that is: voluntary without coercion, outside the formal compensation system, but has a positive impact on organizational effectiveness. The main reason for choosing the location of this study is from the results of the researcher's empirical observation that hospital employees, especially in the nursing department, often do work outside of their formal obligations. This can be seen from the case of nurses such as, managing the supply of medicines and medical materials, arranging the work schedules of other nurses. Nurses also often assist in the process of patient registration and medical data management, although this is usually the responsibility of administrative staff. These jobs show that nurses in hospitals often take the initiative to support the smooth operation of hospitals, even though they are not part of their official responsibilities.

Referring to the findings of previous studies, it only focused on the organization's commitment to OCB, therefore, this study examines OCB more deeply by adding motivational factors that also affect OCB so that accurate results can be obtained, so it is hoped that the next research will be even better.

## 2. RESEARCH METHOD

The present study employs a survey methodology within a quantitative research framework. Quantitative according to Sugiyono (2019) is a research approach based on positivism. This research was conducted on a specific population or sample with a random sampling technique. Data is collected using research tools or instruments, then statistically analyzed to test the correctness of the hypothesis that has been formulated beforehand. For the measurement of each variable using a Likert scale with a score of 1-4, (1 = strongly disagree), (2 = disagree), (3 = agree), (4 = strongly agree). This scale is used to avoid neutral answers, and to emphasize the answer.

This investigation examines correlations among organizational commitment, motivation, and OCB among nursing staff at a regional medical center Gunung Jati. The

target population comprised 430 nursing professionals, with 207 participants selected through randomized sampling methods to ensure representation. Random sampling was used in this study to avoid bias, and random sampling was used in this study to present several nursing units. Research instruments included structured questionnaires administered to respondents at the Gunung Jati Hospital, while analytical procedures involved Partial Least Squares with Structural Equation Modeling as data analysis.

### 3. RESULTS AND DISCUSSIONS

#### 3.1 RESULTS

##### a. Respondent Characteristics

Of the 207 respondents, the majority were a female, namely 119 people with a percentage (57%), while for the male gender as many as 88 people with a percentage (43%). The age distribution of participants revealed 59 individuals (29%) in the under-25 category, while the majority, comprising 120 respondents (58%), fell within the 26-40 year range. Additionally, 23 participants (11%) were aged 41-50, and a smaller group of 5 individuals (2%) exceeded 50 years. Regarding professional roles, all 207 subjects were nursing practitioners, representing the entire sample.

##### b. Evaluation of Measurement Models

Analytical procedures incorporated a components-based structural equation modeling approach to evaluate the collected data. The PLS-SEM was preferred given its variance-based properties, forecasting emphasis, and appropriateness for analyzing intricate models with constrained sample sized and non-normal data distributions features particularly relevant to the present investigation (Hair et al, 2017).

Tabel 1. Result of Validity and Reability Tests

Variable	Item	Outer Loading	Croncbach's Alpha	Composit Reability	AVE
Organizational Commitment	X1.1	0,788	0,896	0,918	0,617
	X1.2	0,791			
	X1.3	0,813			
	X1.4	0,806			
	X1.5	0,772			
	X1.6	0,774			
	X1.7	0,749			
Motivation	X2.1	0,806	0,936	0,945	0,587
	X2.2	0,712			
	X2.3	0,771			
	X2.4	0,721			
	X2.5	0,731			
	X2.6	0,799			
	X2.7	0,779			
	X2.8	0,799			
	X2.9	0,783			
	X2.10	0,797			
	X2.11	0,724			
	X2.12	0,762			
Organizational Citizenship Behavior (OCB)	Y1.1	0,776	0,94	0,948	0,606
	Y1.2	0,703			
	Y1.3	0,787			
	Y1.4	0,779			
	Y1.5	0,749			
	Y1.6	0,732			
	Y1.7	0,834			
	Y1.8	0,798			
	Y1.9	0,757			
	Y1.10	0,798			
	Y1.11	0,822			

Y1.12                      0,793

*Source: Processed Data using SmartPLS-3 (2025)*

The study conducts external measurement model verification to establish appropriate scale properties. Psychometric analyses examine construct validity and scale reliability through multiple indicators, including item-construct relationships, consistency measures, and extracted variance, as summarized in Tabel 1.

The measurement model evaluation presented in Table 1 confirms all latent constructs meet psychometric requirements. Factor loadings surpass 0.7, while AVE values for institutional loyalty (0.617), work stimulation (0.587), and OCB (0.606) exceed the 0.5 threshold. Reliability analyses further substantiate the measurement quality through acceptable composite and consistency measures which means that this research item is valid and reliable. It can be concluded from the results of the analysis which show that the motivation variable has a greater influence than organizational commitment, as can be seen from the Cronbach's Alpha value, motivation has a value of 0.936 and organizational commitment has a value of 0.896, so it can be said that the motivation variable has a greater influence on OCB than organizational commitment.

Tabel 2. R Square

	R Square	Adjusted R Square
Organizational Citizenship Behavior (OCB)	0,883	0,882

*Source: Processed Data using SmartPLS-3 (2025)*

The coefficient of determination interpretation follow three tiers: robust (>0.75), intermediate (0.50 – 0.74), and limited (0.25 – 0.49) explanatory power. Both organizational commitment (X1) and motivation (X2) demonstrate strong influence on organizational citizenship behavior (OCB) (Y), as evidenced by values surpassing 0.75 (Table 2). Comparative model analyses indicate weaker associations. Proper evaluation requires effect size comparison to establish meaningful connections among measured factors.

Table 3. Path Coefficient

	Original Sample (O)	Sample Average (M)	Standard Deviation (STDEV)	( O/STDEV )	P Values
Organizational Commitment_ - > Organizational Citizenship Behavior	0,410	0,410	0,041	9,934	0,000
Motivation_ -> Organizational Citizenship Behavior	0,580	0,580	0,037	15,479	0,000

*Source: Processed Data using SmartPLS-3 (2025)*

### Hypothesis 1

The first theoretical proposition suggested psychological attachment to organization fosters OCB. Variance-based SEM analysis substantiates this connection through both coefficient magnitude (0.410) and statistical significance ( $p < 0.001$ ), further supported by the computed t-statistic (9.934) exceeding the reference value, providing empirical evidence for  $H_1$  acceptance.

### Hypothesis 2

The secondary research conjecture maintains professional stimulation fosters OCB. Variance-based structural equation analysis substantiates this association through both coefficient magnitude ( $\beta=0.580$ ) and statistical significance ( $p<0.001$ ), further reinforced by the observed t-statistic (15.479) exceeding standard reference values, thereby endorsing the second hypothesis.

### Hypothesis 3

The tertiary research conjecture asserts concurrent psychological organizational bond and motivational factors promote OCB. Structural equation modeling substantiates both constructs' predictive capacity: company devotion ( $\beta=0.410$ ,  $p<0.001$ ;  $t=9.934$ ) and job-related drive ( $\beta=0.580$ ,  $p<0.001$ ;  $t=15.479$ ) exceed benchmark values, providing empirical evidence for third hypothesis confirmation. Therefore, it can be said that motivation has a greater influence on OCB compared to organizational commitment, because the value of motivation ( $\beta=0.580$ ) is greater than organizational commitment ( $\beta=0.410$ ), this is reinforced by the value ( $t=15.479$ ) of motivation is greater than the value ( $t=9.934$ ) of organizational commitment.

## 3.2 Discussion

### a. The Relationship of Organizational Commitment to Organizational Citizenship Behavior

Findings from this research demonstrate workplace dedication exhibits a favorable and statistically meaningful relationship with OCB. These results align with (Muchtadin & Chaerudin, 2020) because of organizational commitment, workers are more likely to stick with the company, give their all in an attempt to meet its objectives, and avoid leaving. Research by Choi and Kim (2019) also supportive, showing that affective and normative commitment significantly improves organizational civic behavior in the hospital environment.

However, there are studies that show that this relationship is not always consistent. The study's findings support the hypothesis by showing a positive and substantial relationship between organizational citizenship behavior and the organizational commitment measure. This implies that if employees have a high level of organizational commitment, their OCB attitude will follow as a result of their personal gratitude for the company they work for. For example, a study by Sholikhah & Frianto, (2022) found Organizational Citizenship Behavior is significantly improved by organizational commitment. Employee dedication to the company is inextricably linked to OCB since it manifests when workers are very committed to finishing their tasks. The findings of this study, however, are not consistent with those of Sengkey et al. (2018), who demonstrated that organizational commitment had a detrimental effect on organizational citizenship behavior.

The primary distinction from earlier studies lies in the context of the sample's location and population. This study was carried out in government hospitals within the region, whereas the research by Johnson and Smith focused more on private hospitals in major cities. Furthermore, utilizing SEM-PLS in this research provides a deeper and more detailed analysis of relationships compared to the traditional statistical methods employed in prior studies.

### b. The Relationship of Motivation to Organizational Citizenship Behavior

Findings from the study revealed that motivation exerted a notable beneficial impact on OCB among nurses at Gunung Jati Hospital. This aligns with prior work by Lee, K., and Allen (2002), which suggests that both intrinsic and extrinsic motivators can enhance organizational citizenship behavior, as motivated nurses are more likely to

engage in actions beyond their primary responsibilities for the benefit of the organization. In addition, research by Podsakoff et al. (2000) also supports these findings, suggesting that high motivation stacks up positively with voluntary behaviors that support organizational effectiveness. The theoretical framework for measuring Organizational Commitment, Motivation, and OCB specifically refers to validated scale sources from previous studies, such as Podsakoff et al. (2000) and Allen & Meyer. These scales are used to ensure accurate and reliable measurement of these variables, based on empirically proven validity and reliability.

There is a positive and significant influence between the organizational commitment variable and the motivation variable on Organizational Citizenship. So it can be assumed that the hypothesis is accepted, because if the motivation is high in employees, OCB will also increase. Great motivation in employees will produce employees who are comfortable with their duties so that it will have a positive impact on the organization and can achieve organizational goals. In the study of Ali et al., (2022), it was stated that work motivation has an effect on increasing Organizational Citizenship Behavior. The good or bad work done by employees can be seen from the motivation of the employees. However, the results of Novita (2021) said otherwise, which showed that work motivation has a negative impact on Organizational Citizenship Behavior.

#### c. The Relationship between Organizational Commitment and Motivation to Organizational Citizenship Behavior

One way to gauge an employee's level of excitement for their work is through motivation (Adriyanti et al., 2023). At the same time, the findings from the research indicate that both organizational motivation and commitment collectively contribute to a favorable impact on OCB. These findings support the theory that the two variables complement each other in motivating employee voluntary behavior. Research by (Herbert Manurung et al., 2023) stating that If an employee has a high commitment value, the higher the value of Organizational Citizenship Behavior (OCB). Because if employees already have an emotionally close relationship with the organization, they will contribute more to the organization. Such as carrying out their obligations on their duties even outside of formal provisions, and low intention to leave the organization. However, some previous studies have shown that these combined influences are not always consistent. Williams and Anderson (1991) research highlights additional variables including employee contentment and workplace conditions that serve as moderators in this dynamic. They argue that motivation and commitment must be supported by these factors in order to optimally increase OCB.

The main difference from previous research is that it focuses on the context of government hospitals in the region, which have different characteristics than private hospitals or other institutions. Employing structural equation modeling offers enhanced analytical depth and breadth for examining these relationships, surpassing the primarily descriptive approaches of prior investigations.

## 4. CONCLUSION

The findings demonstrate that workplace dedication significantly enhances OCB among nursing staff at Gunung Jati Hospital, Cirebon City. The empirical evidence demonstrates a meaningful connection (standardized coefficient=0.410,  $p < 0.001$ ), further validated by the observed t-statistic (9.934) surpassing the reference standard (1.96). When nursing staff at Gunung Jati Hospital demonstrate profound organizational dedication, they typically exhibit enhanced work appreciation, institutional pride, and reduced turnover intentions. From that point will arise the feeling to put in more effort and work harder than usual, this is where OCB develops.

Employee drive demonstrated a favorable correlation with OCB among nursing staff at Gunung Jati Hospital, Cirebon City. The findings demonstrate a significant effect size (standardized coefficient=0.580,  $p < 0.001$ ), with the computed t-statistic (15.479) substantially surpassing the reference value (1.96). So if the nurses of Gunung Jati Hospital in Cirebon City have strong motivation, it will produce high performance, which will be directly correlated with the performance of the hospital. In addition to output measures, motivated nurses demonstrate punctual task execution, rule observance, and regular fulfillment of established care quality parameters.

Workplace dedication and professional drive significantly enhance OCB among nursing staff at Gunung Jati Hospital, Cirebon City. The modeling outputs show substantial coefficients for psychological organizational bond ( $\beta = 0.410$ ,  $p < 0.001$ ) and job-related energization ( $\beta = 0.580$ ,  $p < 0.001$ ), with respective t-values (9.934 and 15.479) surpassing reference standards. These results imply that elevated levels of both commitment and drive among nursing professionals generate discretionary behaviors that optimize organizational effectiveness.

Strong organizational trust fosters heightened employee engagement and institutional devotion. Such dedication enables staff to actively contribute toward accomplishing strategic objectives. Furthermore, a supportive workplace environment facilitates task completion through enhanced work efficiency.

A person who has motivation in himself will encourage the energy in him to carry out activities. Employee sacrifices demonstrate workforce dedication to institutional sustainability, with voluntary contributions representing motivational commitment toward collective objectives, particularly through OCB.

Several constraints characterize this investigation, including a geographically confined sample from a single medical institution (Gunung Jati Hospital), potentially limiting the findings' broader applicability. Furthermore, the methodological framework focuses exclusively on specified parameters, potentially overlooking influential elements like workplace ethos and employee contentment that could provide more holistic understanding of OCB.

Limitations in this study include the use of limited samples and specific research locations, namely in one particular hospital, so that the results may not be generalized to other institutions or different areas. In addition, this study focuses more on the nursing profession in the hospital environment, so it does not include other professions that may have different characteristics in the context of the organization and work culture.

A recommendation for future researchers is to conduct studies with a larger sample and involve different hospital locations to improve generalization outcomes. The researcher also suggested adding other variables such as organizational culture, motivation, and individual factors that affect OCB. Additionally, the use of longitudinal methods can help understand behavioral changes over time and reinforce the validity of findings.

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