

THE ROLE OF JOB SATISFACTION AND WORK MOTIVATION IN ENHANCING NURSES' ORGANIZATIONAL CITIZENSHIP BEHAVIOR

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Abstract

This study aims to examine the influence of job satisfaction and work motivation on Organizational Citizenship Behavior (OCB) among nurses. Understanding factors that encourage extra-role behavior is essential in healthcare organizations where teamwork, cooperation, and voluntary contributions significantly affect service quality and organizational effectiveness. This research employed a quantitative approach using a census method involving all 63 nurses as the study population. Data were collected through structured questionnaires and analyzed using descriptive statistics and multiple linear regression analysis to determine the relationships and effects among variables. The descriptive findings indicate that job satisfaction, work motivation, and Organizational Citizenship Behavior among nurses are generally in the good category, reflecting positive perceptions toward the work environment and organizational conditions. The regression analysis reveals that both job satisfaction and work motivation positively influence Organizational Citizenship Behavior. Job satisfaction shows a positive effect with a standardized coefficient ($\beta = 0.312$), while work motivation demonstrates a stronger influence ($\beta = 0.348$), indicating that motivation is the most dominant factor in encouraging nurses to perform extra-role behaviors. Furthermore, the coefficient of determination ($R^2 = 0.710$) indicates that 71.0% of the variation in Organizational Citizenship Behavior can be explained jointly by job satisfaction and work motivation, while the remaining 29.0% is influenced by other factors outside the research model. The findings suggest that improving job satisfaction and strengthening work motivation are crucial strategies for encouraging nurses to demonstrate voluntary behaviors that support teamwork and organizational performance. Therefore, healthcare management should continuously develop supportive organizational policies to enhance employee satisfaction and motivation in order to maintain high-quality healthcare services.

Keywords: *Job Satisfaction, Work Motivation, Organizational Citizenship Behavior, Nurses, Healthcare Organization.*

INTRODUCTION

Nurses play a strategic role in the global healthcare system, as they constitute the largest proportion of the health workforce and serve as the frontline providers of patient care. According to the International Council of Nurses, nurses account for the majority of healthcare personnel responsible for delivering direct patient services, emotional support, and health education (International Council of Nurses, 2022). In hospital organizations, nurses are not only expected to perform formal clinical duties but also to contribute to the organizational environment through positive work behaviors. One important behavioral concept that reflects such contributions is Organizational Citizenship Behavior (OCB), defined as voluntary employee behavior that goes beyond formal job requirements and contributes to organizational effectiveness (Organ et al., 2018). In healthcare settings, OCB may include helping colleagues during busy shifts, supporting organizational initiatives, maintaining positive relationships with patients and families, and actively participating in hospital programs (Podsakoff et al., 2020). These behaviors are crucial in hospitals because healthcare services rely heavily on teamwork, coordination, and professional commitment.

Despite its importance, maintaining high levels of OCB among nurses has become increasingly challenging due to growing pressures within healthcare systems. The COVID-19 pandemic exposed the vulnerability of the nursing workforce, leading to increased workload, emotional stress, and burnout. Reports indicate that burnout levels among nurses significantly increased following the pandemic, which in turn affected their work motivation and job satisfaction (International Council of Nurses, 2022). When nurses experience decreased motivation or dissatisfaction with their work environment, their willingness to engage in extra-role behaviors such as OCB may also decline. Consequently, healthcare organizations must pay greater attention to the psychological and organizational factors influencing nurses' work attitudes and behaviors.

Among the most widely discussed determinants of employee behavior in organizational research are job satisfaction and work motivation. Job satisfaction refers to the extent to which employees feel positively about their work and work environment (Spector, 2019). High levels of job satisfaction are associated with positive employee attitudes, improved organizational commitment, and enhanced voluntary contributions within the workplace (Alshalabi & Salih, 2023). In hospital settings, satisfied nurses are more likely to collaborate effectively, support colleagues, and contribute beyond their formal responsibilities. Similarly, work motivation reflects the internal and external forces that drive individuals to perform their work tasks and pursue organizational goals (Deci & Ryan, 2020). Motivated employees tend to show greater engagement, productivity, and willingness to support organizational initiatives (Locke & Schattke, 2019).

The theoretical relationship between job satisfaction, work motivation, and OCB has been widely supported in organizational behavior literature. Herzberg's two-factor theory explains that employee satisfaction is influenced by both motivational factors (such as recognition and achievement) and hygiene factors (such as salary and working conditions) (Herzberg et al., 2019). When these factors are properly managed, employees are more likely to develop positive work attitudes and engage in behaviors that benefit the organization. Similarly, Self-Determination Theory emphasizes that individuals are more motivated to perform when their psychological needs for autonomy, competence, and relatedness are fulfilled (Deci et al., 2017). These theories suggest that job satisfaction and work motivation may serve as important predictors of extra-role behaviors such as OCB within organizational contexts.

Empirical studies have provided evidence supporting the relationship between these variables. Previous research has shown that job satisfaction significantly influences nurses' OCB, indicating that satisfied nurses are more likely to demonstrate voluntary behaviors that support organizational effectiveness (Al-Ahmadi, 2022; Hidayat & Ningsih, 2023). Other studies also indicate that work motivation plays an important role in encouraging employees to engage in discretionary behaviors beyond their formal duties (Ak Gunduz & Sanli, 2019). In the healthcare sector, motivated nurses tend to exhibit higher levels of cooperation, dedication, and organizational involvement (Idris et al., 2021). Moreover, meta-analysis studies have confirmed that job satisfaction and organizational factors are significant predictors of OCB across various organizational contexts (Alshalabi & Salih, 2023).

Although numerous studies have examined OCB in healthcare organizations, several research gaps remain. First, many studies focus on leadership, organizational culture, or organizational commitment as determinants of OCB, while the combined influence of job satisfaction and work motivation among nurses remains relatively underexplored, particularly in developing healthcare systems (Fan et al., 2025; Bayati et al., 2025). Second, most empirical research on nurses' OCB has been conducted in Western or East Asian countries, with limited contextual evidence from Indonesian healthcare institutions. Considering that organizational culture, management practices, and healthcare systems vary across countries, empirical studies in the Indonesian context are essential to provide contextual insights into nurses' work behavior (Wijaya et al., 2023). Furthermore, hospitals in developing countries often face challenges related to human resource management, including high workload, limited resources, and employee turnover. Effective human resource management is therefore critical to maintaining employee motivation and organizational commitment (Dessler, 2020). In the hospital environment, nurses represent a strategic asset whose performance directly influences service quality and patient satisfaction (Halim, 2024). When nurses

experience low job satisfaction or insufficient motivation, their engagement and voluntary contributions to the organization may decrease, potentially affecting overall service performance. The importance of strengthening positive work behaviors in healthcare organizations is also highlighted in recent research emphasizing the role of OCB in improving patient outcomes and organizational effectiveness. OCB has been shown to reduce adverse nursing outcomes, improve teamwork, and support high-quality healthcare delivery (Mazzetti et al., 2022). Therefore, understanding the factors that influence nurses' OCB is crucial for hospital management seeking to improve service quality and maintain a stable workforce. Despite the growing body of literature on this topic, empirical research examining the simultaneous effects of job satisfaction and work motivation on nurses' OCB in hospital settings remains limited. Many studies analyze these variables separately or emphasize other organizational determinants, leaving a gap in understanding how these two psychological factors interact in shaping nurses' discretionary behaviors. Addressing this gap is important for developing more effective human resource management strategies in healthcare organizations.

Based on these considerations, this study aims to analyze the influence of job satisfaction and work motivation on nurses' organizational citizenship behavior. By examining these relationships, the study seeks to provide empirical evidence regarding the psychological and organizational factors that encourage nurses to engage in voluntary behaviors beyond their formal responsibilities. The findings of this research are expected to contribute both theoretically and practically. Theoretically, this study enriches the literature on organizational behavior and human resource management in healthcare settings by providing empirical evidence on the relationship between job satisfaction, work motivation, and OCB among nurses. Practically, the results may serve as a reference for hospital management in developing strategies to enhance nurses' motivation, job satisfaction, and voluntary organizational contributions. Ultimately, strengthening these factors can support the improvement of healthcare service quality and organizational performance.

LITERATURE REVIEW

Organizational citizenship behavior (OCB) has become an important topic in organizational and healthcare management studies because it reflects employees' voluntary behaviors that go beyond formal job requirements and contribute positively to organizational effectiveness. In the healthcare sector, particularly in hospitals, nurses play a central role in maintaining service quality, patient safety, and operational efficiency. Their willingness to perform extra-role behaviors such as assisting colleagues, maintaining harmonious relationships, and actively participating in organizational activities is crucial for improving healthcare service outcomes (Organ et al., 2018; Podsakoff et al., 2018). Previous studies have demonstrated that OCB positively influences organizational performance, teamwork effectiveness, and patient satisfaction in healthcare institutions (Podsakoff et al., 2020; Putra & Hartono, 2022). Therefore, identifying the factors that encourage nurses to demonstrate OCB is an important issue in hospital management research.

One of the most widely discussed determinants of OCB is job satisfaction. Job satisfaction refers to a positive emotional state resulting from the appraisal of one's job or job experiences (Spector, 2019). According to Herzberg's motivation-hygiene theory, job satisfaction is influenced by two groups of factors: motivators and hygiene factors. Motivators such as achievement, recognition, and opportunities for growth lead to higher levels of satisfaction and motivation, whereas hygiene factors such as salary, organizational policies, and working conditions help prevent dissatisfaction (Herzberg et al., 2019). In the context of hospital work environments, nurses who experience adequate compensation, supportive supervision, and positive working conditions are more likely to feel satisfied with their jobs and demonstrate positive work attitudes (Syamsudin, 2021). Several empirical studies have confirmed the relationship between job satisfaction and OCB among healthcare workers. Research by Özlük and Baykal (2020) found that job satisfaction significantly influences altruistic behavior among nurses, which is one of the main dimensions of OCB. Similarly, Shimamura et al. (2021) reported that job satisfaction mediates the relationship between organizational justice and OCB among Japanese nurses. Other studies also

indicate that satisfied employees are more likely to voluntarily assist coworkers, participate in organizational initiatives, and contribute to the organizational environment beyond their formal responsibilities (Putra & Wibowo, 2020; Astuti & Rahmawati, 2021). A recent meta-analysis further confirms that job satisfaction consistently shows a positive relationship with OCB across various organizational contexts (Alshalabi & Salih, 2023). In the healthcare sector, maintaining nurses' job satisfaction is essential because satisfied nurses tend to demonstrate higher levels of commitment, engagement, and organizational citizenship behavior (Sun *et al.*, 2025). In addition to job satisfaction, work motivation is another important factor influencing employees' willingness to perform extra-role behaviors. Motivation refers to internal and external forces that initiate work-related behavior and determine its form, direction, intensity, and duration (McClelland, 2021). Maslow's hierarchy of needs theory explains that individuals are motivated to fulfill a sequence of needs, ranging from physiological needs and safety to social belonging, esteem, and self-actualization (Maslow, 1943; Maslow & Kenrick, 2020). In the workplace, employees are motivated when their basic needs are fulfilled and when they perceive opportunities for achievement and recognition.

Self-determination theory further explains that motivation is strengthened when individuals experience autonomy, competence, and relatedness in their work environment (Deci & Ryan, 2020; Deci *et al.*, 2017). In healthcare organizations, nurses who feel competent, trusted, and supported by their organizations are more likely to display higher motivation and proactive behaviors. Empirical evidence supports this theoretical perspective. For instance, Akgunduz and Sanli (2019) found that employee motivation significantly influences OCB, with organizational commitment acting as a mediating factor. Similarly, research conducted among healthcare staff indicates that job resources and motivational factors positively influence the development of OCB (Fan *et al.*, 2025). Motivated nurses tend to demonstrate greater dedication to their professional roles and organizational goals. They are more willing to help colleagues, maintain discipline, and contribute voluntarily to improving service quality (Sari & Lestari, 2022). Furthermore, leadership styles and supportive work environments can enhance motivation and subsequently increase OCB among nursing staff (Bayati *et al.*, 2025). These findings highlight that work motivation plays an important role in encouraging employees to perform beyond formal job expectations.

Another theoretical explanation of OCB can be found in social exchange theory. According to this theory, relationships within organizations are based on reciprocal exchanges between employees and the organization (Zhao & Liden, 2021). When employees perceive that their organization provides fair treatment, support, and opportunities for development, they tend to reciprocate through positive behaviors such as organizational citizenship behavior. In the context of healthcare organizations, nurses who feel valued and supported by their institutions are more likely to engage in voluntary actions that benefit both colleagues and patients. Several empirical studies have also examined the determinants of OCB among nurses. Idris *et al.* (2021) identified multiple predictors of OCB among Indonesian nurses, including organizational support, leadership, and work attitudes. Similarly, Pohl *et al.* (2022) reported that emotional support from supervisors and coworkers significantly increases nurses' work engagement and OCB. In addition, Mazzetti *et al.* (2022) demonstrated that OCB can function as a protective factor that improves nursing outcomes and reduces adverse clinical incidents. These findings emphasize the importance of understanding the antecedents of OCB within healthcare organizations.

Recent research also suggests that both job satisfaction and motivation can simultaneously influence OCB. Liu (2023) found that job satisfaction and work engagement jointly mediate the relationship between nurses' social networks and OCB. Furthermore, studies in various organizational contexts indicate that motivation and job satisfaction together significantly influence employees' organizational citizenship behavior (Riyanto *et al.*, 2021; Saputra *et al.*, 2021). These findings indicate that employees who are both satisfied and motivated are more likely to demonstrate voluntary behaviors that support organizational effectiveness. Despite the growing body of research on OCB in healthcare settings, there is still limited empirical evidence examining the combined effects of job satisfaction and work motivation on nurses' OCB within hospital environments. Many previous studies have focused on organizational support, leadership, or cultural factors, while the simultaneous influence of satisfaction and

motivation remains relatively underexplored (Idris *et al.*, 2021; Lewaherilla, 2024). Therefore, investigating how job satisfaction and work motivation contribute to organizational citizenship behavior among nurses is important for improving human resource management strategies in hospitals. Understanding these relationships will help hospital administrators develop policies and management practices that enhance nurses' work attitudes, motivation, and voluntary contributions to organizational performance.

METHOD

Research Design

This study employed a quantitative approach with a causal associative design to examine the influence of job satisfaction and work motivation on nurses' organizational citizenship behavior. Quantitative research is appropriate for testing theoretical relationships between variables through numerical data and statistical analysis (Sekaran & Bougie, 2020). The causal associative design allows the researcher to analyze the extent to which independent variables influence the dependent variable (Saunders *et al.*, 2019). The independent variables in this study were job satisfaction (X_1) and work motivation (X_2), while the dependent variable was organizational citizenship behavior (OCB) (Y). Job satisfaction refers to employees' emotional evaluation of their job, including satisfaction with salary, promotion opportunities, supervision, coworkers, working conditions, and organizational policies (Robbins & Judge, 2020). Work motivation represents the internal and external forces that encourage employees to achieve work goals (Luthans, 2021). Meanwhile, organizational citizenship behavior reflects voluntary actions beyond formal job requirements that support organizational effectiveness (Organ *et al.*, 2018). The study was conducted in a private hospital in Batam, Indonesia, focusing on nurses as the primary unit of analysis. Nurses were selected because they play a central role in healthcare service delivery, and their attitudes and behaviors significantly influence the quality of patient care and organizational performance.

Population and Sample

The population of this study consisted of all nurses working at Camatha Sahidya Hospital Batam in November 2025, totaling 63 individuals. According to sampling theory, when the population size is relatively small, it is feasible and methodologically appropriate to include the entire population in the study (Etikan *et al.*, 2021). Therefore, this research applied a census sampling technique, in which all members of the population were included as respondents. The sample comprised 39 inpatient nurses, 9 emergency department nurses, 12 outpatient clinic nurses, and 3 nurses from supporting medical units. Using a census approach eliminates sampling error and allows the results to represent the entire population of nurses in the hospital.

Data Collection

Primary data were collected using a structured questionnaire distributed to all respondents. The questionnaire measured three constructs: job satisfaction, work motivation, and organizational citizenship behavior. The instrument consisted of 36 items measured using a five-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree) (Sekaran & Bougie, 2020). The measurement indicators were adapted from established organizational behavior literature. Job satisfaction was measured through six dimensions: satisfaction with salary, promotion opportunities, supervision, coworkers, working conditions, and organizational policies (Robbins & Judge, 2020). Work motivation was assessed through dimensions including achievement orientation, recognition, competence development, harmonious relationships, autonomy, and initiative (Luthans, 2021). Organizational citizenship behavior was measured using dimensions of altruism, conscientiousness, sportsmanship, courtesy, civic virtue, and information sharing (Organ *et al.*, 2018). In addition to questionnaires, supporting data were obtained from hospital documentation and internal reports to provide contextual information about the research setting.

Data Analysis

Data analysis was conducted using IBM SPSS Statistics version 26. Prior to hypothesis testing, several preliminary analyses were performed to ensure data quality. First, descriptive statistical analysis was used to describe respondent characteristics and the distribution of responses for each variable. Descriptive statistics included mean values, standard deviations, and frequency distributions. Second, validity and reliability tests were conducted to ensure the quality of the measurement instrument. Item validity was evaluated using Pearson product–moment correlation, where an item was considered valid if the correlation coefficient exceeded the critical value at a 5% significance level. Reliability was assessed using Cronbach’s alpha, with values greater than 0.70 indicating acceptable internal consistency (Hair et al., 2021). Third, because the questionnaire employed a Likert scale, the data were transformed using the Method of Successive Intervals (MSI) to convert ordinal data into interval data suitable for parametric statistical analysis. Fourth, classical assumption tests were conducted to ensure that the regression model met statistical assumptions. These tests included normality testing using the Kolmogorov–Smirnov test, multicollinearity testing using tolerance and variance inflation factor (VIF) values, heteroscedasticity testing using the Glejser test, and autocorrelation testing using the Durbin–Watson statistic. Finally, the relationships among variables were analyzed using multiple linear regression analysis. This method was applied to determine the influence of job satisfaction and work motivation on nurses’ organizational citizenship behavior. The regression model used in this study can be expressed as:

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \varepsilon$$

where Y represents organizational citizenship behavior, X₁ represents job satisfaction, X₂ represents work motivation, β₀ is the constant, β₁–β₂ are regression coefficients, and ε represents the error term.

The explanatory power of the model was assessed using the coefficient of determination (R²), which indicates the proportion of variance in organizational citizenship behavior explained by job satisfaction and work motivation.

Hypothesis Development

Based on the theoretical framework, the study tested the following hypotheses:

H1: Job satisfaction positively influences nurses’ organizational citizenship behavior.

H2: Work motivation positively influences nurses’ organizational citizenship behavior.

H3: Job satisfaction and work motivation simultaneously influence nurses’ organizational citizenship behavior.

RESULTS AND DISCUSSION

Respondent Characteristics

A total of 63 nurses participated in this study. All respondents were directly involved in healthcare service delivery, making them suitable informants for assessing job satisfaction, work motivation, and organizational citizenship behavior (OCB) within the hospital environment.

Gender Distribution

The majority of respondents were female nurses, accounting for 45 individuals (71.4%), while 18 respondents (28.6%) were male. This distribution reflects the typical gender composition in nursing professions, where female nurses generally constitute the majority of the workforce.

Table 1. Respondent Distribution by Gender

Gender	Frequency	Percentage
Female	45	71.4%
Male	18	28.6%
Total	63	100%

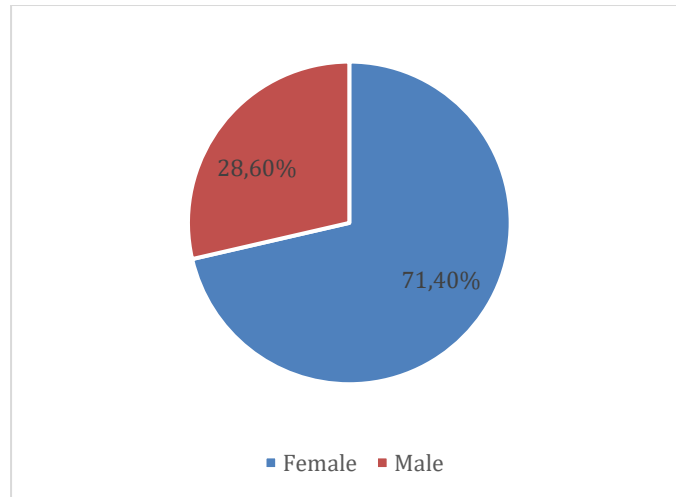


Figure 1. Gender Distribution of Respondents

The table and figure illustrate that female nurses dominate the workforce in the hospital, representing more than two-thirds of the respondents.

Age Distribution

Respondents were categorized into four age groups. The largest group was aged 31–40 years (42.9%), followed by 21–30 years (23.8%), 41–50 years (23.8%), and above 50 years (9.5%).

Table 2. Respondent Distribution by Age Group

Age Group	Frequency	Percentage
21–30 years	15	23.8%
31–40 years	27	42.9%
41–50 years	15	23.8%
> 50 years	6	9.5%
Total	63	100%

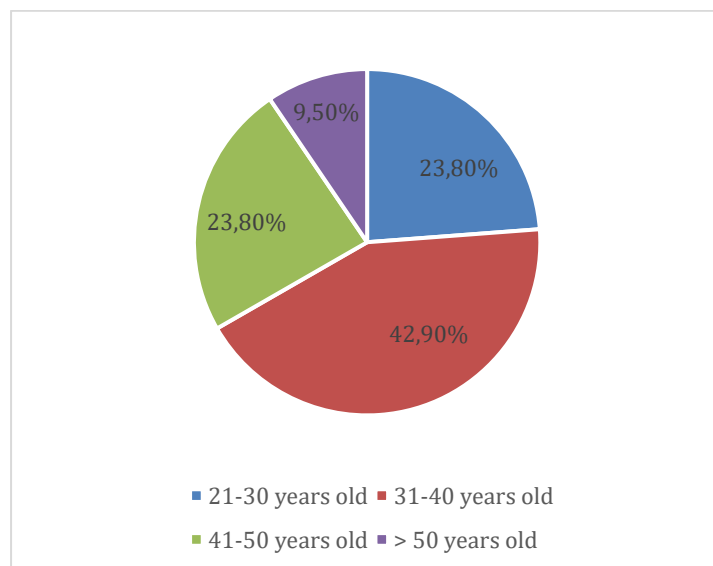


Figure 2. Age Distribution of Respondents

The data indicate that most respondents fall within the productive working-age group, suggesting that the majority of nurses are at a stage of their careers characterized by high professional engagement and experience.

Work Unit Distribution

Respondents were also categorized based on their work units within the hospital. The largest group consisted of inpatient nurses, accounting for 39 respondents (61.9%), followed by outpatient nurses (19.0%), emergency department nurses (14.3%), and support unit nurses (4.8%).

Table 3. Respondent Distribution by Work Unit

Work Unit	Frequency	Percentage
Inpatient Unit	39	61.9%
Outpatient Clinic	12	19.0%
Emergency Department	9	14.3%
Supporting Units	3	4.8%
Total	63	100%

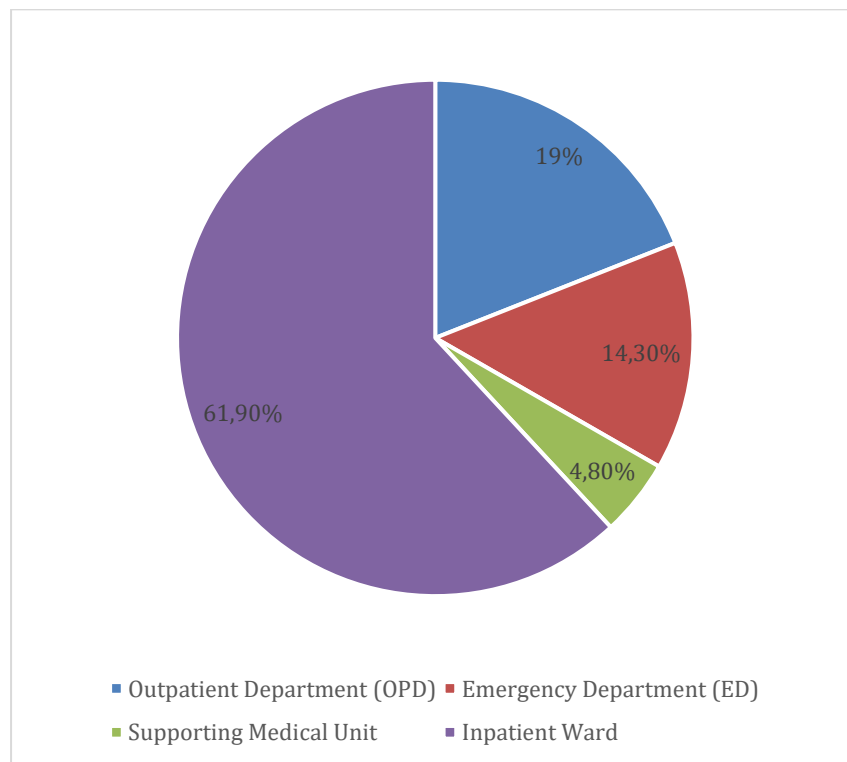


Figure 3. Distribution of Respondents by Work Unit

The diversity of work units represented in the sample indicates that the study captured perspectives from multiple operational areas within the hospital.

Descriptive Statistics of Research Variables

Descriptive statistical analysis was conducted to describe respondents' perceptions of the study variables: job satisfaction (X1), work motivation (X2), and organizational citizenship behavior (OCB) (Y).

Table 4. Descriptive Statistics of Research Variables

Variable	N	Mean	Std. Deviation
Job Satisfaction (X1)	63	3.94	0.98
Work Motivation (X2)	63	3.90	0.98
OCB (Y)	63	3.93	0.97

The results show that the average scores for all variables are close to 4, indicating generally positive perceptions among respondents regarding job satisfaction, work motivation, and organizational citizenship behavior. Job satisfaction obtained the highest mean score (3.94), followed closely by organizational citizenship behavior (3.93) and work motivation (3.90). The standard deviation values, which are close to 1, indicate moderate variability in respondents' answers.

Instrument Validity and Reliability

Prior to regression analysis, the quality of the research instrument was evaluated through validity and reliability testing.

Validity Test

The validity test was conducted using the Corrected Item–Total Correlation method. With 63 respondents, the critical value for the correlation coefficient was 0.248 at a 95% confidence level.

Table 5. Validity Test Results

Variable	Number of Items	Average Corrected Item–Total Correlation	r-table	Result
Job Satisfaction	12	0.51	0.248	Valid
Work Motivation	12	0.54	0.248	Valid
OCB	12	0.56	0.248	Valid

All questionnaire items showed correlation values greater than the critical value, indicating that the measurement items were valid.

Reliability Test

Reliability was assessed using Cronbach's Alpha.

Table 6. Reliability Test Results

Variable	Cronbach's Alpha	Criterion	Result
Job Satisfaction	0.88	> 0.70	Reliable
Work Motivation	0.89	> 0.70	Reliable
OCB	0.90	> 0.70	Reliable

All variables exceeded the 0.70 threshold, indicating strong internal consistency.

Classical Assumption Tests

Prior to regression analysis, several classical assumption tests were conducted.

Normality Test

Table 7. Kolmogorov–Smirnov Normality Test

Test	Statistic	Sig.	Standard
Kolmogorov–Smirnov	0.061	0.200	> 0.05

The significance value of 0.200 indicates that the residuals are normally distributed.

Multicollinearity Test

Table 8. Multicollinearity Test Results

Variable	Tolerance	VIF	Result
Job Satisfaction	0.758	1.319	No multicollinearity
Work Motivation	0.758	1.319	No multicollinearity

Both variables meet the acceptable criteria.

Heteroscedasticity Test

Table 9. Glejser Test Results

Variable	t-value	Sig.	Result
Job Satisfaction	0.812	0.418	No heteroscedasticity
Work Motivation	0.694	0.489	No heteroscedasticity

The significance values are greater than 0.05, indicating homoscedastic residual variance.

Autocorrelation Test

Table 10. Durbin–Watson Test

Model	Durbin–Watson	du	4 – du	Result
Regression Model	1.946	1.785	2.215	No autocorrelation

The Durbin–Watson value lies within the acceptable range.

Multiple Linear Regression Analysis

Multiple regression analysis was used to examine the influence of job satisfaction and work motivation on organizational citizenship behavior.

Table 11. Multiple Regression Results

Variable	B	Beta
Constant	0.512	–
Job Satisfaction	0.276	0.312
Work Motivation	0.341	0.348

The regression equation obtained is:

$$Y = 0.512 + 0.276X_1 + 0.341X_2$$

The positive coefficients indicate that increases in job satisfaction and work motivation are associated with increases in organizational citizenship behavior.

Coefficient of Determination

Table 12. Model Summary

R	R Square	Adjusted R Square	Std. Error	Durbin–Watson
0.840	0.710	0.700	0.410	1.946

The R² value of 0.710 indicates that 71% of the variation in OCB is explained by job satisfaction and work motivation.

Hypothesis Testing

Table 13. Hypothesis Testing Summary

Hypothesis	Statement	Decision
H1	Job Satisfaction → OCB	Supported
H2	Work Motivation → OCB	Supported
H3	Job Satisfaction & Work Motivation → OCB	Supported

All proposed hypotheses were supported by the empirical data.

DISCUSSION

The findings of this study provide empirical evidence that job satisfaction and work motivation play a significant role in shaping Organizational Citizenship Behavior (OCB) among nurses. In the

contemporary healthcare environment—characterized by increasing patient demands, technological transformation, and workforce pressure—extra-role behaviors such as cooperation, initiative, and voluntary support among colleagues have become increasingly crucial for maintaining service quality and organizational resilience. OCB reflects behaviors that go beyond formal job descriptions but contribute positively to organizational effectiveness (Dennis W. Organ et al., 2018). Within the nursing profession, such behaviors are particularly important because patient care often requires strong teamwork, mutual assistance, and adaptive responses to unpredictable clinical situations (Wijaya et al., 2023).

The descriptive findings indicate that nurses in the organization generally reported high levels of job satisfaction, work motivation, and OCB, suggesting a relatively positive organizational climate. In modern hospital management, employee satisfaction has become a central factor in ensuring sustainable healthcare delivery. Hospitals are increasingly required to maintain not only clinical quality but also employee well-being to prevent burnout and staff turnover (International Council of Nurses, 2022). The results of this study demonstrate that when nurses perceive fairness in remuneration, supportive supervision, and harmonious working relationships, they tend to develop a stronger sense of attachment to the organization. Such perceptions encourage employees to demonstrate voluntary behaviors that support team effectiveness and patient care outcomes. This aligns with previous empirical evidence indicating that job satisfaction is closely associated with prosocial workplace behaviors, including OCB (Alshalabi & Salih, 2023; Shimamura et al., 2021).

From a theoretical perspective, the relationship between job satisfaction and OCB can be explained through social exchange theory, which suggests that employees who experience positive treatment from their organization tend to reciprocate through beneficial behaviors that support organizational functioning (Zhao & Liden, 2021). In this context, nurses who perceive fairness in compensation, recognition, and work conditions are more likely to reciprocate by assisting colleagues, complying with organizational policies, and voluntarily contributing to organizational initiatives. The results of this study therefore reinforce the argument that positive employee experiences within the organization form the psychological foundation for discretionary behaviors that enhance team performance and service quality.

The regression analysis further demonstrates that job satisfaction has a positive effect on OCB, indicating that higher levels of satisfaction among nurses correspond with greater willingness to engage in extra-role behaviors. This finding is consistent with previous studies conducted in healthcare organizations, which have shown that satisfied employees are more likely to demonstrate altruism, courtesy, and civic virtue in the workplace (Özlük & Baykal, 2020). Research in Indonesian healthcare settings also confirms that job satisfaction is a key determinant of OCB among nurses, as it fosters emotional attachment to the organization and promotes collaborative behavior (Idris et al., 2021). These findings highlight the importance of maintaining a supportive organizational environment in hospitals, where interpersonal cooperation and professional dedication are essential for delivering effective patient care.

Beyond job satisfaction, the results reveal that work motivation has an even stronger influence on OCB, as indicated by the larger regression coefficient compared to job satisfaction. This suggests that motivation acts as a driving force that encourages nurses to exceed their formal responsibilities and contribute proactively to organizational functioning. In the context of healthcare services, motivation is closely linked to professional commitment, ethical responsibility, and a desire to provide high-quality care to patients. According to self-determination theory, individuals are motivated to engage in behaviors that satisfy their basic psychological needs for competence, autonomy, and relatedness (Deci & Ryan, 2020). When these needs are fulfilled within the workplace, employees tend to display higher levels of engagement and voluntary contributions to organizational goals.

The dominance of work motivation in predicting OCB in this study also reflects the demanding nature of nursing work. Nurses often face complex clinical situations, time pressure, and emotional challenges, which require not only technical competence but also psychological resilience. Motivated nurses are more likely to demonstrate initiative, assist colleagues, and maintain positive attitudes even under stressful conditions. Empirical evidence supports this relationship, indicating that motivated employees exhibit higher levels of organizational citizenship behaviors because they are more willing to invest effort beyond

minimum job requirements (Akgunduz & Sanli, 2019; Riyanto et al., 2021). In healthcare organizations, such behaviors contribute directly to improved teamwork, smoother communication, and enhanced patient safety. Another important finding of this study is that job satisfaction and work motivation jointly explain a substantial proportion of the variance in OCB, with the model accounting for approximately 71% of the observed variation. This high explanatory power suggests that psychological and organizational factors play a central role in shaping discretionary behaviors among nurses. In complex service environments such as hospitals, employees' attitudes and motivations strongly influence how they interact with colleagues, respond to organizational policies, and contribute to collective goals. Previous studies have similarly highlighted the importance of integrating satisfaction and motivation variables when explaining OCB in healthcare settings (Idris et al., 2021; Zhang et al., 2022).

The strong explanatory power of the model also reflects broader changes occurring in modern healthcare systems. Hospitals are increasingly shifting from hierarchical management structures toward collaborative and team-based care models. In such environments, employees are expected to demonstrate initiative, share knowledge, and support colleagues in delivering patient care. OCB therefore becomes a critical organizational resource that strengthens teamwork and operational effectiveness. Research in nursing management has shown that higher levels of OCB are associated with improved patient outcomes and reduced adverse events in healthcare organizations (Mazzetti et al., 2022). Consequently, understanding the factors that promote OCB among nurses has significant implications for hospital management and health service quality.

From the author's perspective, these findings emphasize that human resource management in healthcare organizations must prioritize both psychological well-being and motivational support for nurses. While financial incentives and career opportunities remain important components of job satisfaction, organizations should also focus on creating supportive leadership, clear communication, and opportunities for professional development. In practice, nurses who feel valued and motivated are more likely to demonstrate commitment, cooperation, and proactive behaviors that contribute to organizational effectiveness. Conversely, when motivation and satisfaction decline, nurses may restrict their contributions to formal duties only, potentially reducing teamwork quality and service performance.

Furthermore, the findings highlight the need for hospital leaders to adopt a more holistic approach to workforce management. Motivational strategies should not rely solely on financial rewards but should also address intrinsic factors such as professional recognition, autonomy in clinical decision-making, and opportunities for skill development. According to motivation theories such as Maslow's hierarchy of needs and Herzberg's motivation-hygiene theory, employees are more likely to perform optimally when both basic and higher-level psychological needs are fulfilled (Maslow & Kenrick, 2020; Herzberg et al., 2019). When these needs are addressed within the organizational environment, employees tend to develop stronger engagement and demonstrate behaviors that benefit both colleagues and the organization.

In addition, the results of this study have practical implications for hospital management in the context of ongoing challenges in the global nursing workforce. Healthcare systems worldwide are facing shortages of qualified nurses, increasing workloads, and rising patient expectations (International Council of Nurses, 2022). Under these conditions, fostering positive organizational attitudes and motivation among nurses becomes essential for sustaining workforce productivity and service quality. By strengthening job satisfaction and motivation, hospitals can cultivate a culture of cooperation and voluntary contribution that enhances team performance and patient outcomes.

Overall, the findings of this research confirm that job satisfaction and work motivation are critical determinants of organizational citizenship behavior among nurses. These variables function not only as individual psychological states but also as organizational mechanisms that shape cooperative and proactive workplace behaviors. The results reinforce existing theoretical perspectives in organizational behavior while providing empirical evidence within the context of healthcare organizations. By improving work conditions, strengthening motivational support, and fostering positive organizational climates, hospital management can effectively encourage OCB among nurses, ultimately contributing to better organizational performance and higher quality patient care.

CONCLUSION

This study examined the influence of job satisfaction and work motivation on Organizational Citizenship Behavior (OCB) among nurses. The findings indicate that both job satisfaction and work motivation contribute positively to the development of OCB within the nursing workforce. Descriptive analysis shows that the levels of job satisfaction, work motivation, and OCB among nurses tend to be in the good category, suggesting that most nurses perceive their work environment positively and demonstrate extra-role behaviors that support organizational effectiveness. These behaviors include helping colleagues, maintaining organizational compliance, showing professional responsibility, and contributing to collaborative work culture in healthcare services.

The results of the verification analysis further demonstrate that the research instrument meets the required standards of validity and reliability, ensuring that the collected data accurately represent the constructs being measured. The regression model also satisfies classical assumption tests, indicating that the statistical model used in this study is appropriate for analyzing the relationships among variables. The multiple regression analysis shows that both job satisfaction and work motivation have positive coefficients, indicating that improvements in these factors are associated with increased levels of Organizational Citizenship Behavior among nurses. In addition, the coefficient of determination reveals that a substantial proportion of the variance in OCB can be explained by job satisfaction and work motivation, suggesting that these two variables play an important role in shaping positive work behaviors within healthcare organizations.

Overall, the study confirms that job satisfaction and work motivation are key determinants in fostering Organizational Citizenship Behavior among nurses. Employees who feel satisfied with their work and possess strong internal motivation are more likely to engage in voluntary behaviors beyond their formal job responsibilities. Such behaviors are essential in healthcare organizations where teamwork, cooperation, and mutual support among healthcare professionals significantly influence service quality and patient care outcomes. Therefore, strengthening both psychological and organizational factors that support employee satisfaction and motivation becomes an important strategy for improving organizational performance and service effectiveness in hospital settings.

From a practical perspective, healthcare management should continuously develop strategies to enhance nurses' job satisfaction and work motivation. This can be achieved through fair compensation systems, transparent career development opportunities, supportive leadership, and the creation of a collaborative work environment that encourages teamwork and professional recognition. Organizational policies that acknowledge employees' contributions and provide opportunities for professional growth can strengthen employees' commitment and encourage the emergence of extra-role behaviors that benefit the organization. Despite its contributions, this study has several limitations that should be considered when interpreting the findings. The study was conducted within a single organizational context and used a census approach limited to the available population of nurses. Consequently, the findings may reflect the specific organizational environment in which the research was conducted and may not fully represent broader healthcare institutions with different organizational cultures, management systems, or workforce characteristics.

Future research is therefore recommended to expand the scope of investigation by incorporating additional variables that may influence Organizational Citizenship Behavior, such as leadership style, organizational culture, workload, and perceived organizational support. These variables may provide a more comprehensive understanding of the factors that shape extra-role behaviors in healthcare organizations. In addition, future studies may apply different methodological approaches, such as longitudinal designs or mixed-methods research, in order to capture the dynamic development of OCB over time and explore deeper contextual insights regarding nurses' work behavior. Expanding research settings across multiple hospitals or regions would also enhance the generalizability of findings and contribute to the broader development of knowledge in healthcare management and organizational behavior.

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