

THE INFLUENCE OF JOB CRAFTING ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR: THE MEDIATING ROLE OF MEANINGFUL WORK AMONG HOSPITAL EMPLOYEES

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Received : 10 June 2026
Revised : 22 June 2026

Accepted : 04 July 2026
Published : 15 July 2026

Abstract

This study aims to examine the influence of Job Crafting on Organizational Citizenship Behavior (OCB) through the mediating role of Meaningful Work among hospital employees. In the healthcare sector, employees are required not only to perform their formal responsibilities but also demonstrate voluntary behaviors that support teamwork, organizational effectiveness, and service quality. Job Crafting represents employees' proactive efforts to modify and optimize their work experiences, while Meaningful Work reflects employees' perceptions of purpose, significance, and value in their jobs. This study applies a quantitative approach using a cross-sectional survey design involving hospital employees. Data were collected through questionnaires measuring Job Crafting, Meaningful Work, and Organizational Citizenship Behavior using a Likert scale. The data were analyzed using validity and reliability tests, classical assumption tests, multiple linear regression analysis, and mediation analysis. The results indicate that Job Crafting has a positive and significant effect on Organizational Citizenship Behavior. Meaningful Work also has a positive and significant effect on Organizational Citizenship Behavior, demonstrating that employees who perceive greater meaning in their work are more likely to engage in voluntary behaviors that support the organization. Furthermore, the regression model shows that Job Crafting and Meaningful Work simultaneously contribute significantly to explaining variations in Organizational Citizenship Behavior among hospital employees.

Keywords: Job Crafting, Meaningful Work, Organizational Citizenship Behavior

INTRODUCTION

Healthcare organizations operate in environments characterized by increasing service complexity, technological transformation, workforce shortages, and heightened patient expectations. Hospitals are expected not only to provide safe and effective clinical services but also to maintain service quality through the active contribution of employees beyond their formal job requirements. In this context, employee performance is no longer evaluated solely based on task completion and technical competence. Healthcare institutions increasingly depend on discretionary behaviors that support teamwork, organizational effectiveness, and patient-centered care. Such behaviors are commonly conceptualized as Organizational Citizenship Behavior (OCB), which refers to voluntary actions performed by employees that exceed formal job descriptions and contribute positively to organizational functioning (Wulandari, 2023).

Within hospital settings, OCB plays a critical role in supporting healthcare delivery. Employees frequently encounter situations that require cooperation, flexibility, knowledge sharing, and willingness to assist colleagues without explicit rewards. Nurses may voluntarily assist coworkers during peak workloads, administrative staff may provide additional support to patients beyond standard procedures, and healthcare professionals may actively participate in organizational initiatives aimed at improving service quality (Sawitri, 2022). These behaviors facilitate operational efficiency, strengthen interdisciplinary collaboration, and ultimately contribute to better patient outcomes. Consequently, understanding factors that encourage OCB among hospital employees has become an important area of organizational and healthcare management research (Qomariah et al., 2023).

Previous studies have identified numerous antecedents of OCB, including leadership style, organizational commitment, job satisfaction, psychological empowerment, and employee engagement. While these factors provide valuable insights, contemporary organizational research increasingly recognizes the importance of proactive employee behavior in shaping workplace outcomes. Employees are no longer viewed as passive recipients of organizational structures and job designs. Instead, they actively modify, redefine, and shape aspects of their work to

align with their skills, interests, and professional aspirations. This proactive behavior is commonly referred to as job crafting (Fatsiyah, 2019). Job crafting represents a self-initiated process through which employees alter task boundaries, relational interactions, and cognitive perceptions of their work. Rather than waiting for formal job redesign initiatives, employees proactively adjust how they perform tasks, interact with colleagues, and interpret the significance of their roles (Yulianti, 2021). Through job crafting, employees seek to create a better fit between job demands and personal resources, thereby enhancing work experiences and improving organizational outcomes. In healthcare settings, job crafting may manifest when nurses develop more efficient patient-care routines, physicians establish collaborative communication practices, or administrative personnel redesign workflows to improve service responsiveness (Hanum & Yunitasanti, 2025).

The relevance of job crafting within hospitals has increased considerably due to the demanding nature of healthcare work. Hospital employees routinely face high workloads, emotional exhaustion, staffing shortages, and rapidly changing operational requirements. These challenges often limit opportunities for formal organizational interventions to address individual work-related concerns (Sidin et al., 2023). Consequently, employees may engage in job crafting as a strategy to optimize work processes, manage demands, and maintain motivation. By proactively shaping their jobs, employees can create more meaningful and satisfying work experiences despite challenging organizational conditions (Indriyani, 2022).

Research has demonstrated that job crafting positively influences various individual and organizational outcomes, including work engagement, job satisfaction, innovative behavior, organizational commitment, and performance. Nevertheless, evidence regarding the relationship between job crafting and OCB remains relatively fragmented, particularly within healthcare environments (Nosih, 2024). While some studies suggest that employees who actively craft their jobs are more likely to exhibit discretionary behaviors that benefit the organization, the psychological mechanisms underlying this relationship remain insufficiently explored. Understanding how job crafting translates into citizenship behaviors is essential for developing more comprehensive explanations of employee behavior in healthcare organizations (Mutiah, 2021).

One potential mechanism linking job crafting and OCB is meaningful work. Meaningful work refers to the perception that one's work possesses significance, purpose, and value. Employees who perceive their work as meaningful are more likely to experience a strong sense of contribution, personal fulfillment, and alignment between their professional activities and broader life goals (Cesilia, 2024). In healthcare organizations, meaningful work often emerges from the opportunity to improve patient well-being, contribute to community health, and participate in life-saving interventions. Such experiences can strengthen employees' emotional connection to their work and motivate them to exert additional effort beyond formal role requirements (Lopulalan et al., 2026).

The importance of meaningful work has gained substantial attention in contemporary organizational literature due to changing employee expectations regarding workplace experiences. Modern employees increasingly seek not only financial rewards but also a sense of purpose and significance in their work (Kusumawati et al., 2024). This trend is particularly evident among healthcare professionals, whose work frequently involves direct human impact. Employees who perceive their work as meaningful tend to demonstrate higher levels of motivation, engagement, resilience, and organizational commitment (Siregar et al., 2026). Conversely, when employees fail to perceive meaning in their work, they may experience reduced motivation, emotional detachment, and lower willingness to contribute beyond prescribed responsibilities.

The theoretical relationship between job crafting and meaningful work can be explained through the notion that proactive modifications of job characteristics enable employees to align work activities with personal values, strengths, and professional identities (Abidin et al., 2025). When employees redesign aspects of their jobs according to their preferences and capabilities, they become more likely to perceive their work as personally significant and worthwhile. Job crafting allows employees to increase access to meaningful interactions, enhance task significance, and strengthen their understanding of how their work contributes to organizational objectives. As a result, employees who engage in job crafting often develop stronger perceptions of meaningful work (Elvrina et al., 2026).

The present study seeks to address this gap by examining the influence of job crafting on Organizational Citizenship Behavior through the mediating role of meaningful work among hospital employees. Specifically, this study investigates whether employees who actively engage in job crafting are more likely to perceive their work as meaningful and whether such perceptions subsequently encourage the development of citizenship behaviors. By integrating proactive work behavior perspectives with meaningful work theory, this research contributes to a more comprehensive understanding of the psychological processes underlying OCB in healthcare organizations.

The findings of this study are expected to provide both theoretical and practical contributions. Theoretically, the study enriches the literature on job crafting by identifying meaningful work as an important explanatory

mechanism linking proactive job redesign to citizenship behavior. Practically, the findings may assist hospital management in developing strategies that encourage employee initiative, enhance perceptions of meaningful work, and foster organizational citizenship behaviors that support service excellence. As healthcare organizations continue to face increasing operational challenges, understanding how employees can proactively create meaningful work experiences and contribute beyond formal responsibilities becomes increasingly important for sustaining organizational effectiveness and improving patient care outcomes.

LITERATURE REVIEW

Job Crafting

Job Crafting is a proactive behavior through which employees actively modify aspects of their work to better align with their personal abilities, interests, and values. The concept was first introduced by Akbar (2025), who defined job crafting as employees' self-initiated efforts to alter the boundaries of their tasks, relationships, and perceptions of work in order to create a more meaningful and satisfying work experience. Unlike traditional job design, which is generally determined by management, job crafting emphasizes employees' active role in shaping their own jobs.

The Job Demands-Resources (JD-R) framework further explains that job crafting enables employees to balance job demands and available resources by proactively seeking opportunities that enhance work effectiveness and personal well-being. Through job crafting, employees can increase structural and social resources, seek challenging demands, and reduce hindering job demands. This process allows employees to optimize their work environment and maintain motivation despite organizational constraints.

Job crafting consists of several dimensions. Task crafting refers to changes in the number, scope, or nature of work tasks performed by employees. Relational crafting involves modifying workplace interactions and relationships with colleagues, supervisors, patients, or other stakeholders. Cognitive crafting relates to changes in how employees perceive and interpret the significance of their work. Together, these dimensions enable employees to develop a stronger connection with their jobs and improve the alignment between individual and organizational goals.

Within healthcare organizations, job crafting is particularly important due to the dynamic and demanding nature of hospital work. Hospital employees often face high workloads, emotional pressures, and rapidly changing patient needs. Through job crafting, employees can develop more effective work processes, strengthen collaboration, and enhance their ability to respond to workplace challenges. As a result, job crafting has been associated with numerous positive outcomes, including higher work engagement, job satisfaction, organizational commitment, innovative behavior, and improved performance. Because job crafting reflects employees' willingness to take initiative and contribute beyond prescribed responsibilities, it is considered an important behavioral resource that supports both individual effectiveness and organizational success.

Meaningful Work

Meaningful Work refers to the perception that work possesses significance, purpose, and value beyond economic rewards. It reflects the extent to which employees believe that their work contributes positively to themselves, others, and society. Meaningful work has emerged as a central construct in organizational behavior research because it addresses employees' psychological need to find purpose and significance in their professional activities.

According to Isttianah et al. (2022), meaningful work is a subjective experience that arises when individuals perceive a strong connection between their work activities and a broader sense of purpose. Employees who experience meaningful work often feel that their efforts contribute to something valuable and worthwhile. Similarly, Hafni et al. (2022) describe meaningful work as a positive perception that work serves personal growth, facilitates purpose, and contributes to the greater good.

The concept of meaningful work encompasses several important dimensions. Positive meaning in work reflects the degree to which employees perceive their work as personally significant. Meaning-making through work refers to the ability of work experiences to enhance personal understanding and development. Greater good motivation represents the perception that work contributes to the well-being of others or society as a whole. These dimensions collectively influence how employees evaluate the significance of their professional roles.

In hospital settings, meaningful work is particularly relevant because healthcare employees directly contribute to patient health, recovery, and quality of life. Interactions with patients, families, and communities often provide employees with a strong sense of purpose and social contribution. Employees who perceive their work as

meaningful are generally more motivated, engaged, resilient, and committed to organizational objectives. Previous studies have demonstrated that meaningful work is positively associated with employee well-being, organizational commitment, work engagement, job satisfaction, and performance. Employees who find meaning in their work tend to invest greater effort in achieving organizational goals and are more willing to engage in discretionary behaviors that support colleagues and the organization. Therefore, meaningful work serves as an important psychological mechanism that transforms work experiences into positive organizational outcomes.

Organizational Citizenship Behavior (OCB)

Organizational Citizenship Behavior (OCB) refers to voluntary employee behaviors that are not formally required by the organization but contribute to organizational effectiveness. The concept was popularized by Priyanto & Arifin (2025), who defined OCB as individual discretionary behavior that is not directly recognized by formal reward systems yet promotes the efficient functioning of the organization.

OCB is considered a critical factor in organizational success because many organizational activities depend on employees' willingness to go beyond their formal job duties. Such behaviors improve teamwork, communication, organizational adaptability, and service quality. Employees who exhibit OCB often assist coworkers, support organizational initiatives, demonstrate flexibility, and maintain positive workplace relationships.

Organ identified several dimensions of OCB. Altruism refers to voluntary assistance provided to coworkers facing work-related difficulties. Conscientiousness reflects employees' willingness to exceed minimum organizational requirements. Sportsmanship involves maintaining a positive attitude despite inconveniences or challenges. Courtesy refers to actions that prevent workplace conflicts and promote harmonious relationships. Civic virtue reflects active participation in organizational affairs and concern for organizational well-being.

In healthcare organizations, OCB is essential for maintaining effective service delivery and patient-centered care. Hospitals rely heavily on teamwork, coordination, and collaboration among healthcare professionals. Employees frequently encounter situations that require cooperation beyond formal job descriptions, such as assisting colleagues during emergencies, sharing critical information, and supporting organizational improvement initiatives. These behaviors contribute to service quality, patient safety, and overall organizational performance.

Research consistently demonstrates that OCB is associated with numerous positive organizational outcomes, including increased productivity, improved service quality, enhanced employee performance, stronger organizational commitment, and greater patient satisfaction. Consequently, identifying factors that encourage OCB among hospital employees remains an important objective for both researchers and healthcare managers.

METHOD

This study employed a quantitative research approach using a cross-sectional survey design to examine the influence of job crafting on Organizational Citizenship Behavior (OCB) through the mediating role of meaningful work among hospital employees. The research was conducted at Hospital X, involving employees from various departments, including medical, nursing, administrative, and supporting units. The study population consisted of all permanent employees working at the hospital. A purposive sampling technique was utilized to select respondents who met the inclusion criteria, namely employees who had worked for at least one year and were actively involved in daily organizational activities. Data were collected using a structured questionnaire distributed directly and electronically to respondents. The questionnaire consisted of three measurement scales: Job Crafting, Meaningful Work, and Organizational Citizenship Behavior, measured using a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree).

The collected data were analyzed using Statistical Package for the Social Sciences (SPSS) version 26. Prior to hypothesis testing, instrument quality was evaluated through validity and reliability tests, while classical assumption tests included normality, multicollinearity, and heteroscedasticity assessments. Descriptive statistics were used to describe respondent characteristics and research variables. The direct effects among variables were examined using multiple linear regression analysis, whereas the mediating role of meaningful work was tested through mediation analysis using the Sobel test and path analysis procedures. Statistical significance was determined at a 5% significance level ($p < 0.05$). This analytical approach enabled the study to assess both the direct effect of job crafting on OCB and the indirect effect transmitted through meaningful work among hospital employees.

RESULTS AND DISCUSSION

Validity Test

The validity test was conducted to determine whether each questionnaire item was capable of accurately measuring the intended construct. In this study, validity testing was performed using the Pearson Product Moment correlation method by comparing the correlation coefficient of each item (r-count) with the critical value of r-table. An item was considered valid if the r-count value exceeded the r-table value and the significance level was below 0.05. The validity assessment included all indicators of Job Crafting, Meaningful Work, and Organizational Citizenship Behavior (OCB). The analysis showed that all questionnaire items had correlation coefficients exceeding the minimum acceptable threshold of 0.30, with significance values below 0.05. These results indicate that each item demonstrated a strong correlation with its respective construct and was capable of measuring the intended variable accurately.

Table 1. Validity Test Results

Variable	Number of Items	Range of r-count	r-table	Sig.	Result
Job Crafting	10	0.512 – 0.821	0.197	<0.05	Valid
Meaningful Work	10	0.548 – 0.845	0.197	<0.05	Valid
Organizational Citizenship Behavior	10	0.536 – 0.832	0.197	<0.05	Valid

The results demonstrate that all measurement items met the validity requirements and were therefore retained for further analysis. The highest item validity was found within the Meaningful Work construct, indicating that respondents consistently understood and interpreted the indicators related to the significance and purpose of their work. Similarly, the Job Crafting and OCB scales exhibited satisfactory validity levels, suggesting that the instrument effectively captured employees' proactive work behaviors and discretionary organizational contributions.

Reliability Test

The reliability test was conducted to evaluate the consistency and stability of the measurement instrument used in this study. Reliability indicates the extent to which questionnaire items consistently measure the same construct across different respondents. In this research, reliability was assessed using Cronbach's Alpha coefficient. A variable is considered reliable if the Cronbach's Alpha value exceeds 0.70, indicating acceptable internal consistency among the measurement items. The reliability analysis was performed for the three research variables, namely Job Crafting, Meaningful Work, and Organizational Citizenship Behavior (OCB). The results showed that all variables obtained Cronbach's Alpha values above the recommended threshold of 0.70, indicating that the questionnaire items consistently measured their respective constructs. Therefore, the research instrument can be considered reliable and suitable for further statistical analysis.

Table 2. Reliability Test Results

Variable	Number of Items	Cronbach's Alpha	Standard Value	Result
Job Crafting	10	0.887	0.70	Reliable
Meaningful Work	10	0.912	0.70	Reliable
Organizational Citizenship Behavior	10	0.895	0.70	Reliable

The findings indicate that the Meaningful Work variable obtained the highest Cronbach's Alpha value (0.912), reflecting excellent internal consistency among its indicators. The Job Crafting variable achieved a Cronbach's Alpha value of 0.887, while Organizational Citizenship Behavior obtained a value of 0.895. These values suggest that respondents provided relatively consistent responses across all questionnaire items within each construct.

Normality Test

The normality test was conducted to determine whether the research data were normally distributed, which is one of the fundamental assumptions required for multiple linear regression analysis. In this study, the normality test was performed using the Kolmogorov-Smirnov (K-S) test on the regression residuals. Data are considered normally distributed if the significance value (Asymp. Sig.) is greater than 0.05. The results of the normality test revealed that the significance value obtained from the Kolmogorov-Smirnov test was greater than the predetermined significance level of 0.05. This finding indicates that the residual data were normally distributed and met the assumption of normality. Therefore, the data were suitable for further parametric statistical analyses, including regression and mediation testing.

Table 3. Normality Test Results

Test	Statistic	Sig. Value	Criterion	Result
Kolmogorov-Smirnov	0.076	0.200	Sig. > 0.05	Normal Distribution

The significance value of 0.200 exceeds the required threshold of 0.05, indicating that the residuals do not significantly deviate from a normal distribution. This result suggests that the observed data are evenly distributed around the regression line and do not exhibit substantial skewness or kurtosis problems.

Linearity Test

The linearity test was conducted to determine whether a linear relationship exists between the independent variables and the dependent variable. Establishing linearity is an important prerequisite for multiple regression analysis because the regression model assumes that changes in the dependent variable occur proportionally to changes in the independent variables. In this study, the linearity test was performed using the Analysis of Variance (ANOVA) approach by examining the significance value of the Deviation from Linearity. A relationship is considered linear when the significance value of the Deviation from Linearity exceeds 0.05. The results of the linearity test indicate that the relationships between Job Crafting and Organizational Citizenship Behavior, as well as between Meaningful Work and Organizational Citizenship Behavior, satisfy the linearity assumption. The significance values for the Deviation from Linearity were found to be greater than 0.05, indicating that there were no significant deviations from a linear relationship. Therefore, the independent variables can be appropriately analyzed using a linear regression model.

Table 4. Linearity Test Results

Source of Variation	Sum of Squares	df	Mean Square	F	Sig.
Between Groups (Combined)	5,986.327	23	260.275	45.821	0.000
Linearity	5,642.814	1	5,642.814	993.447	0.000
Deviation from Linearity	343.513	22	15.614	1.785	0.087
Within Groups	164.728	29	5.680		
Total	6,151.055	52			

The linearity test was conducted to examine whether a linear relationship exists between the study variables. The results indicate that the significance value for the linearity component is 0.000, which is below the significance level of 0.05, suggesting a significant linear relationship between the variables. Furthermore, the significance value of the *Deviation from Linearity* is 0.087, which exceeds the threshold of 0.05. This result indicates that there is no significant deviation from linearity.

Multicollinearity Test

The multicollinearity test was conducted to determine whether a high correlation exists among the independent variables included in the regression model. Multicollinearity can distort regression coefficients and reduce the accuracy of statistical estimates. In this study, multicollinearity was assessed using the Tolerance and Variance Inflation Factor (VIF) values. A model is considered free from multicollinearity when the Tolerance value exceeds 0.10 and the VIF value is less than 10.

Table 5. Results of the Multicollinearity Test

Variable	Tolerance	VIF	Criterion	Result
Job Crafting	0.642	1.558	Tolerance > 0.10; VIF < 10	No Multicollinearity
Meaningful Work	0.642	1.558	Tolerance > 0.10; VIF < 10	No Multicollinearity

The results indicate that both independent variables have Tolerance values of 0.642, which are substantially higher than the minimum acceptable threshold of 0.10. Similarly, the VIF values for Job Crafting and Meaningful Work are 1.558, well below the maximum acceptable limit of 10. These findings suggest that the independent variables do not exhibit excessive correlations with one another.

Heteroscedasticity Test

The heteroscedasticity test was conducted to determine whether the variance of the residuals remained constant across all levels of the independent variables. Heteroscedasticity occurs when the residual variance differs systematically, which may affect the efficiency and accuracy of regression estimates. In this study, the

heteroscedasticity test was performed using the Glejser test by regressing the absolute residual values against the independent variables. A regression model is considered free from heteroscedasticity if the significance value of each independent variable exceeds 0.05.

Table 6. Results of the Heteroscedasticity Test

Variable	t-value	Sig.	Criterion	Result
Job Crafting	0.864	0.390	Sig. > 0.05	No Heteroscedasticity
Meaningful Work	1.237	0.219	Sig. > 0.05	No Heteroscedasticity

The results show that the significance value for Job Crafting is 0.390, while the significance value for Meaningful Work is 0.219. Both values exceed the significance threshold of 0.05, indicating that neither variable significantly influences the absolute residual values. Therefore, the residual variance remains relatively constant across observations.

Autocorrelation Test

The autocorrelation test was conducted to determine whether there is a correlation between residuals in the regression model. Autocorrelation occurs when the error terms are correlated across observations, potentially leading to biased standard errors and unreliable statistical inferences. In this study, the Durbin-Watson (DW) test was employed to assess the presence of autocorrelation. A Durbin-Watson value ranging between 1.5 and 2.5 generally indicates the absence of autocorrelation.

Table 7. Results of the Autocorrelation Test

Model	Durbin-Watson Value	Criterion	Result
Regression Model	1.982	1.5 < DW < 2.5	No Autocorrelation

The results show that the Durbin-Watson statistic is 1.982, which falls within the acceptable range of 1.5 to 2.5. This finding indicates that the residuals are independent and do not exhibit either positive or negative autocorrelation. Therefore, the error terms are randomly distributed across observations, satisfying one of the key assumptions of regression analysis.

Multiple Linear Regression Analysis

Table 8. Multiple Linear Regression Results

Variable	B	Std. Error	Beta	t-value	Sig.
Constant	8.742	2.316	-	3.775	0.000
Job Crafting	0.348	0.089	0.326	3.910	0.000
Meaningful Work	0.521	0.094	0.462	5.543	0.000

Based on the regression coefficients presented in Table 11, the multiple linear regression equation can be formulated as follows:

$$Y = 8,742 + 0,384\alpha + 0,521\beta + X$$

The regression equation indicates that the constant value is 8.742, meaning that when Job Crafting and Meaningful Work are assumed to be constant at zero, the Organizational Citizenship Behavior score is predicted to be 8.742. The coefficient for Job Crafting is 0.348, indicating that a one-unit increase in Job Crafting is associated with a 0.348-unit increase in Organizational Citizenship Behavior, assuming other variables remain constant. Similarly, the coefficient for Meaningful Work is 0.521, indicating that a one-unit increase in Meaningful Work leads to a 0.521-unit increase in Organizational Citizenship Behavior.

Hypothesis Test

F-Test

The F-test was conducted to determine whether Job Crafting and Meaningful Work simultaneously have a significant effect on Organizational Citizenship Behavior (OCB) among hospital employees. This test evaluates the overall significance of the regression model by examining whether all independent variables jointly explain variations in the dependent variable. The model is considered significant if the significance value is less than 0.05 and the calculated F-value exceeds the critical F-value.

Table 8. F-Test Results

Model	Sum of Squares	df	Mean Square	F	Sig.
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Regression	5,824.617	2	2,912.309	86.742	0.000
Residual	3,255.383	97	33.561		
Total	9,080.000	99			

The results indicate that the regression model produces an F-value of 86.742 with a significance value of 0.000. Since the significance value is lower than the predetermined significance level of 0.05, the null hypothesis is rejected. This finding demonstrates that Job Crafting and Meaningful Work jointly have a statistically significant effect on Organizational Citizenship Behavior among hospital employees.

T-Test

The t-test was conducted to examine the individual effect of each independent variable on Organizational Citizenship Behavior (OCB). This test evaluates whether Job Crafting and Meaningful Work independently contribute to explaining variations in OCB among hospital employees. A variable is considered to have a significant effect if its significance value is less than 0.05 and the calculated t-value exceeds the critical t-value.

Table 9. Results of the Partial Regression Coefficients (t-Test)

Variable	Unstandardized Coefficient (B)	Std. Error	t-value	Sig.
Job Crafting	0.348	0.089	3.910	0.000
Meaningful Work	0.521	0.094	5.543	0.000
Constant	8.742	2.316	3.775	0.000

H1: Job Crafting has a significant positive effect on Organizational Citizenship Behavior.

The results show that Job Crafting has a regression coefficient (B) of 0.348, a t-value of 3.910, and a significance value of 0.000. Since the significance value is less than 0.05, H1 is accepted. This finding indicates that Job Crafting has a positive and significant effect on Organizational Citizenship Behavior. Employees who actively modify and optimize their work tasks, relationships, and perceptions of work are more likely to engage in discretionary behaviors that support organizational effectiveness.

H2: Meaningful Work has a significant positive effect on Organizational Citizenship Behavior.

The results indicate that Meaningful Work has a regression coefficient (B) of 0.521, a t-value of 5.543, and a significance value of 0.000. Since the significance value is below 0.05, H2 is accepted. This result demonstrates that Meaningful Work positively and significantly influences Organizational Citizenship Behavior. Employees who perceive their work as meaningful and purposeful tend to exhibit greater willingness to assist colleagues, support organizational activities, and contribute beyond formal job responsibilities.

Coefficient of Determination (R²)

Table 10. Coefficient of Determination Results

Model	R	R Square (R ²)	Adjusted R Square	Std. Error of the Estimate
Regression Model	0.801	0.642	0.635	5.793

The results show that the regression model has an R Square (R²) value of 0.642. This indicates that 64.2% of the variance in Organizational Citizenship Behavior can be explained by Job Crafting and Meaningful Work. The remaining 35.8% of the variance is influenced by other factors not included in the present study, such as leadership style, organizational commitment, work engagement, organizational culture, psychological empowerment, and other individual or organizational characteristics.

CONCLUSION

Behavior (OCB) through the mediating role of Meaningful Work among hospital employees. The findings revealed that Job Crafting has a positive and significant effect on Organizational Citizenship Behavior, indicating that employees who proactively modify and optimize their work tasks, relationships, and perceptions of work are more likely to engage in discretionary behaviors that benefit the organization. The results also demonstrated that Meaningful Work positively and significantly influences Organizational Citizenship Behavior. Employees who perceive their work as meaningful and purposeful tend to show greater willingness to assist colleagues, support organizational initiatives, and contribute beyond their formal job responsibilities. Furthermore, the simultaneous test confirmed that Job Crafting and Meaningful Work collectively have a significant impact on Organizational Citizenship Behavior.

The study also highlights the important role of Meaningful Work as a psychological mechanism linking proactive work behaviors to positive organizational outcomes. The coefficient of determination analysis indicated that Job Crafting and Meaningful Work explain a substantial proportion of the variance in Organizational Citizenship Behavior among hospital employees. These findings suggest that hospital management should encourage employees to actively shape their work experiences while fostering a work environment that enhances the sense of purpose and significance associated with their jobs. By promoting both Job Crafting and Meaningful Work, healthcare organizations can strengthen Organizational Citizenship Behavior, improve teamwork and service quality, and ultimately support the achievement of organizational goals and patient-centered care.

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