

Building Organizational Citizenship Behavior with Work Motivation: The Role of Job Satisfaction as a Mediating Variable

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ABSTRACT

This study aims to investigate the influence of work motivation in encouraging organizational citizenship behavior in contract employees at PKU Muhammadiyah Gombong Hospital. This study also investigates the role of job satisfaction in mediating the relationship between work motivation and organizational citizenship behavior. This study was carried out using a survey method of 60 contract employees at the PKU Muhammadiyah Gombong Hospital. The data was tested using the SEM-PLS method. The results of the analysis show that work motivation directly influences job satisfaction in a positive direction; Organizational citizenship behavior is significantly influenced by work motivation and job satisfaction in a positive direction. The results of this study also provide empirical evidence that job satisfaction plays a significant role in mediating the relationship between work motivation and organizational citizenship behavior.

INTRODUCTION

The Indonesian nation is building a national health system that is organized and directed to achieve national development, namely the ability to live a healthy life for all people to achieve optimal health. Health is a basic need of human life to obtain a good and useful life. A hospital is an organization that focuses on medicine to meet the needs of medical services for residents in an area. According to WHO (World Health Organization), hospitals are an inseparable part of a social and medical organization that functions to provide comprehensive services for healing diseases for the community. Until now, the individual as the captain of an organization or human resources of high quality who can realize its potential has always been the first and main element of any man-made activity.

Organizational Citizenship Behavior (OCB) has a very important role in the success of an organization. When employees voluntarily take actions that exceed the demands of their jobs, it can have a positive impact on productivity within the organization. OCB reflects employees' commitment to the organization and their willingness to contribute beyond the scope of their primary duties. Behavioral choices made by individuals voluntarily and in the absence of external pressure have important implications in the context of organizations. When individuals choose such behaviors with freedom, this indicates the presence of a strong internal motivation to contribute more than is expected or necessary.

Behaviors that are not directly or explicitly recognized by the formal reward system suggest that the individual is not acting out of an impulse to obtain an immediate reward or recognition. It reflects a deeper level of commitment to the organization and common goals. When individuals sincerely participate in actions that encourage collaboration, help coworkers, or improve the work environment, they create a positive impact that exceeds the limits of material rewards or formal recognition.

Motivation is the drive in individuals that can drive and support human behavior in the context of work. Motivation plays a central role in motivating individuals to work diligently and enthusiastically, so

that the individual will strive to achieve optimal results. When individuals are motivated, they tend to have a strong internal drive to work harder, pursue goals with passion, and overcome challenges that may arise on the way to achieving the desired one. Motivation plays a crucial role in moving individuals to achieve certain goals and achievements. The attitudes and values on which motivation is based play an important role in shaping a person's behavior and decisions. Motivation provides direction and focus on individual effort (Maryati & Fernando, 2018).

Previous studies that have been conducted by Iswianto & Soliha (2019); Muchtadin & Chaerudin (2020); Widarko & Anwarodin (2022) Shows a significant effect of work motivation on organizational citizenship behavior in a positive direction, but the findings in the study conducted by Hamzah et al., (2022) There was no significant effect of work motivation on organizational citizenship behavior. The inconsistency of the results of the study prompted researchers to re-study the effect of work motivation on organizational citizenship behavior by including job satisfaction as a mediation variable, which aims to bridge the research gap that occurs.

Previous studies of organizational citizenship behavior (OCB) with job satisfaction as a mediating variable have been widely conducted, with variations of its antecedent variables. Among them are carried out by Na-Nan et al., (2020) which examines the mediating role of job satisfaction in the relationship of problem with performance appraisal with OCB. Khaskheli et al., (2020) also investigated the mediating role of job satisfaction in CSR and OCB relationships. Kaur et al., (2020) conduct studies to prove the role of job satisfaction in employer branding relationships with OCB. However, studies examining the mediating role of job satisfaction in the relationship between work motivation and OCB, especially in the context of contract employees in hospital agencies, are still relatively rare.

Job satisfaction plays an important role in the relationship between job motivation and organizational citizenship behavior (OCB). OCB refers to voluntary behaviors and extraroles performed by employees outside of their primary duties, such as helping colleagues, sharing knowledge, and contributing positively to the organization. Work motivation, on the other hand, deals with internal drives that drive individuals to work enthusiastically and dedicatedly. When a person feels satisfied with their job, this tends to result in a positive environment at work. Job satisfaction indicates that individuals feel fulfilled with their duties, relationships with co-workers, recognition, and rewards received. Job satisfaction helps create a cooperative, harmonious, and meaningful work climate, where employees feel valued and recognized for their contributions. The relationship between work motivation and OCB tends to be bridged by job satisfaction. Individuals who feel motivated tend to be more satisfied with their jobs because they feel fully engaged in their duties and achieve satisfactory results. This job satisfaction can then encourage individuals to behave more than expected, such as doing OCB (Fatmawati, 2021a).

This study was conducted to investigate the effect of work motivation on organizational citizenship behavior by proposing job satisfaction as a mediating variable in contract employees at PKU Muhammadiyah Gombong Hospital as an effort to fill the research gap in the previous study. This study contributes to the expansion of the literature especially on organizational citizenship behavior.

RESEARCH METHOD

This study adopts quantitative methods with a descriptive approach. This study used a survey approach, namely by distributing questionnaires directly to respondents. The respondents in this study were contract employees of PKU Muhammadiyah Gombong Hospital. Sample collection using purposive sampling, which is a sample that meets the research criteria. The criteria in this study were contract employees at PKU Muhammadiyah Gombong Hospital, obtained by respondents who participated in this study as many as 60 employees. Information in the form of data from respondents that has been collected, processed, and analyzed by researchers to meet research requirements. The data analysis process is carried out through a quantitative approach and uses the Structural Equational Modelling-Partial Least Square (SEM-PLS) method through SmartPLS software version 3. In this study, a 4-point Likert scale was used

to measure variable indicators. Score 1 reflects a very inappropriate answer, score 2 reflects an inappropriate answer, score 3 reflects an appropriate answer and a score 4 reflects a very appropriate answer.

RESULTS AND DISCUSSION

Assesment Measurement Model/Outer Model

Evaluation of the outer model or measurement model includes an assessment of the outer loading, validity, and reliability of the item and construct being studied. Validity is measured by two approaches, namely convergent validity, and discriminant validity (Hair et al., 2018). The initial stage in evaluating the outer model is to examine the outer loading value of each indicator that measures the construct. (Hair et al., 2018) suggests that the loading factor has a significant value, which is above 0.70.

The second stage is to assess the reliability of internal consistency by looking at the value of composite reliability and cronbach alpha. Satisfactory reliability value based on opinion (Hair et al., 2018; Jöreskog, 1971) is between 0.70 to 0.90.

The third stage is to assess convergent validity. The metric used to evaluate construct convergent validity is the average of the extracted variances (AVE) for all items on each construct. An acceptable AVE of 0.50 or higher indicates that the construct explains at least 50 percent of the item's variance (Hair et al., 2018).

The fourth step is to assess discriminant validity, i.e., the extent to which a construct empirically differs from other constructs in the structural model. The validity of the discriminant is described in (Hair et al., 2018) Includes three assessments, namely first by following the approach of Fornell dan Larcker (1981) i.e., that the AVE root value of each construct must be compared with the square of the correlation between constructs (as a measure of shared variance) of the same construct and all other constructs measured reflectively in the structural model. The shared variance for all model constructs cannot be greater than the AVE root value. Second with the approach (Henseler et al., 2015a) i.e., by looking at the heterotrait-monotrait ratio (HTMT) of correlation (Voorhees et al., 2016). HTMT is defined as the average value of the correlation of items across constructions relative to the average (geometric) correlation average for items measuring the same construction. The recommended HTMT ratio value is less than 0.85 or 0.90.

Analysis results for outer loading, composite reliability, cronbach alpha, and AVE are shown in table 1.

Tabel 1. Ringkasan output measurement model (Outer loading, Composite Reliability, Cronbach Alpha, and AVE)

Variable	Item	Outer Loading	Composite Reliability	Cronbach Alpha	AVE
Work Motivation	MK1	0,818	0,949	0,935	0,787
	MK2	0,917			
	MK3	0,880			
	MK4	0,927			
	MK5	0,891			
Job Satisfaction	KK1	0,885	0,960	0,948	0,829
	KK2	0,821			
	KK3	0,947			
	KK4	0,950			
	KK5	0,943			
Organizational Citizenship	OCB11	0,823	0,971	0,966	0,751
	OCB12	0,773			

Variable	Item	Outer Loading	Composite Reliability	Cronbach Alpha	AVE
Behavior	OCB13	0,925			
	OCB14	0,913			
	OCB15	0,895			
	OCB16	0,870			
	OCB17	0,801			
	OCB18	0,837			
	OCB19	0,840			

Source: SmartPLS data analysis output processed by researchers, 2023

In table 1, all outer loading values that measure all constructs have been greater than 0.60 so that it can be concluded that all items have good validity, or items are declared capable of measuring constructs well. It can also be seen in table 1, the value of reliability or internal consistency has provided results according to the provisions, it is known that the value of composite reliability and cronbach alpha for the construct of work motivation, job satisfaction, and OCB value is greater than 0.70, meaning that the construct in this study has a good level of reliability. The AVE value, which is a measure of convergent validity, also produces a value that matches the recommended rule of thumb (Hair et al., 2018) i.e., greater than 0.50, which indicates that the construct in this study has convergent validity or in other words the construct explains at least 50 percent of the item variants. Table of discriminant analysis results with Fornel Lacker Criterion can be seen in table 2.

Table 2. Results of discriminant validity analysis with Fornell Larcker Criterion approach

	Job Satisfaction	Work Motivation	Organizational Citizenship Behavior
Job Satisfaction	<u>0,911</u>		
Work Motivation	0,731	<u>0,887</u>	
Organizational Citizenship Behavior	0,686	0,678	<u>0,866</u>

Source: SmartPLS data analysis output processed by researchers, 2023

The results of the discriminant validity analysis shown in table 2 provide conclusions that the constructs in this study have met the criteria for discriminant validity, evidenced by the value of each construct that is lower than the value of its AVE root. This shows that one construct with another is empirically different. Table 3 presents the results of discriminant analysis with HTMT ratio criteria.

Table 3. Results of discriminant validity analysis with HTMT ratio approach

	Job Satisfaction	Work Motivation	Organizational Citizenship Behavior
Work Motivation			
Work Motivation	0,772		
Organizational Citizenship Behavior	0,712	0,708	

Source: SmartPLS data analysis output processed by researchers, 2023

Assesment Struktural Model/Inner Model

Assessment in structural models includes assessment of statistical colinearity, coefficient of determination (R²), Construct Crossvalidated Redundancy (Q²), and statistical significance and relevance of path coefficients.

Statistical colinearity serves to ensure that multicollinearity does not occur in the research model. Multicollinearity assessment is carried out by looking at the VIF value. VIF values above 5 indicate

possible collinearity problems among predictor constructs.

The coefficient of determination (R^2) is useful for looking at the percentage of influence of exogenous variables in explaining endogenous variables. The R^2 assessment criteria are based on the opinion of Hair et al., (2018) which states that R^2 ranges from 0 to 1, with higher values indicating greater explanatory power. As a guideline, R^2 values of 0.75, 0.50 and 0.25 can be considered substantial, medium, and weak.

In the structural assessment of the model, an assessment of Construct Crossvalidated Redundancy is also carried out which is the output of the Blindfolding procedure which serves to see predictive relevance or assess prediction accuracy, in the output of SmartPLS the value of Construct Crossvalidated Redundancy is denoted with Q^2 (Hair et al., 2018). The value of Q^2 must be greater than zero for a given endogenous construct to indicate the accuracy of predictions from the structural model for that construct. As a rule of thumb, Q^2 values higher than 0, 0.25 and 0.50 describe the predictive relevance of small, medium, and large. Furthermore, the most important assessment is to assess the statistical significance and relevance of path coefficients that are useful for explaining causality between constructs or to answer research hypotheses. The results of colinearity statistical analysis can be seen in table 4.

Table 4. Colinearity Statistic

Variable	VIF
Job Satisfaction	2,150
Work Motivation	2,150

Source: SmartPLS data analysis output processed by researchers, 2023

In table 4 the VIF values for all exogenous constructs are lower than 5, meaning that there is no collinearity problem in the predictor constructs.

The results of the analysis of the coefficient of determination and construct crossvalidated redundancy can be seen in table 5.

Table 5 . Results of coefficient of determination (R^2) and Construct Crossvalidated Redundancy(Q^2)

Variable	R Square	Q Square
Job Satisfaction	0,535	0,429
Organizational Citizenship Behavior	0,537	0,386

Source: SmartPLS data analysis output processed by researchers, 2023

Based on the results of the analysis, the R-square value for the job satisfaction variable was 0.535, indicating that the ability of the predictor variable, namely work motivation, in explaining job satisfaction was 53.5 percent or included in the substantial category.

Based on the results of the analysis, the R-square value for the organizational citizenship behavior variable was 0.537, showing that the ability of the predictor variables, namely work motivation and job satisfaction in explaining organizational citizenship behavior, was 53.7 percent or included in the substantial category.

Based on the results of the analysis, the Q-square value for the job satisfaction variable is 0.429, meaning that the accuracy of prediction of the work motivation variable in predicting job satisfaction is in the medium category.

Based on the results of the analysis, the Q-square value for the organizational citizenship behavior variable is 0.386, meaning that the accuracy of prediction of the variables of work motivation and job satisfaction in predicting organizational citizenship behavior is in the medium category.

Test the Direct Influence Hypothesis

The results of the analysis of statistical significance and relevance of the path coefficient can be seen in figure 1 and table 6.

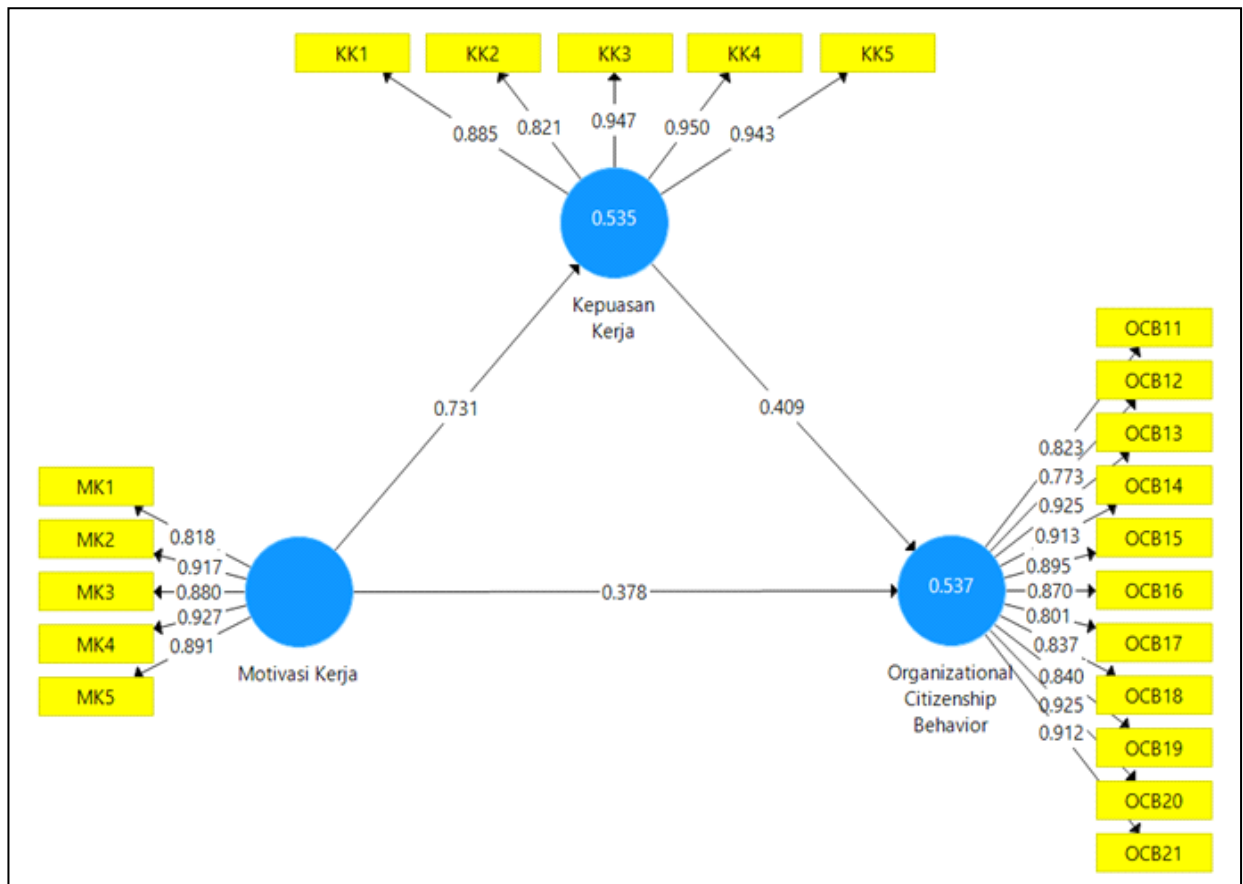


Figure 1. Analysis Results in the Form of Research Models

Table 6. Test the hypothesis of direct influence.

Relationships between variables	β	Std. Dev	T Value	P Values	Ket
Work Motivation -> Job Satisfaction	0,731	0,072	10,214	0,000	H1 Accepted
Motivasi Kerja -> Organizational Citizenship Behavior	0,378	0,165	2,294	0,022	H2 Accepted
Job Satisfaction -> Organizational Citizenship Behavior	0,409	0,149	2,752	0,006	H3 Accepted

Source: SmartPLS data analysis output processed by researchers, 2023

The results of the analysis show that work motivation is statistically proven to have a positive influence on job satisfaction. Evidenced by the value of the path coefficient of 0.731 and the p value of 0.000. This shows that increasing work motivation will encourage job satisfaction. With this the first hypothesis accepted.

The results of this study also prove that work motivation directly has a positive influence on organizational citizenship behavior, reflected in the path coefficient value of 0.378 and p value of 0.022. This shows that increasing employee motivation will increase employee OCB. Thus, the second hypothesis is accepted.

Job satisfaction was found to have a positive effect on organizational citizenship behavior with a path coefficient of 0.409 and a p value of 0.006, this means that increasing job satisfaction will encourage an increase in organizational citizenship behavior. Thus, the third hypothesis is accepted.

Test Mediation

The results of mediation analysis in smartpls are carried out by looking at the output of a specific indirect effect, which is one of the output features in SmartPLS software to see the effect of mediation. The summary is shown in table 7.

Table 7. Uji Hipotesis Mediasi

Relationships between variables	β	Std. Dev	T Value	P Values	Information
Work Motivation -> Job Satisfaction -> Organizational Citizenship Behavior	0,299	0,114	2,620	0,009	H4 Diterima

Source: SmartPLS data analysis output processed by researchers, 2023

Based on the results of job satisfaction analysis, it is proven to mediate the relationship between work motivation and organizational citizenship behavior. This means that increasing work motivation will encourage the creation of job satisfaction which in turn has an impact on improving organizational citizenship behavior. Thus, the fourth hypothesis is accepted.

Discussion

The Effect of Work Motivation on Job Satisfaction

The results of this study show that work motivation has a positive effect on job satisfaction in contract employees at PKU Muhammadiyah Gombong Hospital. These results provide an interpretation that employees with high work motivation generally tend to feel satisfied with their work. Vice versa, employees who have low work motivation tend to be less satisfied with their work. According to Suifan (2019) Motivation arises from the nature of the work, the sense of accomplishment gained from the work, and the rewards of the work performed. It is important for managers to pay attention so that these motivational factors can help employees recognize their value in line with the rewards given by the organization. This action will encourage increased employee motivation which in turn, will increase their level of happiness, which in turn will have a positive impact on job satisfaction (Suifan, 2019).

Motivation is a psychological stimulant that influences and directs individual behavior, motivation is the driving force behind all actions taken by individuals (Snepenger et al., 2006). When employees recognize that the company values their contributions and consider them an important part of the organization, demonstrated through rewards, incentives, and promotions tailored to their abilities and performance, they will feel highly motivated, committed, and satisfied (Aksoy et al., 2018).

The results of this study are relevant to studies conducted by Sukiyah et al., (2021) which concludes that work motivation has a positive effect on job satisfaction, high motivation will create job satisfaction. In other words, employees who have high work motivation at work tend to feel satisfied with their work. This study also supports other studies by those conducted by Prabowo et al., (2018); Alfatihah et al., (2021); Basalamah & As'ad (2021); Hajiali et al., (2022) which concluded that motivation had a significant positive effect on job satisfaction. The study proves both theoretically and empirically that increased work motivation will increase job satisfaction.

The Effect of Work Motivation on Organizational Citizenship Behavior

The results of this study show that work motivation has a positive effect on organizational citizenship behavior in contract employees at PKU Muhammadiyah Gombong Hospital. These results provide an interpretation that employees with high work motivation generally have high OCB behavior. Vice versa, employees who are low in work motivation tend to have low OCB as well. Based on views Mangkunegara (2011), Motivation is an internal drive of an individual that encourages an employee to optimize his ability to achieve certain goals. Theories promoted by Robbins & Judge (2017) Affirming that motivation is a dynamic that directs, empowers, and sustains individual perseverance in achieving

goals. Therefore, morale driven by motivation can be a trigger for employees to make maximum efforts to improve the achievement of agency targets.

The results of this study are in line with the results of previous research conducted by Shaaban (2018) which revealed that employees who showed higher levels of motivation were found to have high OCB. Studies conducted by Iswiarto & Soliha (2019) also found that high motivation in employees will drive OCB in these employees. Other studies were conducted by Widarko & Anwarodin (2022) concluded that motivation has a direct effect on Organizational Citizenship Behavior (OCB). Employees with high work motivation have a better impact on Organizational Citizenship Behavior (OCB) because they show an attitude of working more than other employees as a form of their perspective on responsibility. Margahana et al., (2018); Sinaga et al., (2019); Muchtadin & Chaerudin (2020) His study also concluded that work motivation has a positive and significant effect on Organizational Citizenship Behavior (OCB).

The Effect of Job Satisfaction on Organizational Citizenship Behavior

The results of this study show that job satisfaction has a positive effect on organizational citizenship behavior in contract employees at PKU Muhammadiyah Gombong Hospital. These results provide an interpretation that employees who are satisfied with their work generally have high OCB behavior. Vice versa, employees who are less satisfied with their work generally have low OCB. Satisfaction at work can be measured from the difference between what should be obtained and what is obtained. If this gap gets smaller, then it is an indication that the individual is satisfied with his work (Ardi et al., 2020). An employee who feels satisfaction with his job usually tends to make a large contribution to the organization where he works. A high level of satisfaction reflects a positive attitude towards the work at hand. Conversely, if someone feels dissatisfied with his work, it will reflect a negative attitude towards the tasks he carries out (Nurjanah et al., 2020)

The results of this study are in line with previous studies conducted by Purwanto et al., (2021) which concludes that job satisfaction has a positive and significant effect on organizational citizenship behavior. Empirical studies conducted by Maryati & Fernando (2018) states that job satisfaction has a positive and significant effect on OCB. Findings in studies conducted by Mahmoud et al., (2021) concluded that job satisfaction predicts OCB positively. More studies by Aldrin & Yunanto (2019); Narzary & Palo (2020); Nurjanah et al., (2020); Andriyanti & Supartha (2021) found that job satisfaction has a significant and positive effect on organizational citizenship behavior.

The Mediating Role of Job Satisfaction in the Relationship of Work Motivation with Organizational Citizenship Behavior

The results of this study provide empirical findings that organizational citizenship behavior is indirectly influenced by work motivation through job satisfaction. These results give an interpretation that high work motivation in employees will make them feel satisfied with their work. Because the employee is satisfied with his job, it eventually encourages the employee to give more effort than he should to the organization which is a reflection that the employee has a high OCB. Employee job satisfaction can affect an employee's desire to continue working. Employees who are motivated at work, will generally have a voluntary attitude to work, not forced by their superiors, indicating that employees have a high OCB.

The results of this study support previous findings made by Fatmawati (2021b) conducted an empirical study on 150 employees working in the city of Surabaya but did not specify which employees worked in which agency, the aim was to examine the role of job satisfaction mediation in the relationship between work motivation and OCB. Studies conducted by Fatmawati (2021b) concluded that job satisfaction proved to be a mediating variable in the relationship of work motivation with OCB.

CONCLUSION

The results of this study conclude that work motivation has a positive impact on job satisfaction and organisational citizenship behavior (OCB), the results of the analysis also provide conclusions that job satisfaction also has a positive effect on OCB. In addition, job satisfaction acts as a mediator or intermediary in the relationship between work motivation and OCB. In other words, work motivation drives job satisfaction, which further increases the level of employee participation in the organization's citizen behavior.

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