The Effect Of Work Motivation And Organizational Commitment On Organizational Citizenship Behaviour Of Civil Servant Nurses At Selasih Regional Public Hospital Pelalawan Regency

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ARTICLE INFO	ABSTRACT
  Keywords: Work Motivation, Organizational Commitment, Organizational Citizenship Behavior	This research aims to determine the effect of work motivation and organizational commitment on the organizational citizenship behavior of civil servant nurses at Selasih Regional Public Hospital Pelalawan Regency. This type of research is quantitative research. The population in this research were civil servant nurses, totaling 69 people. The sampling method used in this research was a saturated sampling technique of 69 people. The data analysis used descriptive analysis with quantitative analysis tools, namely multiple linear regression. Based on the research results show that the work motivation variable has a positive and significant effect on the organizational citizenship behavior of civil servant nurses at Selasih Regional Public Hospital Pelalawan Regency, the organizational commitment variable has a positive and significant impact on the organizational citizenship behavior of civil servant nurses at Selasih Regional Public Hospital Pelalawan Regency, and the variables work motivation. Organizational commitment has a positive and significant effect on the organizational citizenship behavior of civil servant nurses at Selasih Regional Public Hospital Pelalawan Regency.

INTRODUCTION

Hospitals are social and health organizations providing patients with various services. Health is the most significant role in people's lives. In providing optimal health services to the community, superior and quality human resources are needed. Using superior and quality human resources can deliver results in the form of products and services to improve services. Human resources influence the success of a hospital. Human resources are considered assets, as well as hospital investments.

Selasih Regional Public Hospital is a regional public hospital owned by the government and is one of the type C hospitals in Pelalawan Regency, Riau. This hospital provides services in the health sector supported by specialist doctor services and supported by other medical facilities. In addition, Selasih Regional

Public Hospital is also a referral hospital from level 1 health facilities, such as health centers or clinics.

The total number of civil servant nurses at Selasih Regional Public Hospital is 69, with each employee's duties ensuring that patients receive services by hospital standards in Indonesia.

Organizational citizenship behavior increases coworkers' productivity, increases manager productivity, saves resources for management and the organization as a whole, helps maintain group functions, and is very helpful in coordinating work group activities. This increases the organization's ability to attract and retain talented employees, the organization's workforce's stability, and the organization's ability to adapt to environmental changes (Fitrianasari et al., 2017).

Based on a pre-survey conducted on nurses at the Selasih Regional Public Hospital, it is known that the behavior of organizational citizenship behavior towards nurses at the Selasih Regional Public Hospital is still not optimal. Some nurses still do not have loyalty to the hospital. Some of the nurses still prioritize personal interests over the interests of the hospital. This is still found in some nurses at the Selasih Regional Public Hospital. Another factor that influences organizational citizenship behavior is individual initiative. Some nurses take the initiative to come to the hospital early, but some do not have the initiative to go there early.

Motivation is a behavior that can make a worker more satisfied in carrying out their activities. Motivation is closely related to a person's attitude and behavior. Emotions can be influenced and changed by behavior. The forces in the human mind through changes in attitude help us adapt, learn, and process new information and the changes we receive (Gautama & Edalmen, 2020). Work motivation is something that every individual needs to achieve good performance. Work motivation makes each enthusiastic and driven to work.

Based on a pre-survey conducted on civil servant nurses at the Selasih Regional Public Hospital, it is known that the work motivation of civil servant nurses at the Selasih Regional Public Hospital is still not optimal. Some nurses are still less responsible for completing their tasks on time. Other factors that influence are not being allowed to develop existing abilities or potential by being given promotions and lack of attention from the hospital to nurses to be given awards. Economically, nurses feel dissatisfied with the salary offered, which is not by the tasks that have been completed. Moreover, the facilities provided are lacking in supporting the smooth running of work by civil servant nurses at the Selasih Regional Public Hospital, such as inadequate equipment and cramped room facilities.

Organizational commitment refers to an employee's loyalty to the organization and is reflected in the high level of employee commitment to achieving organizational goals. Employee loyalty is proven by a strong desire to remain in the organization and the employee's willingness always to be part of the organization. Because organizational commitment reflects an individual's positive attitude towards the organization, organizational commitment can be used to predict work activities and work behavior. This attitude motivates a person to behave positively, maintain discipline at work, obey organizational regulations and policies, maintain good relationships with coworkers, and improve performance. Thus, knowledge and

understanding of organizational commitment can be used to predict individual work behavior.

Based on a pre-survey conducted on civil servant nurses at Selasih Regional Public Hospital, it is known that Selasih nurses' organizational commitment is not optimal. Some nurses working at Selasih Regional Public Hospital cannot accept every policy at Selasih Regional Public Hospital. Another influencing factor is the willingness to make efforts for the sake of the organization. Some nurses do not feel that the problems in the hospital are their problems, too. It can be seen that there are still some civil servant nurses at Selasih Regional Public Hospital who do not have an optimal commitment to Selasih Regional Public Hospital.

An organization's success depends not only on whether the organization has talented employees but also on whether they foster commitment. In addition, it was found that employees with higher organizational commitment work harder and perform better in the workplace (Nurnaningsih & Wahyono, 2017).

Several previous studies have found that motivation has a positive effect on the organizational citizenship behavior of nurses. Organizational commitment has a positive impact on the organizational citizenship behavior of nurses. Furthermore, previous research has found that work motivation affects organizational citizenship behavior. Moreover, it found that organizational commitment affects organizational citizenship behavior.

This research was conducted to broaden the understanding of work motivation and organizational commitment to organizational citizenship behavior, especially at Selasih Regional Public Hospital, Pelalawan Regency. Research related to this variable has never been conducted at Selasih Regional Public Hospital, Pelalawan Regency. In addition, research on organizational citizenship behavior is still rarely conducted by researchers.

LITERATURE REVIEW
Organizational Citizenship Behavior

According to Organ in Napitupulu (2018), organizational citizenship behavior is an independent individual behavior that is not directly or explicitly recognized by the reward system and encourages the effective functioning of the organization. In other words, organizational citizenship behavior is employee behavior that goes beyond the required role and is not directly or explicitly recognized by the reward system.

Work Motivation

Motivation plays a vital role in achieving employee performance. Employees with high work motivation can work earnestly and diligently to achieve maximum results. In an organization, work motivation is an effort that can be made to encourage, direct, and maintain behavior related to an employee's work (Novrianti, 2023). According to Hasibuan in Febrianti and Triono (2020), work motivation is a driving force that creates individual work enthusiasm and makes them want to work more effectively in collaborative efforts to achieve satisfaction.

Organizational Commitment

Organizational commitment is a behavioral dimension that measures and assesses members' strength in carrying out their duties and obligations to the organization. According to Luthans in Ramadhan, Rifqi, and Novrianti (2025), organizational commitment is defined as an attitude that shows employee loyalty and is an ongoing process of how an organization member expresses their concern for the success and well-being of their organization.

Hypothesis Development

Based on the framework of thought, the researcher found several hypothesis developments. The following are some hypothesis developments:

H1:   Work motivation positively and significantly affects organizational citizenship behavior.

H2:   Organizational commitment positively and substantially affects organizational citizenship behavior.

H3:   Work motivation and organizational commitment positively and significantly affect organizational citizenship behavior.

METODH

Types of Research Figure

The kind of research is quantitative. According to Sugiyono (2018), quantitative data is a research method based on positivism (specific data), which is measured in the form of numerical values by applying statistics as a computational test tool related to the problem being researched to reach conclusions about the data.

Population and Sample

The population of this research consisted only of civil servant nurses of Selasih Regional Public Hospital, Pelalawan Regency, totaling 69 people. The total sample was collected from the entire population, 69 civil servant nurses of Selasih Regional Public Hospital, and the sample was saturated.

Data Collection Technique

a.   Interview

In this research, the researcher used data collection techniques by conducting direct Q&A with parties related to the problems raised in the research to obtain data or information based on the research objectives so that accuracy can be maintained.

b.   Questionnaire

Distribute questionnaires containing a list of questions related to the variables researched. This questionnaire is compiled based on indicators and measurement methods.

Data Analysis Method
a. Instrument Test
    1. Validity Test
       A validity test is the similarity between the data reported by the researcher and the data obtained directly between research subjects. The validity test of each question is considered valid if the calculated rvalue> r table is at a significant level (α = 0.05) and if the validity test of each question is considered invalid if the calculated rvalue < r table is at a substantial level (α = 0.05).
    2. Reliability Test
       Reliability test refers to the consistency and stability of data or results. If the value of Cronbach's alpha α > 0.60, the instrument has good reliability. If the value of Cronbach's alpha is < 0.60, then the instrument being tested is unreliable or cannot be trusted.

b. Classic Assumption Test
    1. Normality Test
       A normality test tests whether a regression model's independent and dependent variables are standard. Data normality tests can be conducted using One-Sample Kolmogorov Smirnov. This means the data is normally distributed if the significance value exceeds 0.05. Meanwhile, if the results of One-Sample Kolmogorov Smirnov show a significance value of less than 0.05, then the data is not normally distributed.
    2. Multicollinearity Test
       A multicollinearity test is conducted to determine the correlation between independent variables. The multicollinearity test uses the tolerance value and Variance Inflation Factor (VIF). Multicollinearity occurs if the tolerance value is < 0.10 and the VIF value is> 10. Conversely, there is no multicollinearity if the tolerance value > 0.10 and the VIF value < 10.
    3. Heterocedasticity Test
       The heteroscedasticity test aims to test whether, in the regression model, there is an inequality of variance from the residuals of one observation to another. If there is equality of variance from one residual to another observation, it is called homoscedasticity. In this study, the heteroscedasticity test was carried out using the Glesjer test.

c. Hypothesis Test
    1. Partial Test (t-Test)
       A partial test is conducted to show how much influence the independent variable has partially on the dependent variable. If things> table and significance value < real level (0.05), then H0 is rejected, and Hα is accepted. Whereas things < table and significance value > real level (0.05), H0 is accepted, and Hα is rejected.
    2. Simultaneous Test (f Test)
       Simultaneous Test or F test aims to test the significant influence of all independent variables simultaneously on the dependent variable. If Sig < (α

= 0.05), then H0 is accepted and Hα is rejected, and If Sig > (α = 0.05), then H0 is accepted and Hα is accepted.

3. Coefficient of Determination (R2) Test

The determination coefficient test aims to predict how much the independent variable contributes to the dependent variable, provided that the results of the f test in the regression are significant.

d. Multiple Linear Regression Analysis

Multiple linear regression analysis is a linear relationship between two or more independent variables and a dependent variable, which can be expressed in the following equation:

$$Y = a + ß1X1 + ß1X2 + e$$

RESULTS AND DISCUSSION
Respondent Characteristic

This research discusses the effect of work motivation and organizational commitment on the organizational citizenship behavior of civil servant nurses at Selasih Regional Public Hospital Pelalawan Regency. The research sample is the nurses of Selasih Regional Public Hospital Pelalawan Regency, totaling 69 nurses.

1. Respondents' Characteristics by Gender

Based on the data, it can be concluded that as many as 88% of respondents are dominated by women, totaling 61 nurses, while the remaining 12% are men, totaling eight nurses. The imbalance of the number of female respondents is more than that of men in this research because women have a gentle, motherly, and more patient nature, so they are considered more capable of caring for patients in the hospital. This causes the number of nurses at the Selasih Regional Public Hospital Pelalawan Regency to be more female nurses than male nurses.

2. Respondents' Characteristics by Age

Based on the data, it can be concluded that nurses with young age in the age between 26-30 years old, totaling seven people with a percentage of 10%, the age between 31-35 years old, totaling 19 people with a percentage of 28%, the age between 36-40 years old totaling 14 people with a percentage of 20%, the age between 41-45 years old totaling 20 people with a percentage of 29%, and the age between > 45 years old totaling nine people with a rate of 13%. This shows that nurses who are getting older have more experience. However, older people have physical strength that can be weak and limited compared to younger ones, so it can affect activities while working.

3. Respondents Characteristic by Last Education

Based on the data, most respondents have a high last education, primarily a Bachelor's Degree, totaling 54 nurses with a percentage of 78%. At the same time, respondents with associate degrees totaled 15 nurses, with a rate of 22%. Nurses with higher education tend to have good competence and expertise, good analytical skills, and stronger problem-solving.

4. Respondents Characteristic by Length of Work

Based on the data obtained, it can be concluded that of respondents who have a length of work in this hospital, 30% of them have worked for more than 15 years totaling 21 nurses, 29% of nurses have worked for 10 to 15 years totaling 20

nurses, 28% of nurses who have worked for 5 to 10 years totaling 19 nurses and 13% of nurses who have worked less than 5 years totaling nine nurses. Most nurses have worked in this hospital for a long time and deeply understand the tasks in their respective fields.

Instrument Test
Validity Test

Table 1. Validity Test Results

Variable	Statement	r count	r table	Information
Organizational Citizenship Behavior (Y)	Y.1	0,476	0,236	Valid
	Y.2	0,538	0,236	Valid
	Y.3	0,566	0,236	Valid
	Y.4	0,522	0,236	Valid
	Y.5	0,692	0,236	Valid
	Y.6	0,679	0,236	Valid
	Y.7	0,464	0,236	Valid
Work Motivation (X1)	X1.1	0,612	0,236	Valid
	X1.2	0,880	0,236	Valid
	X1.3	0,474	0,236	Valid
	X1.4	0,880	0,236	Valid
	X1.5	0,499	0,236	Valid
Organizational Commitment (X2)	X2.1	0,703	0,236	Valid
	X2.2	0,493	0,236	Valid
	X2.3	0,577	0,236	Valid
	X2.4	0,581	0,236	Valid
	X2.5	0,656	0,236	Valid
	X2.6	0,624	0,236	Valid
	X2.7	0,638	0,236	Valid

Source: Processed Data, 2024

The validity test results with a sample of 69 people show that this research has met the specified criteria, where $r_{value > table}$. It is known that the r table at alpha 5% (two sides) with df n-2 = 69-2 = 67 = 0.236, so it can be concluded that the value of all statements > $_{table}$, so it can be said that all variable indicators used in the research are declared valid and can be continued for further instrument testing.

Reliability Test

Table 2. Reliability Test Results

Variable	Cronbach's Alpha	Limitation	Information
Organizational Citizenship Behavior (Y)	0,641	0,60	Reliable
Work Motivation (X1)	0,706	0,60	Reliable
Organizational Commitment (X2)	0,697	0,60	Reliable

Source: Processed Data, 2024

The reliability test results of each variable where a variable is said to be reliable if its Cronbach's Alpha value is more than 0.60. The reliability value of

organizational citizenship behavior is 0.641, work motivation is 0.706, and organizational commitment is 0.697. The reliability values of the three variables are all >0.60, so it can be concluded that the dependent and independent variables in this research are declared reliable or can be trusted.

Classic Assumption Test
Normality Test

Table 3. Normality Test Results

One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		69
Normal Parameters[a,b]	Mean	.0000000
	Std. Deviation	1.44627502
Most Extreme Differences	Absolute	.102
	Positive	.068
	Negative	-.102
Test Statistic		.102
Asymp. Sig. (2-tailed)[c]		.071
Monte Carlo Sig. (2-tailed)[d]Sig.		.072
	99% Confidence IntervalLower Bound	.066
	Upper Bound	.079

Source: SPSS Output, 2024

The results of the normality test of all variables in the research can be seen in the Asymp. The Sig (2-tailed) value of each variable is 0.071, so the data in this research is usually distributed with a significance value of all variables greater than 0.05.

Multicollinearity Test

Table 4. MulticollinearityMulticollinearity Test Results

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients			Collinearity Statistics	
		B	Std. Error	Beta	t	Sig.	Tolerance	VIF
1	(Constant)	6.892	1.889		3.647	<.001		
	X1	.170	.071	.198	2.389	.020	.791	1.264
	X2	.609	.073	.692	8.355	<.001	.791	1.264

a. Dependent Variable: Y

Source: SPSS Output, 2024

The results of the multicollinearity test show that the work motivation tolerance value is 0.791 > 0.10, the Variance Inflation Factor (VIF) value is 1.264 < 10, as the organizational commitment tolerance value is 0.791 > 0.10, and the Variance Inflation Factor (VIF) value is 1.264 < 10. So, the regression model is free from multicollinearity.

Heterocedasticity Test

Table 5. Heteroscedasticity Test Results

Coefficients

Model		Unstandardized Coefficients B	Unstandardized Coefficients Std. Error	Standardized Coefficients Beta	t	Sig.	Collinearity Statistics Tolerance	VIF
1	(Constant)	.951	1.314		.724	.472		
	X1	.029	.050	.080	.581	.563	.791	1.264
	X2	-.015	.051	-.042	-.302	.764	.791	1.264

a. Dependent Variable: ABS_RES

Source: SPSS Output, 2024

The results of the heteroscedasticity test show that the geyser test had a significant value of work motivation of 0.563> 0.05 and organizational commitment of 0.764> 0.05, overall research variables of> 0.05. If the significance value is less than 0.05, it can be concluded that there is a symptom of heteroscedasticity. However, in the results of the geyser test, the significance value is all greater than 0.05, so it can be concluded that there is no symptom of heteroscedasticity.

Hypothesis Test
Partial Test

$_{table}$ = n – k - 1; $alpha/2$
= 69 – 2 – 1; 0,05/2
= 66; 0,025
= 1,997

Table 6. Partial Test Results (t-Test)

Coefficients

Model		Unstandardized Coefficients B	Unstandardized Coefficients Std. Error	Standardized Coefficients Beta	t	Sig.	Collinearity Statistics Tolerance	VIF
1	(Constant)	6.892	1.889		3.647	<.001		
	X1	.170	.071	.198	2.389	.020	.791	1.264
	X2	.609	.073	.692	8.355	<.001	.791	1.264

a. Dependent Variable: Y

Source: SPSS Output, 2024

a. Work motivation. The $_{value}$ is 2.389, with a significance of 0.020. It can be seen that $_{value}$ (2.389) > $_{table}$ (1.997) and a significance of 0.020 < 0.05. The results of this Test indicate that work motivation significantly affects organizational citizenship behavior.

b. Organizational commitment. The $_{value}$ is 8.355, with a significance of 0.001. It is known that $_{value}$ (8.355) > $_{table}$ (1.997) and a significance of 0.001 < 0.05. The results of this Test indicate that organizational commitment has a significant effect on organizational citizenship behavior.

Simultaneous Test

$_{table}$ = n-k-1; k

    = 69-2-1; 2

      = 66; 2

= 3,14

Table 7. Simultaneous Test Results (f Test)

ANOVAª

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	255.416	2	127.708	59.259	<.001ᵇ
	Residual	142.236	66	2.155		
	Total	397.652	68			

a. Dependent Variable: Y

b. Predictors: (Constant), X2, X1

Source: SPSS Output, 2024

The results of the simultaneous Test obtained the calculated f_{itting} (59.259) > $_{tabl}$e (3.14) and the significance value (0.000) < 0.05. Work motivation and organizational commitment together have a significant effect on organizational citizenship behavior.

Coefficient of Determination Test

Table 8. Coefficient of Determination Test Results

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.801ª	.642	.631	1.468

a. Predictors: (Constant), X2, X1

b. Dependent Variable: Y

Source: SPSS Output, 2024

The coefficient of determination test results show that the R square value obtained is 0.642 or 64.2%: work motivation and organizational commitment influence as much as 64.2 % of organizational citizenship behavior variables. At the same time, other variables influence the remaining 36.1% not included in this research.

Multiple Linear Regression Test

Table 9. Multiple Linear Regression Test Results

Coefficients

Model		Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta	t	Sig.	Collinearity Statistics Tolerance	VIF
1	(Constant)	6.892	1.889		3.647	<.001		
	X1	.170	.071	.198	2.389	.020	.791	1.264
	X2	.609	.073	.692	8.355	<.001	.791	1.264

a. Dependent Variable: Y

Source: SPSS Output, 2024

$Y = a + ß_1X_1 + ß_1X_2 + e$

$Y = 6,892 + 0,170 X_1 + 0,609 X_2 + e$

The regression equation can explain the effect of each independent variable on the dependent variable. The conclusion that can be explained from the regression model formed above is:

1. Constant (a) of 6.892 means that if all independent variables are assumed (0), then the value of organizational citizenship behavior is 6.890
2. The value of the work motivation regression coefficient (X1) of 0.170 states that every increase in work motivation by 1 unit will increase the nurse's organizational citizenship behavior by 0.170 and vice versa, assuming other variables remain constant.
3. The value of the organizational commitment regression coefficient (X2) of 0.609 means that every increase in organizational commitment by 1 unit will increase organizational citizenship behavior by 0.609 and vice versa, assuming other variables remain constant.

CONCLUSIONS

1. Work motivation has a partial positive and significant effect on the organizational citizenship behavior of civil servant nurses at Selasih Regional Public Hospital Pelalawan Regency.
2. Organizational commitment positively and significantly affects the organizational citizenship behavior of civil servant nurses at Selasih Regional Public Hospital Pelalawan Regency.
3. Work motivation and commitment simultaneously affect civil servant nurses' organizational citizenship behavior at the Selasih Regional Public Hospital Pelalawan Regency.

IMPLICATIONS AND LIMITATIONS

It is hoped that the results of this research will be helpful for readers so that they can be used as a reference for further research related to work motivation and organizational commitment to organizational citizenship behavior. This research only had a population of 69 nurses, so the samples were taken from the entire population to be used as a sample. A small sample can influence the results of this research.

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