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The Influence of Motivation and Work Environment on Organisational Citizenship Behavior of Health Workers RSAU Esnawan Antariksa Jakarta

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Abstract: Organisational Citizenship Behavior (OCB) is the contribution of individuals who Exceeding the demands of roles in the workplace is one of the important factors in improve organizational performance that supports the proper functioning of the organization effective and efficient. OCB behavior of a health worker can show quality of service. This research is motivated by Motivation and the environment Work on Organisational Citizenship Behavior (OCB).at RSAU dr. Esnawan Space. Many ways have been done by the Hospital in order to improving the quality of services, including by providing services or service excellence. This research was conducted at RSAU dr. Esnawan Antariksa with the aim of To find out the influence of motivation and work environment on Organisational Citizenship Behavior (OCB). Data collection using a questionnaire with multiple linear regression data analysis. The results of this study show that (1) Work Motivation has an effect positive and partially significant to the Organisational Citizenship of Bihavior, (2) The Work Environment has a positive and significant effect on the Organizational Citizenship Bihavior, as well as Work Motivation and Work Environment have a positive and significant effect simultaneously on Organizational Citizenship Bihavior with a contribution of 57.6% while the remaining 42.4% explained by other variables that are not included in this study.

Keyword: OCB, Work Motivation, Work Environment, Healthcare Workers

INTRODUCTION

RSAU dr. Esnawan Antariksa Hospital, located at Jl. Merpati No. 2, Halim Perdanakusuma, East Jakarta, is a modern healthcare institution that prioritizes knowledge, cutting-edge technology, and professionalism in delivering health services. The hospital serves the Indonesian Air Force (TNI AU), its members, their families, and the general public. As part of its commitment to enhancing healthcare services, the hospital relies on a diverse range of resources to achieve its objectives. Among these, human resources are particularly vital, even more so than modern technology, because they directly impact the quality of care provided.

Human resources at RSAU dr. Esnawan Antariksa must be carefully managed, nurtured, and developed, as they are crucial to the hospital's success in realizing its vision. A key factor in this success is the presence of healthcare workers who are not only competent but also willing to exceed the standard expectations of their roles, a behavior known as Organizational Citizenship Behavior (OCB) (Ullah, Kiran, and Naqvi 2023). OCB is essential for achieving the hospital's goals and improving service quality. It involves employees going beyond their formal job descriptions, contributing to a more efficient and effective organizational performance (Mulya and Meilani 2023).

Despite the importance of OCB, challenges remain in cultivating this behavior among the healthcare staff at RSAU dr. Esnawan Antariksa. Issues such as tardiness, early departures, and a lack of engagement among some staff members indicate that the hospital has yet to fully realize its goal of fostering a workforce characterized by high levels of OCB (Reiter-Hiltebrand 2023). These challenges underscore the need for strategies to motivate healthcare workers to voluntarily engage in behaviors that exceed the standard requirements of their job (Owoicho et al. 2023).

In the context of healthcare, the success of an institution like RSAU dr. Esnawan Antariksa in improving service quality depends significantly on the attitudes and behaviors of its healthcare workers. Employees who exhibit OCB are more likely to take initiative, support their colleagues, and contribute positively to the hospital's operations, ultimately leading to better patient care and organizational outcomes. According to Wiranti (2023), employee performance is not only about fulfilling documented tasks but also involves taking on extra roles that are not explicitly part of the job description. Healthcare workers are expected to engage in both in-role and extra-role behaviors to enhance the quality of hospital services, which is encapsulated in the concept of OCB.

OCB is characterized by voluntary actions that benefit the organization but are not formally required. These actions include helping colleagues, taking on additional responsibilities, and maintaining a positive attitude, even in challenging situations. For RSAU dr. Esnawan Antariksa, promoting OCB among its healthcare staff is vital for maintaining high service standards and achieving long-term success. One factor that influences OCB is employee loyalty, often indicated by the length of service. Employees with longer tenures tend to have a deeper understanding of their roles and may develop a strong sense of belonging to the organization (Krishnan et al. 2023). However, this familiarity can also lead to routine behaviors and, potentially, a lack of motivation. Therefore, it is important to ensure that even long-serving employees remain motivated to engage in OCB (Kahya and Durak 2022).

In this study, the researcher focuses on the influence of work motivation and work environment on OCB among healthcare workers at RSAU dr. Esnawan Antariksa. The study aims to determine how these factors contribute to the willingness of employees to go beyond the basic requirements of their jobs. Work motivation is a critical determinant of OCB, as highly motivated employees are more likely to perform at levels that exceed expectations. However, the current level of motivation among healthcare workers at the hospital has not met the desired standards.

Another factor that significantly impacts OCB is the work environment. A positive and supportive work environment can foster enthusiasm and commitment among employees, encouraging them to engage in OCB. Conversely, a poor work environment can lead to dissatisfaction, reducing the likelihood of employees going the extra mile in their roles. According to Robbins (2010), the work environment encompasses all external factors that can influence organizational performance, including social conditions and technology. In this study, the work environment is examined through the lens of workplace atmosphere, particularly the level of cooperation among healthcare workers.

The challenges faced by RSAU dr. Esnawan Antariksa, including issues with employee motivation and work environment, highlight the need for targeted interventions to enhance OCB among healthcare workers. By addressing these factors, the hospital can improve its overall service quality and better meet the needs of its patients. This research is therefore conducted to explore the relationship between work motivation, work environment, and OCB, providing insights that can inform future strategies for workforce development at RSAU dr. Esnawan Antariksa.

METHOD

Population in every research is very important. According to Sugiyono (2014:61) explains that population is a generalization area consisting of: objects/subjects that have certain qualities and characteristics determined by researchers to be studied and then conclusions drawn. In accordance with this opinion, the population in this study is all Health Workers who work at RSAU dr. Esnawan Antariksa as many as 214 people.

According to Sugiyono (2019:138) simple random sampling is a technique for taking from population members which is carried out randomly without considering the strata in the population. The reason for using this sampling technique is to provide equal opportunities to all members of the population with a predetermined number of members. So, the number of samples used in this study was 100 Health Workers who were used as respondents. In this study, researchers distributed questionnaires via google form which were distributed to all health worker respondents. The use of this online questionnaire aims to be more efficient and effective in collecting the required data. Data analysis was carried out using descriptive and inferential methods. To measure the interval classification of each variable.

RESULTS AND DISCUSSION

This section contains data (in brief form), data analysis, and interpretation of the results. Results can be presented in tables or graphs to clarify the results verbally because sometimes the display of an illustration is more complete and informative than the display in narrative form.

This section must answer the problems or research hypotheses that have been formulated previously.

Table 1. Results of One-Sample Kolmogorov-Smirnov Normality Test

N		100
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	4.18760865
Most Extreme Differences	Absolute	.081
	Positive	.043
	Negative	-.081
Test Statistic		.081
Asymp. Sig. (2-tailed)		.105 ^c

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

Based on the table above, it can be concluded that the overall data based on the results of the Kolmogorov-Smirnov (KS) normality test obtained a significance value of $0.105 > 0.05$. Thus, it can be concluded that all data Y, X1 and X2 come from a normally distributed population.

Linearity Test

**Table 2. Anova Test
ANOVA Table**

		Sum of Squares		df	Mean Square	F	Sig.
Organizational Citizenship Behavior *Work Environment	Between Groups	(Combined)	1944.588	22	88.390	3.166	.000
		Linearity	1274.059	1	1274.059	45.631	.000
		Deviation from Linearity	670.529	21	31.930	1.144	.325
	Within Groups		2149.922	77	27.921		
	Total		4094.510	99			

Source : SPSS, 2024

The table above shows the results of the linearity test of Organizational Citizenship Behavior on Work Motivation obtained Deviation from Linearity sig. is $0.499 > 0.05$, it can be concluded that there is a significant linear relationship between the variables of Organizational Citizenship Behavior on Work Motivation. The table above shows the results of the linearity test of Organizational Citizenship Behavior on the Work Environment obtained Deviation from Linearity sig. is $0.325 > 0.05$, it can be concluded that there is a significant linear relationship between the variables of Organizational Citizenship Behavior on the Work Environment.

Homogeneity Test

**Table 3. Results of Organizational Citizenship Behavior Test on Work Motivation
Test of Homogeneity of Variances**

		Levene Statistic	df1	df2	Sig.
Organizational Citizenship Behavior	Based on Mean	2.957	18	76	.001
	Based on Median	1.185	18	76	.295
	Based on Median and with adjusted df	1.185	18	31.665	.329
	Based on trimmed mean	2.824	18	76	.001

Source : SPSS, 2024

These results show that the Levene test based on the Mean and Trimmed Mean is significant at the level of 0.001, which means that the variance between the groups is not homogeneous. However, the test based on Median and Median with adjusted df was not significant, showing that there was no significant difference in the variance between groups in the measurement.

**Table 4. Results of Organizational Citizenship Behavior Test on Work Environment
Test of Homogeneity of Variances**

		Levene Statistic	df1	df2	Sig.
Organizational Citizenship Behavior	Based on Mean	1.416	19	77	.145
	Based on Median	.597	19	77	.898
	Based on Median and with adjusted df	.597	19	44.349	.888
	Based on trimmed mean	1.317	19	77	.198

Source : SPSS, 2024

The table above shows the results of the homogeneity test of Organizational Citizenship Behavior on Work Motivation and Work Environment, each obtained sig. is 0.329 and 0.888 > 0.05, so it can be concluded that the Organizational Citizenship Behavior variable on its two independent variables (Work Motivation and Work Environment) has the same or homogeneous variance.

Multiple Linear Regression

Table 5. Multiple Linear Regression Test Results Coefficients^a

Unstandardized Coefficients		Standardized Coefficients		t	Sig.
Model	B	Std. Error	Beta		
1	(Constant)	22.226	4.321	5.143	.000
	Work Motivation	.551	.071	.608	.000
	Work Environment	.246	.082	.234	.004

a. Dependent Variable: Organizational Citizenship Behavior

Source : SPSS, 2024

Based on the table above, the regression equation model obtained is as follows: $Y = 22.226 + 0.551 X_1 + 0.246 X_2$ so it can be explained as follows The constant of 22.226 means that if the activity of the Work Motivation and Work Environment variables is assumed to be nonexistent or has a value of 0, then Organizational Citizenship Behavior still exists at 22.226 0.551: The regression coefficient of the Work Motivation variable is 0.551. This number is positive, meaning that if there is an increase in Work Motivation by one unit, then Organizational Citizenship Behavior will also increase by 0.551, and vice versa. 0.246: The regression coefficient of the Work Environment variable is 0.246. This number is positive, meaning that if there is an increase in the Work Environment by one unit, then Organizational Citizenship Behavior will also increase by 0.246 and vice versa.

Table 6. Multicollinearity Test Results Coefficients^a

Unstandardized Coefficients		Standardized Coefficients		t	Sig.	Collinearity Statistics	
Model	B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	22.226	4.321	5.143	.000		
	Work Motivation	.551	.071	.608	.000	.716	1.396
	Work Environment	.246	.082	.234	.004	.716	1.396

a. Dependent Variable: Organizational Citizenship Behavior

Source : SPSS, 2024

Based on the table above, it is known that the results of the multicollinearity test use the tolerance value and Variance Inflation Factor (VIF). The tolerance value is 0.716 > 0.10. While the VIF value is 1.396 < 10, it can be concluded that there is no multicollinearity between the independent variables.

Heteroscedasticity Test

The Heteroscedasticity Test is used to see in the regression model that there is inequality of variance from the residuals of one observation to another observer. The basis for decision making in the heteroscedasticity test is if the significance value is > 0.05 , which means that there is no heteroscedasticity.

Table 7. Heteroscedasticity Test Results
Coefficients^a

Unstandardized Coefficients		Standardized Coefficients		t	Sig.
Model	B	Std. Error	Beta		
1	(Constant)	3.519	2.628	1.339	.184
	Work Motivation	-.017	.043	-.049	.687
	Work Environment	.016	.050	.039	.748

a. Dependent Variable: ABS_RES

Source : SPSS, 2024

Based on the calculations in the table above, the significant value obtained for Work Motivation is $0.687 > 0.05$, and Work Environment is $0.748 > 0.05$, so it can be stated that there is no heteroscedasticity.

Hypothesis Test

Table 8. Hypothesis Test

Unstandardized Coefficients		Standardized Coefficients		t	Sig.
Model	B	Std. Error	Beta		
1	(Constant)	22.226	4.321	5.143	.000
	Work Motivation	.551	.071	7.784	.000
	Work Environment	.246	.082	2.992	.004

a. Dependent Variable: Organizational Citizenship Behavior

Source : SPSS, 2024

The partial test (t-test) is carried out by comparing the calculated t-value obtained in the table above and/or based on a significance of 0.05 and degrees of freedom ($df = n - k - 1 = 100 - 2 - 1 = 97$). With these provisions, the t-table is 1.985. The Influence of Work Motivation Variables on Organizational Citizenship Behavior variables at RSAU dr. Esnawan Antariksa Jakarta. The results of the t-test show a calculated t value of $7.784 > t_{table} 1.985$ and a significance value of $0.000 < 0.05$. So it can be concluded that H_0 is rejected and H_a is accepted, meaning "Work Motivation Variables have a positive and significant partial effect on Organizational Citizenship Behavior variables at RSAU dr. Esnawan Antariksa Jakarta". The Influence of Work Environment variables on Organizational Citizenship Behavior variables at RSAU dr. Esnawan Antariksa Jakarta.

The results of the t-test show a calculated t value of $2.992 > t_{table} 1.985$ and a significance value of $0.004 < 0.05$. So it can be concluded that H_0 is rejected and H_a is accepted, meaning "Work Environment Variables have a positive and significant partial effect on Organizational Citizenship Behavior variables at RSAU dr. Esnawan Antariksa Jakarta".

F Test

Table 9. F Test ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2358.439	2	1179.220	65.887	.000 ^b
	Residual	1736.071	97	17.898		
	Total	4094.510	99			

Source : SPSS, 2024

This means that simultaneously the variables of Work Motivation and Work Environment have a positive and significant effect on the variable of Organizational Citizenship Behavior at RSAU dr. Esnawan Antariksa Jakarta.

Determination Coefficient

The determination coefficient (R²) from the results of multiple regression shows how much the independent variables (Work Motivation and Work Environment) contribute to the dependent variable (Organizational Citizenship Behavior at RSAU dr. Esnawan Antariksa Jakarta).

Table 10. Model Summary

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.759 ^a	.576	.567	4.231	1.467

a. Predictors: (Constant), Work Environment, Work Motivation

b. Dependent Variable: Organizational Citizenship Behavior

Source : SPSS, 2024

Based on the table above, the coefficient of determination from the R Square value is 0.576 or (57.6%). This means that the contribution of the Work Motivation and Work Environment variables only explains the Organizational Citizenship Behavior variable at RSAU dr. Esnawan Antariksa Jakarta by 57.6% while the remaining 42.4% is explained by other variables not included in this study.

CONCLUSION

Based on the results of the interpretation of the data processing of this study, it can be concluded that Work Motivation has a positive and significant partial effect on Organizational Citizenship Behavior at RSAU dr. Esnawan Antariksa Jakarta. Work Environment has a positive and significant partial effect on Organizational Citizenship Behavior at RSAU dr. Esnawan Antariksa Jakarta. Work Motivation and Work Environment have a significant and joint effect on Organizational Citizenship Behavior at RSAU dr. Esnawan Antariksa Jakarta by 0.576 or 57.6%. Based on the research findings, several recommendations that can be given are Improving reward and incentive programs to motivate employees. Creating a comfortable, safe, and supportive work environment. Thus, RSAU dr. Esnawan Antariksa can increase employee OCB, and ultimately will contribute to the effectiveness and productivity of the organization as a whole.

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