



# The effect of work motivation, work environment, and job satisfaction on organizational citizenship behavior and their impact on employees performance of RSU Menteng Mitra Afia during the Covid-19 pandemic



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## ABSTRACT

The current Covid-19 pandemic has resulted in many hospitals in the world experiencing difficulties both in terms of management and infrastructure in providing services because the number of patients has increased in a short time. The human aspect has a significant role in hospitals, with the characteristics of various ages, education levels, position levels, and length of work. Menteng Mitra Afia General Hospital (MMA GH) is one of 144 hospitals in Jakarta that accepts COVID-19 patients and has had significant changes in terms of service and management. In this study, the authors succeeded in analyzing the influence of work motivation, work environment, and job satisfaction on Organizational Citizenship Behavior (OCB) and their impact on employee performance at MMA GH during the COVID 19 pandemic. Sampling method with a total sampling of 121 respondents from the population of employees who returned the questionnaire. The technical data analysis technique uses the Structural Equation Modeling, where the data processing uses the Partial Least Square (Smart-PLS) version 3.0 program. From the results of data analysis, it was found that work motivation has the most significant loading factor in its influence on OCB and employee performance, followed by Job Satisfaction and Work Environment. The conclusions that can be drawn from the results of data analysis and discussion are as follows: (1) Work Motivation has an effect on OCB (2) Work Environment has no effect on OCB (3) Job Satisfaction has an effect on OCB (4) Work motivation has an effect on Employee Performance (5) OCB has an effect on Employee Performance (6) Job Satisfaction has an effect on Employee Performance at MMA GH .

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## Introduction

Indonesia is one of the countries affected by a great pandemic outbreak called Covid-19 (Corona Virus Disease), with an increasing number of patients infected with the Covid-19 virus, which is already difficult to control. The Indonesian government's efforts to handle social distancing (social distancing) cannot reduce the number of hospital patients.

DKI Jakarta Province holds the highest rank with the highest number of positive Covid-19 cases in Indonesia. The systematic efforts made were not able to reduce the number of patients at the Covid-19 referral hospital. The high percentage of the Bed Occupation Rate (BOR) is almost close to 100%. This condition, of course, causes the working atmosphere in the hospital to be so busy, not to mention the number of health workers who are also exposed to the Covid-19 virus.

This study was conducted to determine whether work motivation, work environment, and job satisfaction affect the Organizational Citizenship Behavior (OCB) of health workers in one of the COVID-19 referral hospitals, Menteng Mitra Afia General Hospital Jakarta City.

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The primary consideration of this research on Organizational Citizenship Behavior is that in situations of high work pressure due to the high number of patients, health workers are required to work extra, beyond what they have been doing. Research conducted by Wu et al. (2019) and Chiang et al. (2012), and Kenny et al. (2010) shows that work pressure correlates with motivation and job satisfaction which will affect the enthusiasm and willingness of employees to provide the best service to customers. Meanwhile, research conducted by Colquitt et al. (2019) and Tnay et al. (2013), and Taun Rogers (2010) shows that the work environment and job satisfaction can affect the formation of OCB among employees.

## Literature Review

### Work motivation

Motivation for change can be challenging, and there is often a significant gap between intentions and action. Achieving a proper balance between intrinsic and extrinsic motivators can be helpful in this regard (Saddawi-Konefka et al., 2016; Judson et al., 2015; Brower & Riba, 2017). Motivation is the process of allocating one's energy to actions or tasks. Motivation is about the level of effort one imparts to the job, how that effort is allocated across actions or tasks, and the persistence of that effort allocation (Varma et al., 2008). Motivations, in general, are considered as inner drives that cause people to take action to satisfy their needs (Correia et al., 2017).

When considered collectively, the three motivational perspectives used in this study (expectancy-value, hope, and self-determination) suggest that individual motivation can enhance via contextual conditions internalized by individuals (Kenny et al., 2010). Intrinsic motivation implied that "workers might take sufficient pride in their work so that effort up to some level increases utility." This assumption can test considering that the decision utility is a quadratic function concerning working hours (Lanfranchi et al., 2010).

### Job Satisfaction

Affect is central to definitions of job satisfaction. Job satisfaction fluctuates during a workday, partly because of moods and emotions. Mood states last longer, have no causal objects and are less intense than emotions. Emotions are intense, have causal objects, and are short-lived. Events in the workplace trigger emotions and are more readily recalled than vague moods (Wissing, 2013). Job satisfaction, or the "pleasurable or positive emotional state resulting from the appraisal of one's job and job experience" (Valentine et al., 2011).

Job satisfaction reliably predicts a range of organizational-level outcomes, including customer satisfaction, productivity, employee turnover and absenteeism, service quality, and financial performance (e.g., Fulmer, Gerhart & Scott, 2003; Holland et al., 2011). Factors associated with supportive management of personnel are indirectly related to turnover intention through the mediating influence of job satisfaction (Dupré & Day, 2007; Chang et al., 2013).

### Work Environment

Individuals with higher "self-focus" paid less attention to work environmental factors and, instead, relied more heavily on self-perceptions to make their ethical decisions (Hoffman, 2015). A friendly work environment is hardly nameable and measurable (Tayles, 2011). The environment is often measured by three dimensions, including complexity, munificence, and dynamism (C. J. Chen & Lin, 2004).

Work environments can become more relaxed and productive, homes more harmonious, and public spaces can become more inclusive, offering a sense of belonging, security, and even celebration to a broader cross-section of people (Lawson, 2012). Belonging to a labor union is likely to increase job satisfaction (through enhancing the sense of job security, empowering employees through a formal grievance system, reducing alienation by providing members with a collective say on how the workplace may govern, providing social support that can reduce job stress, and ensuring a positive work environment), which in turn spills over to life satisfaction (Sirgy, 2012). Such training improves the volunteer's competencies and allows opportunities for dialogue with internal staff. Further, the identified areas as unsatisfactory for the volunteer could probe more deeply to make appropriate changes to the work environment, thereby increasing satisfaction (Dwiggins-Beeler, 2014).

### Organizational Citizenship Behavior (OCB)

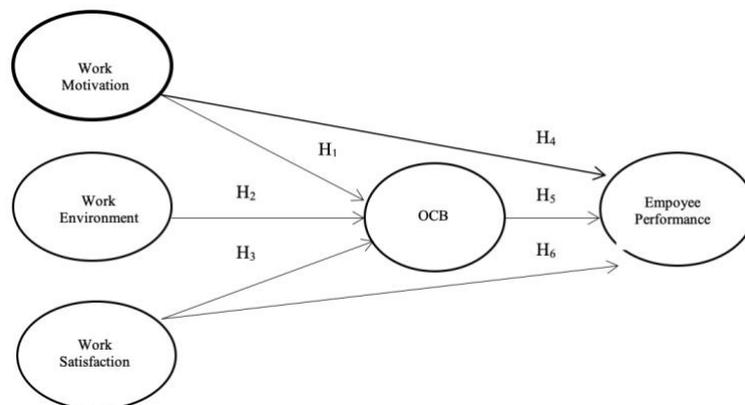
Leaders relied on their perceptions of followers' motives to rate employees' organizational citizenship behaviors. Thus, it is expected that employee's sources of motivation will have a significant relationship with their OCBs (Barbuto & S. P. Story, 2011). Distinguishes OCB and task performance from Counterproductive Work Behavior (CWB), considering them as three distinct categories of behavior. The first two facilitate organizational functioning and adversely affect it (Spector & Fox, 2010). Following social exchange theory (Blau, 1964), employees who experience more perceived organizational support should demonstrate more organizational citizenship behavior (OCB) and better work performance because such behaviors are beneficial to organizations (Shen et al., 2014).

Happy employees demonstrate higher performance and organizational citizenship behavior (OCB), fewer CWBs, and less turnover, particularly when they feel supported by their organizations to do well in their jobs. Gratefulness and awe have been shown to positively predict OCB, which in turn increases trust and emotional expressions of concern (Robbins & Judge, 2017). When

employees develop OCB in the workplace, they willingly put extra effort into their work, help colleagues, and diligently seek better ways to do their work, resulting in better productivity (Van Scotter and Motowidlo, 1996; Chiang & Hsieh, 2012).

### Employee Performance

Work performance is formally defined as the value of a series of employee behaviors that contribute, either positively or negatively, to the achievement of organizational goals. This definition of job performance includes behaviors within the employee's control, but it places limits on where the behavior is (and is not) relevant to job performance (Colquitt et al., 2019). Job performance can be divided into task performance and performance, the latter mainly involving work-related behavioral factors. In the workplace, behavioral performance is mainly represented by spontaneous behavior and extra roles. The latter can be further divided into positive behaviors (such as organizational citizenship) and negative ones (Ryu, 2020).



Note: WM: Work motivation; WE ( work environment); WS ( work satisfaction); OCB ( Organizational Citizenship Behaviour); EP( employee performance)

**Figure 1:** The construct & dimension of the research model

Based on previous research and the above framework in figure 1, the following hypothesis is made:

1. H<sub>1</sub>: Work motivation affects Organizational Citizenship Behavior at Menteng Mitra Afia Hospital.
2. H<sub>2</sub>: The work environment affects Organizational Citizenship Behavior at Menteng Mitra Afia Hospital.
3. H<sub>3</sub>: Job satisfaction affects the Organizational Citizenship Behavior of employees at Menteng Mitra Afia Hospital.
4. H<sub>4</sub>: Work motivation affects employee performance at Menteng Mitra Afia Hospital.
5. H<sub>5</sub>: Organizational Citizenship Behavior affects employee performance at Menteng Mitra Afia Hospital.
6. H<sub>6</sub>: Job satisfaction affects employee performance at Menteng Mitra Afia Hospital

### The effect of work motivation on OCB

Researchers have stated that there is a statistically significant relationship between work motivation and OCB. Work motivation is what drives our behavior and performance at work. So, if we are strongly driven to excel, it may reflect our tendency to pursue actions that do not need to be formally rewarded and/or dictated by our formal work obligations. Consequently, work motivation as a factor promoting OCB should not be construed as an unexpected finding. On the other hand, it has a lot of common sense that highly motivated employees may also tend to engage in behaviors that exhibit high OCB that go beyond the formal requirements of their job. Existing research on OCB supports the claim that this behavior is more intentional than task behavior. Therefore, is more likely to vary due to self-generated intrinsic reasons (Finkelstein and Penner, 2004; Rioux and Penner, 2001).

### Effect of work environment on OCB

OCB is a crucial issue in today's era. The relationship between OCB and working environment conditions shows a significant and positive relationship. Also, a statistically significant relationship was found between OCB and life satisfaction (Vanaki and Vagharseyyedin, 2009). This means that implementing a comprehensive program to improve working conditions and life satisfaction can increase organizational commitment.

A healthy and friendly work environment can increase OCB. There is a positive relationship between organizational work climate and organizational commitment, and this shows that organizational climate is significantly and positively related to organizational commitment. The work environment and perceived organizational support help increase OCB, and self-monitoring mediates this association (Danish et al., 2013)

### **Effect of job satisfaction on OCB**

Job satisfaction has a statistically significant positive relationship proven in previous research (Tharikh et al., 2016). Supported by the results of other studies, one of the factors that need to be considered to increase OCB is employee satisfaction (Zeinabadi and Salehi, 2011). Meanwhile, the findings produced by Nadiri and Tanova also support that employee job satisfaction can determine the level of employee OCB in an organization. Factors that affect OCB include job burnout and organizational commitment (Salehi and Gholtash, 2011). Meanwhile, other empirical findings show that leadership, fair management, structured processes, teamwork, employee orientation, and continuous improvement affect OCB (H. Arasli, 2014). Working as part of an organization such as a hospital can be an attractive, challenging job, and it has good career development. In addition, the salary received is sufficient for a living; a good promotion system makes employees perform OCB behavior in the organization.

### **The effect of motivation on employee performance**

Work performance can be defined as a state of competitiveness that can achieve optimal efficiency and productivity levels. Employee performance is based on the following markers:

- i. economic markers - represented by profitability and competitiveness factors;
- ii. legal markers - represented by factors related to legal compliance and solvency;
- iii. organizational markers - focusing on competence and efficiency factors; on consistency;
- iv. social markers - based on engagement, staff satisfaction, potential development, quality of life or work, etc.

Regarding the relationship between motivation and employee performance, there are two phenomena, sub-motivation, and supra-motivation, which can be derived depending on employee motivation; motivation can be excessive and intense, or, conversely, very low or even non-existent. Motivating employees is a very important process. Unfortunately, not all managers fully understand (or do not consider this issue important) the concepts, principles, and mechanisms of employee motivation. Managers can increase their level of success in jobs that offer extrinsic rewards (external, indirect, and organizational) that lead to intrinsic (internal, direct, and individual) motivation of employees and thus for the achievement of desired performance and goals (Hauser. L, 2014)

### **Effect of OCB on Employee Performance**

Organizational Citizenship Behavior has a significant and positive effect on employee performance. The sub-dimensions of OCB are altruism, civic virtue, courtesy, and sportsmanship, which have been proven to positively affect employee performance (Whittington et al., 2017). The term OCB was first proposed by Organ, who proposed five primary dimensions of OCB, namely (Organ, 2006): (a) Altruism, namely the behavior of helping other employees without any coercion on er-related tasks at with organizational operations. (b) Civic virtue, showing voluntary participation and support for organizational functions both professionally and socially (c) Conscientiousness, contains the performance of role prerequisites that exceed the minimum standard (d) Courtesy, is the behavior of alleviating work-related problems faced by others. (e) Sportsmanship contains about abstinence from creating damaging issues even though they feel irritated.

### **The Effect of Job Satisfaction on Employee Performance**

The reason why OCB is often researched in the management literature is related to two causes. The first is that the performance of this voluntary behavior is considered by: the human resources department in the performance evaluation system; the second is that these behaviors increase organizational success and effectiveness. Gurbuz and Yuksel have shown a high level and positive relationship between OCB and employee performance in their work in the banking, apparel, tourism, medical, textile, and retail sectors (Gurbuz, Yuksel, 2008). It has been stated that other dimensions of OCB besides politeness, one of its sub-dimensions, have a significant effect on performance, but helping behavior, which is expressed as a sub-dimension of altruism, has the strongest impact on politeness and civic virtue (Podsakoff et al., 2000). There was a significant relationship between OCB and employee performance variables in working for employees working in six public institutions in Turkey's first 500 large industrial organizations (Sehitoglu and Zehir, 2010). It is believed that the absence of a performance-based remuneration system and job benefits for employees can lead to a gap between behavior and OCB. Private-sector employees like MMA GH can be shown behavioral attitudes to benefit from more salaries, rewards, and promotions in return for their high performance.

## **Research & Methodology**

This study intends to explain three independent variables (independent) with the dependent variable (dependent). The independent variables include work motivation ( $X_1$ ), work environment ( $X_2$ ), and job satisfaction ( $X_3$ ). Meanwhile, the dependent variables are organizational citizenship behavior ( $X_4$ ) and performance ( $Y$ ). Using causality research design to prove a causal relationship between several variables.

### **Population**

The population in this study are permanent employees who work at MMA GH Jakarta, amounting to 121 people, and a performance assessment has been carried out with a questionnaire sheet.

**Sample**

The sampling technique in this study used a total sampling technique, namely the number of employees who returned the questionnaire. The sample used is 121, which is the entire population that returns the questionnaire sheet.

**Data collection and analysis**

In this study, the analytical technique used is the SEM (Structural Equation Modeling) data analysis technique or the structural equation model. The data processing uses the Partial Least Square (Smart-PLS) version 3.0 program. The steps include outer model, outer relation, inner model, hypothesis test, and Importance-Performance Analysis.

**Result**

Structural Model Formed From Research Problem Formulation figure 2 summary of the structural model (inner model) that was formed to test each hypothesis showed in figure 3, namely the influence of work motivation, work environment, and job satisfaction on OCB and its impact on the research sample, namely 121 MMA RSU employees who returned the questionnaire. Reflective indicators also need to be tested for discriminant validity by cross-loading, as shown in Table 1.

**Table 1:** Discriminant Validity Test Results

	<b>Employee Performance</b>	<b>Organizational Citizenship Behavioral</b>	<b>Work Environment</b>	<b>Work Motivation</b>	<b>Work Satisfaction</b>
<b>Employee Performance</b>	0,876				
<b>Organizational Citizenship Behavioral</b>	0,922	0,851			
<b>Work Environment</b>	0,788	0,833	0,841		
<b>Work Motivation</b>	0,869	0,919	0,901	0,756	
<b>Work Satisfaction</b>	0,872	0,920	0,887	0,942	0,836

Table 1 shows that, in general, the built research model has an excellent validity level, as it has a Discriminant Validity Test value above 0.5. From Table 1, we know that the relationship between OCB and Employee Performance is powerful; this is indicated by a Discriminant Validity value of 0.922.

Table 2 gives an AVE value > 0.5 for all constructs contained in the research model. The lowest value of AVE is 0.575 in the Work Motivation construct.

**Table 2:** Average Variance Extracted (AVE)

<b>Construct</b>	<b>Average Variance Extracted (AVE)</b>
<i>Employee Performance</i>	0,785
<i>Organizational Citizenship Behavioral</i>	0,725
<i>Work Environment</i>	0,700
<i>Work Motivation</i>	0,575
<i>Work Satisfaction</i>	0,700

The Average Variance Extracted (AVE) value, as shown in Table 2, indicates that the square root of the extracted variance average for each construct is greater than the correlation between one construct and another construct in the model. Ave values based on Table 2 conclude that the construct in the estimated model meets the discriminant validity criteria. Based on table 3, it is known that the variables used in this study have a Cronbach alpha value > 0.6, and the value of composite reliability is > 0.7. So it can be concluded that the variables used in this study are reliable. In the PLS model, the goodness of fit assessment is known from the Q<sup>2</sup> value. The value of Q<sup>2</sup> has the same meaning as the coefficient of determination (R-Square) in regression analysis, where the higher the R-Square, the more fit the model can be with the data. From Table 4 it can be calculated the value of Q<sup>2</sup> as follows:

$$Q^2 = 1 - (1 - 0.853) \times (1 - 0.872) = 0.981$$

The calculation results show that the Q<sup>2</sup> value is 0.981, meaning that the diversity of the research data that can be explained by the structural model developed in this study is 98.1%. Based on these results, the structural model in this study has good goodness of fit.

**Hypothesis test**

The results of hypothesis testing can be obtained by calculating bootstrapping. The hypothesis is accepted if it has a t-statistic value of more than 1.985. Table 5 shows the results of the path coefficient values. Based on the original sample estimate value, it is obtained that the highest value that affects employee performance is work motivation, which is 0.385. This shows that work motivation has a higher influence on employee performance than the work environment and job satisfaction. Furthermore, of the three variables that directly affect employee performance, namely work motivation, work environment, and job satisfaction, the most influential is work motivation. It has the highest original sample estimate value of 0.385 compared to the other two variables. Thus work motivation is

the most dominant variable in influencing employee performance. While the least dominant variable is the work environment with the smallest original sample estimate, which is -0.058.

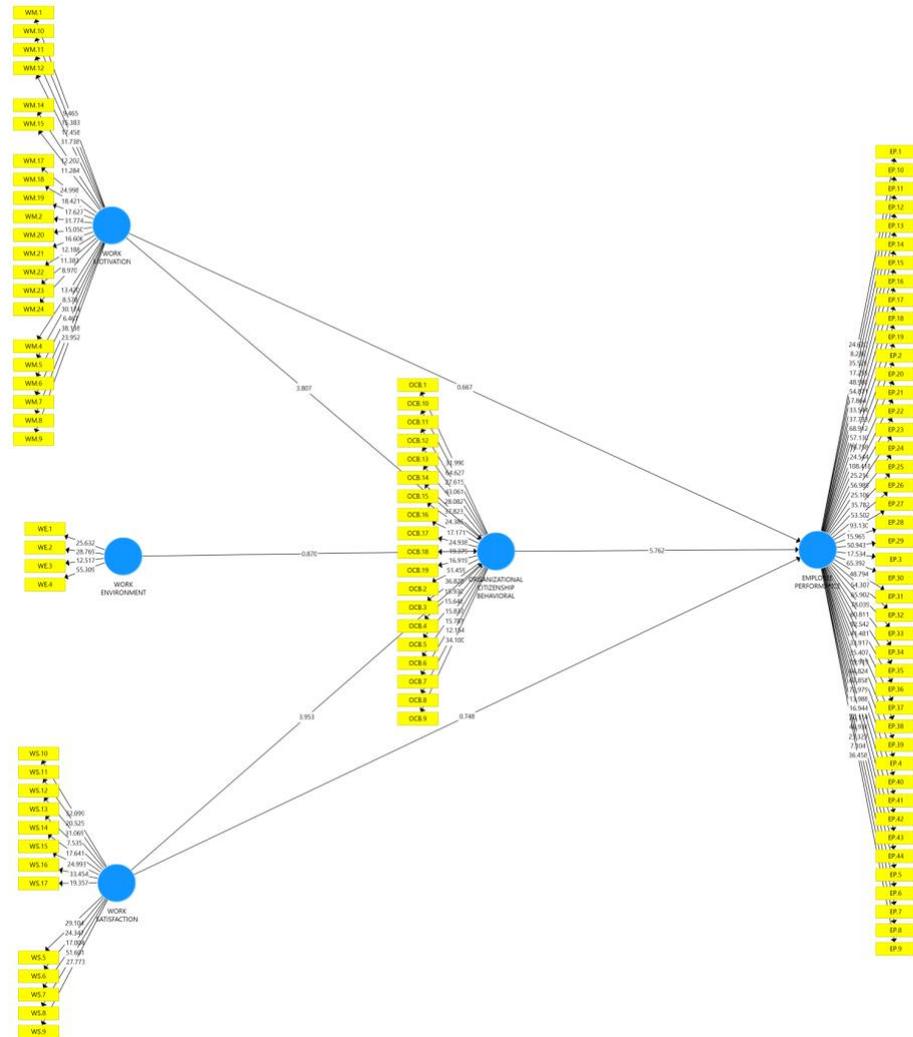


Figure 2: Structural Model

Figure 2 above illustrates the structural model formed for testing each hypothesis, namely the effect of work motivation on OCB, work environment on OCB, job satisfaction on OCB, work motivation on employee performance, OCB on employee performance and job satisfaction on employee performance, namely There were 121 MMA RSU employees who returned the questionnaires.

Table 3: Cronbach Alpha & Composite Reliability

Construct	Cronbach Alpha	Composite Reliability
Employee Performance	0,990	0,990
Organizational Citizenship Behavioral	0,980	0,980
Work Environment	0,875	0,900
Work Motivation	0,965	0,970
Work Satisfaction	0,965	0,970

Table 3 shows the results of Composite Reliability tests that aim to test the reliability of instruments in a research model. The value obtained describes the high level of validity and consistency of the questionnaire used as a research instrument; this is indicated by the Composite reliability value and Cronbach alpha value above 0.70.

**Table 4:** Value of R Square Measurement of Structural Model

Construct	R Square
<i>Employee Performance</i>	0,853
<i>Organizational Citizenship Behavioral</i>	0,872

Based on Table 4, Organizational Citizenship Behavior has an  $R^2$  value of 0.872, the Value of Coefficient of Determination for Organizational Citizenship Behavior is 87.20%. This can be interpreted that the Organizational Citizenship Behavior variable is affected by 87.20% by the variables Work Motivation, Work Environment, and Work Satisfaction. Employee Performance has an  $R^2$  value of 0.853, the value of the Coefficient of Determination for Employee Performance is 85.30%. The interpretation is that employee performance variables are influenced by 85.30% by Organizational Citizenship Behavior variables.

**Table 5:** Summary of The Structural Model

H	Construct	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ((O/STDEV))	P Values
H1	Work motivation -> organizational citizenship behavioral	0,512	0,518	0,135	3,807	0
H2	Work environment -> organizational citizenship behavioral	-0,077	-0,077	0,089	0,87	0,385
H3	Work satisfaction -> organizational citizenship behavioral	0,506	0,501	0,128	3,953	0
H4	Work motivation -> employee performance	0,075	0,085	0,113	0,667	0,505
H5	Work satisfaction -> employee performance	0,109	0,098	0,145	0,748	0,455
H6	Organizational citizenship behavioral -> employee performance	0,752	0,755	0,131	5,762	0

Table 5 describes the summary results of the research structural model test, where the value of P-Value is below 0.05 except for the construction of work environment with employee performance that has a value of P-Value above 0.05, which is precisely 0.400.

## Conclusion

The conclusions that can be drawn from the results of data analysis and discussion are (i) work motivation affects organizational citizenship behavior at Menteng Mitra Afia Hospital (ii) the work environment does not affect organizational citizenship behavior at Menteng Mitra Afia Hospital, (iii) Job satisfaction affects organizational citizenship behavior at Menteng Mitra Afia Hospital; (iv) work motivation affects employee performance at Menteng Mitra Afia Hospital;(v) organizational citizenship behavior affects employee performance at Menteng Mitra Afia Hospital; (vi) job satisfaction affects employee performance at Menteng Mitra Afia Hospital.

Based on the research results that have been done, the following are the conclusions obtained:

- i. Work motivation, especially related to awards for work performance, salary income according to work, and employee overtime, has a significant influence in building OCB among health workers at MMA General Hospital.
- ii. The work environment is significantly related to the completeness of facilities in accordance with the work of health workers who have a significant influence on OCB at MMA General Hospital.
- iii. Employee welfare, especially related to the determination of basic salary, overtime pay, meal allowances, and employee benefits, has a relationship with employee turnover rates and creates a better OCB atmosphere.
- iv. Performance appraisal is related to hospital management's motivating employees and directing behavior to produce quality services and in addition, carrying out tasks and realizing home goals, such as providing additional quantities of work outside of working hours if needed, completing work outside of working hours to achieve the set targets, working quantity exceeding the average of other employees, and time efficiency in completing work exceeding the average of other employees.
- v. OCB has a relationship with the performance of MMA General Hospital Health workers. Employees voluntarily come to the hospital before working hours, work better for opportunities, and have superiors who can be used as work guidelines by setting an example in carrying out OCB well.
- vi. The interesting thing is, the work environment does not have a significant effect on health performance at the MMA General Hospital; this is very reasonable, considering that this research was carried out during the Covid-19 pandemic

with the average BOR condition being close to 100%, so that almost all hospitals experienced an increase in the number of patients. Thus, health workers are more focused on acting on patients with all the efforts, equipment, and facilities available. They do not even have time to rest or do other personal activities as usual. This condition causes them to place the need, not for personal comfort, as a priority. This is what causes this research to be different from previous studies, which show a very positive and significant relationship and influence from the work environment with employees as the results of research by Mitsui (2020), Giaouque et al. (2011), and Rogelberg et al. (2010).

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