

JOB SATISFACTION MEDIATES THE EFFECT OF ORGANIZATIONAL COMMITMENT AND WORK MOTIVATION ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR

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ABSTRACT

Organizational Citizenship Behavior (OCB) plays a critical role in sustaining the effectiveness of healthcare organizations, particularly among non-medical employees who manage administrative and support functions. This study aims to analyze the effect of Organizational Commitment and Work Motivation on Organizational Citizenship Behavior (OCB) with Job Satisfaction as a mediating variable among 104 non-medical employees of RS Panti Wilasa “Dr. Cipto” Semarang. A quantitative cross-sectional design was employed, with data collected via structured questionnaire and analyzed using Structural Equation Modeling–Partial Least Squares (SEM-PLS) through SmartPLS 3.0. All seven hypotheses were supported: organizational commitment and work motivation each significantly and positively affect OCB and job satisfaction; job satisfaction significantly affects OCB; and job satisfaction partially mediates both the commitment-OCB and motivation-OCB relationships. The model explains 63.7% of variance in OCB ($R^2 = 0.637$) with strong predictive relevance ($Q^2 = 0.840$). These findings suggest that hospitals can enhance employee OCB by strengthening organizational commitment, improving motivational conditions, and cultivating a work environment that supports job satisfaction among non-medical staff.

Keywords: Job Satisfaction, Non-Medical Employees, Organizational Citizenship Behavior, Organizational Commitment, Work Motivation

A. INTRODUCTION

A hospital's ability to achieve its institutional goals is not determined solely by the clinical competence of medical staff; the discretionary behaviors of every employee, including those outside clinical roles, also play a contributing part. This dimension is captured by the concept of Organizational Citizenship Behavior (OCB), first put forward by Organ (1988), referring to actions employees choose to take outside formal job requirements that, in aggregate, strengthen how well the organization functions. In the context of hospitals settings, OCB is particularly significant because service quality depends on seamless coordination across both medical and non-medical units (Gunawan & Mayasari, 2025).

Non-medical staff at RS Panti Wilasa “Dr. Cipto” Semarang, a type-C general hospital under the YAKKUM Foundation, represent a strategic workforce that directly shapes patients administrative and support experience. Despite their critical role, preliminary field observations and data from the hospital’s Human Resources Department revealed behavioral indicators consistent with weaknesses in OCB, particularly in the conscientiousness dimension. Attendance records from 2024 showed an average of 57 absenteeism incidents and 66 tardiness incidents per month, with peaks in May reaching 66.3% and 76.4% of non-medical staff respectively. As described by Podsakoff et al. (2018), conscientiousness in OCB refers to employees going well beyond the minimum requirements of the organization, including adherence to attendance and workplace rules. The persistence of these patterns indicates that this dimension warrants further investigation.

Prior research on the antecedents of OCB has produced inconsistent findings. Regarding organizational commitment, Ukkas and Latif (2017) and Wulandari and Prayitno (2017) confirmed a significant positive effect on OCB, while Darmawati et al. (2013) found no such relationship. For work motivation, Dilla et al. (2023) reported a significant positive effect, whereas Alif (2015) found no significant influence. These inconsistencies suggest the presence of an intervening mechanism that may clarify the relationship between these antecedents and OCB.

One variable repeatedly proposed to play this mediating role is job satisfaction. Winoto Tj and Tecoalu (2022) demonstrated that satisfied employees tend to perform optimally and exhibit voluntary behaviors beyond formal expectations. This study therefore examines job satisfaction as a mediating variable between organizational commitment, work motivation, and OCB among non-medical employees of RS Panti Wilasa “Dr. Cipto” Semarang. In responding to this gap, the present study tests a mediated model among non-medical hospital staff, with the intention of offering both a theoretical contribution and practical input for hospital management.

B. LITERATURE REVIEW

Organizational Citizenship Behavior (OCB) describes employees' voluntary behaviors that are carried out beyond prescribed job responsibilities. While these actions are not formally recognized or rewarded by the organization, they play an important role in supporting organizational effectiveness Organ et al., (2006).

Organizational Citizenship Behavior encompasses five dimensions: altruism (helping coworkers voluntarily), conscientiousness (going beyond minimum requirements), sportsmanship (putting up with workplace inconveniences without complaining), courtesy (preventing work-related friction before it escalates, mainly through communication), and civic virtue (taking an active part in how the organization is run). Within hospitals, OCB carries particular weight because it underpins coordination between units and service quality in ways that formal job descriptions alone cannot account for (Lewaherilla et al., 2025).

Organizational commitment is defined as a psychological condition that shapes how an employee relates to the organization, one that carries consequences for whether they choose to remain a member (Allen & Meyer, 1990). Within this three-component framework, commitment can take the form of an emotional bond (affective), a calculation of what leaving would cost (continuance), or a felt obligation to stay (normative). Strong organizational commitment tends to be reflected in greater employee loyalty, cooperative attitude, and proactive contribution, characteristics that overlap considerably with the dimensions that make up OCB (Justina et al., 2022). This is supported by Wartono and Harahap (2023), whose findings link higher organizational commitment with higher job satisfaction, positioning commitment as a foundational factor in how work attitudes form.

Work motivation, as defined by Robbins and Judge (2019), is the process explaining how intense, how directed, and how persistent a person's effort is in pursuit of a goal. Drawing on McClelland's theory of needs as outlined by Muchtadin and Chaerudin (2020), work motivation encompasses the need for achievement, the need for power, and the need for affiliation. Employees whose motivation stems from achievement, power, or affiliation needs generally show more initiative, persistence, and readiness to help coworkers, traits that align closely with OCB Saputra et al. (2026). In addition, employees who find personal meaning in their work, driven by motivation, tend to report higher job satisfaction (Muchtadin & Chaerudin, 2020).

Job satisfaction is defined as the emotional state, positive or negative, that an employee experiences toward their work (Handoko, 2001). It encompasses satisfaction with pay, promotion opportunities, supervision, coworkers, and the work itself (Colquitt et al., 2015). Employees who are satisfied with their work generally hold more favorable organizational attitudes, among them a stronger tendency toward OCB (Hamzah et al., 2025). Both organizational commitment and work motivation have also been shown to positively affect job satisfaction; employees who are committed and motivated tend to view their working environment more favorably (Justina et al., 2022).

Based on this theoretical framework, seven hypotheses are proposed: (H1) organizational commitment positively affects OCB; (H2) work motivation positively affects OCB; (H3) organizational commitment positively affects job satisfaction; (H4) work motivation positively affects job satisfaction; (H5) job satisfaction positively affects OCB; (H6) job satisfaction mediates the effect of organizational commitment on OCB; and (H7) job satisfaction mediates the effect of work motivation on OCB.

C. RESEARCH METHODS

A quantitative, descriptive, cross-sectional design was used for this study, carried out at RS Panti Wilasa "Dr. Cipto" Semarang, a Type-C hospital in Semarang, Central Java. The population targeted was the full set of 104 non-medical staff spread across 17 work units, spanning administration, finance, patient registration, logistics, security, and pastoral services. A census approach was used, so every member of the population served as a respondent (Sugiyono, 2018). Primary data came from a structured questionnaire built on a five-point Likert scale, from 1 (strongly disagree) to 5 (strongly agree). The instrument comprised 64 indicators across four constructs: Organizational Commitment (X1) with 12 indicators based on Allen and Meyer (1990) three-dimensional model; Work Motivation (X2) with 12 indicators adapted from McClelland's needs theory; Job Satisfaction (Z) with 20 indicators based on Handoko (2001); and OCB (Y) with 20 indicators based on Organ et al. (2006).

Data were analyzed with SEM-PLS in SmartPLS 3.0, chosen because it fits reflective measurement models well and can test the outer (measurement) and inner (structural) models at the same time (Hair et al., 2017). For the outer model, evaluation covered convergent validity (loading factor above 0.7, AVE above 0.5), discriminant validity (Fornell-Larcker criterion), and reliability (Cronbach's Alpha above 0.6, Composite Reliability above 0.7). The inner model was evaluated using R^2 , Q^2 , and path coefficients obtained through bootstrapping. Hypotheses were accepted when T-statistic > 1.96 and p-value < 0.05 . Mediation effects were assessed using indirect effect analysis, with partial mediation indicated when both the direct and indirect paths were significant.

D. RESULTS AND DISCUSSION

Results

Outer model evaluation showed that all 64 indicators met the validity and reliability standards, with every loading factor above the 0.7 cutoff, which supports convergent validity. Average Variance Extracted (AVE) values exceeded 0.5 for all constructs: Job Satisfaction (0.679), Organizational Commitment (0.644), Work Motivation (0.725), and OCB (0.630). Applying the Fornell-Larcker criterion, the square root of each construct's AVE was larger than its correlations with other constructs, supporting discriminant validity. Cronbach's Alpha fell between 0.950 and 0.975, and Composite Reliability between 0.956 and 0.977, comfortably clearing the 0.70 benchmark (Hair et al., 2017). The complete outer model results are presented in Table 1.

Table 1.
Outer Model Evaluation Results

Construct	AVE	Fornell-Larcker	Cronbach's Alpha	Composite Reliability
Job Satisfaction	0.679	0.824	0.975	0.977
Org. Commitment	0.644	0.803	0.950	0.956
Work Motivation	0.725	0.851	0.965	0.969
OCB	0.630	0.793	0.969	0.971

Source: Authors' own research results.

The inner model evaluation yielded an R^2 of 0.559 for Job Satisfaction, indicating that 55.9% of its variance is explained by Organizational Commitment and Work Motivation. The R^2 for OCB was 0.637, meaning that 63.7% of its variance is explained by the three constructs in the model. According to Hair et al. (2017), these values are categorized as moderate to strong. The predictive relevance value $Q^2 = 0.840$, calculated as $Q^2 = 1 - (1 - 0.559)(1 - 0.637)$, confirms strong predictive relevance. All seven hypotheses were supported based on T-statistic > 1.96 and p-value < 0.05 , as presented in Table 2.

Table 2.
Hypothesis Testing Results (Path Coefficients)

H	Relationship	Path Coeff.	T-Statistic	P-Value	Decision
H1	Org. Commitment → OCB	0.402	3.924	0.000	Accepted
H2	Work Motivation → OCB	0.306	3.285	0.001	Accepted
H3	Org. Commitment → Job Satisfaction	0.636	7.622	0.000	Accepted
H4	Work Motivation → Job Satisfaction	0.379	3.833	0.000	Accepted
H5	Job Satisfaction → OCB	0.342	2.822	0.005	Accepted
H6	Org. Commitment → Job Sat. → OCB (indirect)	0.217	2.711	0.007	Accepted
H7	Work Motivation → Job Sat. → OCB (indirect)	0.129	2.164	0.031	Accepted

Source: Authors' own research results.

While the model demonstrates strong explanatory power, approximately 36.3% of the variance in OCB and 44.1% of the variance in Job Satisfaction remain unaccounted for by organizational commitment and work motivation alone. Prior studies conducted in comparable Indonesian hospital settings suggest that leadership style, particularly transformational leadership, and organizational culture are salient candidates for capturing this residual variance, given their documented influence on OCB through both job satisfaction and organizational commitment pathways (Fahriyansyah et al., 2022; Hartadi et al., 2020). Perceived organizational support has likewise been identified as a significant antecedent of OCB in Indonesian healthcare contexts, operating through employees' sense of reciprocal obligation toward the organization (Maurice & Pattyranie, 2023). Incorporating these constructs into future extensions of this model may therefore improve its explanatory power beyond what is captured by commitment and motivation alone.

Discussion

Organizational Commitment affects OCB

Organizational commitment was found to have a significant positive effect on OCB, supporting H1. What this result points to is that as non-medical employees' loyalty and psychological attachment to RS Panti Wilasa "Dr. Cipto" Semarang grow stronger, so does their tendency to act voluntarily beyond what their job formally asks of them. Employees high in affective and normative commitment generally take organizational values to heart, which shows up in how they assist colleagues, sustain cooperation across units, and contribute proactively toward organizational goals (Justina et al., 2022). This also offers a plausible explanation for the conscientiousness gap noted earlier, that the attendance and punctuality

records collected by the hospital's HR department suggest that lower conscientiousness may co-occur with weaker organizational attachment, since conscientiousness is itself one of the behavioral facets that commitment is theorized to strengthen (Podsakoff et al., 2018). This is consistent with Winoto Tj and Tecolau (2022) and Sunaris et al. (2022), who demonstrated that organizational commitment positively influences OCB in healthcare organizational contexts.

Work Motivation affects OCB

Work motivation was found to significantly and positively affect OCB, supporting H2. Those with stronger motivational drive tended to show more initiative, more engagement, and more willingness to help colleagues beyond what their role formally called for. This is in line with Saputra et al. (2026), who similarly found that work motivation positively affects OCB within a comparable organizational setting. In the hospital setting studied, this can be observed in employees' eagerness to support service continuity and maintain harmonious working relationships across units. This pattern, again, plausibly connects to the attendance and punctuality indicators discussed above, since motivated staff are less likely to disengage from routine obligations.

Organizational Commitment affects Job Satisfaction

The strongest relationship in the model was found between organizational commitment and job satisfaction, supporting H3. This finding underscores that when non-medical employees feel psychologically attached to their organization, whether affectively, continuatively, or normatively, they perceive their work environment more favorably and report higher satisfaction. This lends further support to Justina et al. (2022), whose work also identified a significant link between organizational commitment and job satisfaction within a healthcare setting, and is further supported by Gunawan and Mayasari (2025), whose study focused specifically on non-medical hospital employees. Wartono and Harahap (2023) likewise reported a significant positive correlation between organizational commitment and job satisfaction, which strengthens the case for commitment as a basic predictor of how employees form work attitudes.

Work Motivation affects Job Satisfaction

Work motivation significantly and positively affected job satisfaction, supporting H4. Employees whose motivational needs are met in the workplace, particularly needs for growth, achievement, and positive social relationships, tend to experience greater satisfaction. This matches the motivational-theory premise that meeting employee needs fosters positive work attitudes (Robbins & Judge, 2019), a pattern also reported by Muchtadin and Chaerudin (2020) and by Suratri et al. (2020), who found that motivated employees in healthcare settings report higher job satisfaction. The implication for RS Panti Wilasa "Dr. Cipto" is that creating a work environment that supports professional development and interpersonal collaboration can directly enhance employee satisfaction.

Job Satisfaction affects OCB

Job satisfaction was found to have a significant positive effect on OCB, supporting H5. Employees who feel satisfied with their pay, supervision, promotion opportunities, coworkers, and the nature of their work are more likely to reciprocate with voluntary positive behaviors. Hamzah et al. (2025) and Bustami et al. (2024) reported similar evidence of job satisfaction significantly influencing OCB among healthcare staff, a pattern that fits the social exchange theory view, namely that satisfied employees feel inclined to give something back to the organization beyond what is formally required of them.

Job Satisfaction Mediates Organizational Commitment on Organizational Citizenship Behavior

Job satisfaction significantly mediated the relationship between organizational commitment and OCB, with partial mediation, supporting H6. Because both the direct and indirect paths were significant, organizational commitment appears to shape OCB along two simultaneous routes, a direct one and an indirect one operating through increased job satisfaction. This builds on Arifiani et al. (2024), who showed that organizational commitment affects job satisfaction, which in turn affects OCB, and matches Winoto Tj and Tecoalu (2022), who found this same mediating pattern within a healthcare context. The result also addresses the gap identified by Sunaris et al. (2022), whose study found non-significant mediation in a different organizational setting, which points to context as a factor that meaningfully shapes how strong this mediation pathway turns out to be.

Job Satisfaction Mediates Work Motivation on Organizational Citizenship Behavior

Job satisfaction was likewise found to partially mediate how work motivation affects OCB, in support of H7. This partial-mediation pattern points to work motivation affecting OCB along two routes at once, directly, and indirectly via the boost it gives to job satisfaction. Saputra et al. (2026) reported an identical partial mediation pattern in a comparable organizational context, reinforcing this finding. Because mediation in both H6 and H7 is partial rather than full, management at RS Panti Wilasa "Dr. Cipto" would do well to work on both fronts together, strengthening organizational commitment and work motivation directly, while also attending to job satisfaction as the mediating channel, if the goal is to maximize OCB among non-medical staff.

E. CONCLUSION

Taken together, the findings of this study show that organizational commitment and work motivation each significantly and positively predict job satisfaction and OCB among non-medical employees at RS Panti Wilasa "Dr. Cipto" Semarang, with support found for all seven hypotheses. Organizational commitment showed the strongest relationship with job satisfaction, underscoring the centrality of psychological attachment in shaping employee work attitudes. Job satisfaction was found to partially mediate both the commitment-OCB and

motivation-OCB relationships, indicating that these two antecedents affect OCB through a direct pathway as well as indirectly via job satisfaction. Taken as a whole, the model shows that organizational commitment, work motivation, and job satisfaction each make a meaningful and significant contribution to explaining OCB among non-medical hospital staff. From a theoretical standpoint, the contribution of this study lies in providing empirical evidence for the mediating function of job satisfaction within a non-medical hospital workforce, a population that has received comparatively little research attention relative to clinical staff. Practically, hospital management is advised to build organizational commitment through recognition, inclusive communication, and a culture of collaboration; enhance work motivation via professional development and a supportive work environment; and improve job satisfaction by addressing compensation fairness, supervisory quality, and career advancement. Subsequent studies could extend this model by testing leadership style, organizational culture, perceived organizational support, or organizational justice as additional predictors, and by examining whether these relationships hold among clinical staff or across multiple hospitals.

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