

# Analysis of Factors Related to Organizational Citizenship Behavior in Health Care Workers

Volume 6 No 2, Page 324-331

©The Author(s) 2026



Grace Tedy Tulak\*<sup>1</sup> , Yuhanah<sup>1</sup> , Iis Afrianty<sup>1</sup> , Harni Sartika Kamaruddin<sup>2</sup>   
Sihnith SAY<sup>3</sup> 

<sup>1</sup> Nursing Department, Sains and Technology Faculty, Universitas Sembilanbelas November Kolaka, Indonesia

<sup>2</sup> Department of Pharmacy, Sains and Technology Faculty, Universitas Sembilanbelas November Kolaka, Indonesia

<sup>3</sup> Hospital and Healthcare Administration, National Institute of Public Health, Phnom Penh, Cambodia

## Abstract

**Background:** Organizational Citizenship Behavior (OCB) is a choice behavior that is not part of an employee's formal work obligations. OCB is reflected in employees who help fellow employees with extra workloads and who comply with existing workplace regulations and policies. Many factors can shape OCB, including age, length of service, job satisfaction, and organizational commitment. This study aims to analyze factors related to organizational citizenship behavior.

**Methods:** The research design used in this study is descriptive-analytical with a cross-sectional study approach. The sampling method in this study was purposive, so the number of respondents was 108. The research instrument used was a questionnaire. The data was analyzed using univariate and bivariate Spearman's rho.

**Result:** There is a moderate positive correlation (0.42), indicating that older officers tend to show higher OCB, but the relationship is insignificant ( $p = 0.679$ ). There is a moderate positive correlation (0.42), indicating that officers with longer work experience are more involved in OCB, but the relationship is not statistically significant ( $p = 0.679$ ). The strong positive correlation (0.60) indicates that job satisfaction can create high OCB, and  $p = 0.001$  indicates a significant relationship. There is a low negative correlation (-0.203), indicating that high organizational commitment can reduce OCB;  $p = 0.042$  indicates a significant relationship.

**Conclusion:** Age and years of work experience do not have a significant relationship with OCB, whereas job satisfaction and organizational commitment do in health workers.

**Keywords:** Behavior, commitment, job, organization, satisfaction

## Article Info:

Received: 10 December, 2025

Revised: 02 February, 2026

Accepted: 04 May, 2026

## Correspondence Author:

Grace Tedy Tulak,  
Universitas Sembilanbelas  
November Kolaka, 93517

Email:

[gracelavianni@gmail.com](mailto:gracelavianni@gmail.com)

## How to Cite:

Tulak GT, Yuhanah, Afrianty I, Kamaruddin HS, SAY S. Analysis of Factors Related to Organizational Citizenship Behavior in Health Care Workers, 5(2), 324-331. <https://doi.org/10.53690/ihj.v6i01.707>



This is Work Licensed by:  
<https://creativecommons.org/licenses/by/4.0/>

## BACKGROUND

Public health is a primary concern for all countries. Efforts to improve the quality of health services encompass increasing public awareness, willingness, and capacity to maintain a healthy lifestyle in order to achieve the highest standards. Enhanced health quality is expected to positively influence the quality of human resources in the future. Consequently, public health requires attention from multiple stakeholders. One governmental initiative is the establishment of health service institutions, such as community health centers (1). The Toshiba Community Health Center in Kolaka Regency, Southeast Sulawesi, Indonesia, provides 24-hour emergency, outpatient, and inpatient services. Each month, Puskesmas Tosiba serves approximately 500 patients, indicating a rise in public awareness and utilization of health services (2).

The Ministry of Health seeks to improve public access to quality health services by strengthening service institutions that ensure the availability of comprehensive, high-quality, equitable health services. As public awareness of the importance of health services grows, demand for quality care will rise. This encourages health workers to continually improve their knowledge, skills, and work attitude to provide the best health services to the community. Every employee in an agency wants to achieve organizational goals, as well as the puskesmas. To achieve this, officers must adopt a voluntary attitude toward helping other officers complete the work that is piling up. Employee behavior helping other employees outside the job description is known as organizational citizenship behavior (3). The quality of work in an organization cannot be seen only from the number of employees who contribute to completing work well, but also from the number who take the initiative to complete work outside their responsibilities (4).

Organizational citizenship behavior is the attitude of individuals who voluntarily contribute extra roles to the organization and go beyond their job duties. Organizational citizenship behavior is manifested in five dimensions: altruism, conscientiousness, sportsmanship, politeness, and civic virtue (5). A meta-analysis of 55 studies shows that employee work attitudes, especially job satisfaction and organizational commitment, can better predict organizational citizenship behavior than dispositional variables (6). A study shows that job satisfaction positively influences organizational citizenship behavior. This means that as faculty employee satisfaction increases, organizational citizenship behavior will also increase (7).

Organizational citizenship behavior is closely related to organizational commitment. Employees who have high organizational commitment will not only fulfill their obligations, but also voluntarily engage in extra effort (8). Organizational commitment is one of the important factors contributing to the growth of organizational citizenship behavior (9). According to Griffin and Moorhead, organizational commitment is an attitude that reflects the extent to which an individual knows and is attached to their organization. Someone who joins the organization must be committed (10). Organizational commitment not only means passive loyalty but also the desire of employees to make a positive contribution to the organization (11). A study explains that organizational commitment and job satisfaction mediate between self-efficacy and organizational citizenship behavior. If employees are supported and promoted through proper engagement, organizational commitment, and job satisfaction, this will strengthen and stimulate organizational citizenship behavior, leading to a significant increase in productivity (12).

Based on the background and literature review above, this study aims to specifically analyze the relationships between age, length of service, job satisfaction, and organizational commitment and their association with organizational citizenship behavior among health workers at the Toshiba Health Center.

## **METHODS**

### ***Study Design***

A Descriptive, cross-sectional study design was employed this study. The study adhered to the Strengthening the Reporting of Observational Studies in Epidemiology (STROBE) for Cross-sectional.

### ***Sample/Participants***

The study population comprised permanent lecturers in functional positions, all of whom were included. The study population included all 155 health workers at the Toshiba Community Health Center. The sample size was calculated using Cochran formula for small population (13) as follows:  $n = n_0 + (n_0 - 1) / N$  and than 98 selected participants. Purposive sampling was used to select participants who met the inclusion criteria: willingness to participate, registration as health workers at the center, and availability during the study period. Health workers who were on leave or not on duty during data collection were excluded.

### ***Instruments***

The instrument used in this research is a questionnaire consisting of Organizational Citizenship Behavior, job satisfaction, and organizational commitment. The questionnaire is prepared as a checklist and uses 5 alternative answer choices: Very Suitable (score 4), Suitable (score 3), Neutral (score 2), Not Suitable (score 1), and Very Unsuitable (score 0). The job satisfaction questionnaire consists of 13 items: organizational commitment (6) items adopted from Meyer's 1993 research (14) and organizational citizenship behavior (15 items). The reliability of the job satisfaction questionnaire was tested, and the value of Cronbach's alpha coefficient was 0.93. All research instruments use a favorable questionnaire.

### ***Data Collection***

The study was conducted at the Toshiba Health Center from July to August 2024, a facility that offers emergency, outpatient, and inpatient services. Data collection was carried out primarily and secondarily. Primary data were collected through direct interviews with respondents, guided by the research questionnaire. Secondary data were obtained from the Toshiba Health Center on the number of health workers at the agency.

### ***Data Analysis***

Data processing is carried out in several stages, including: (1) Editing; Re-examine the completeness of the filling, readability of the writing, clarity of the meaning of the answers and suitability of the answers to each other, relevance of the answers and uniformity of the data, (2) Coding; Classify respondents' answers according to type by marking each answer with a certain code mark, (3) Tabulating; Group the data according to the research objectives and then enter it in the table that has been prepared, (4) Entry; Data assessment by giving scores to questions. Analysis is carried out after the data are collected and presented in a frequency distribution table that includes respondent characteristics, job satisfaction, organizational commitment, and Organizational Citizenship Behavior. The bivariate analysis in this study used Spearman's rho in SPSS 27.0 for Windows to test the relationship between two variables. The significance level was considered  $P < 0.05$ .

### ***Ethical Consideration***

This research was conducted in accordance with ethical principles, including respect for human dignity, privacy and confidentiality, justice, inclusiveness, and the balancing of harms and benefits. This research was conducted in accordance with ethical principles, including respect for human dignity,

privacy and confidentiality, justice, inclusiveness, and the balancing of harms and benefits. This research received ethical approval from the Ethical Commission for Health Research (113/KEPK-IAKMI/VIII/2023, 27 August 2023). All respondents signed a consent form and were informed of all research procedures. The research team assured them of confidentiality and allowed them to withdraw at any stage of the study.

## RESULT AND DISCUSSION

### *Background Information of the Study Participants*

Among the 108 health workers, 17 (69,4%) were Male, and 91 (84,3%) were Female. The majority of participants 65 (60,2%) were age 26-35 years old. Most Participants 75 (69,4%) were is Diploma education, and more than participants experiences 1-5 lenght of service 71 (65,7%) (Table 1).

**Table 1.** Background Information of the Study Participants ( n=108)

Characteristics	n (135)	% (100)
Age (years)		
17-25	28	25,9
26-35	65	60,2
36-45	12	11,1
46-55	3	2,8
Gender		
Male	17	15,7
Female	91	84,3
Education		
Diploma	75	69,4
Associate	4	3,7
Bacelor	29	26,9
Length of service (years)		
1-5	71	65,7
6-10	24	22,2
11-15	6	5,6
16-20	5	4,6
>20	2	1,9

In this study, more participants 45 (41,7%) job satisfaction is High, and more is high organization commitment 77 (71,3%) and High Organizational citizenship 75 (69,4%) (Table 2).

**Table 2.** Job Satisfaction, Organizational Commitment, and Organizational Citizenship Behavior of Health Workers

Variables	n (108)	% (100)
Job Satisfaction		
Low	41	38,0
High	45	41,7
Very High	22	20,4
Organizational commitment		
High	77	71,3
Sufficent	31	28,7
Organizational Citizenship Behavior		
Low	2	1,9
High	75	69,4
Very High	31	28,7

The secondary analysis was conducted by correlation age, length of working, job satisfaction, commitment, organizational, and OCB. Spearman's rho Test in SPSS 27.0. The significance level was considered  $P < 0.05$  (Table 3).

**Table 3.** Correlation age, length of working, job satisfaction, commitment, organizational, and OCB

Variables	spearman	<i>p-value</i>
Age	0,42	0,679
Length of service	0,42	0,679
Job Satisfaction	0,620**	0,001
Commitment organizational	-0,230*	0,042

*Spearman test; Age P-Value (0,42); Length of Work P-Value (0,42); JSP-Value (0,620); CO P-Value (-0,230)*

## DISCUSSION

A moderate positive correlation (0.42) suggests that older officers may demonstrate higher levels of Organizational Citizenship Behavior (OCB), potentially due to increased experience and emotional maturity. However, studies indicate that both younger (under 35 years) and older (over 55 years) employees tend to exhibit lower OCB compared to other age groups (15,16). The observed p-value of 0.679 ( $p > 0.05$ ) demonstrates that this relationship is not statistically significant. According to career development theory, age is associated with the accumulation of knowledge and intrinsic motivation, which can enhance OCB, such as assisting or supporting colleagues. In the present study, the relatively low average age and potential confounding factors, such as organizational culture, may contribute to the lack of significance. These findings align with research suggesting that demographic factors do not directly affect OCB, thereby limiting the effectiveness of demographic-specific organizational strategies (17). LePine reported an even weaker association between age and OCB, indicating that age is not a robust predictor across different contexts. Existing evidence supports the view that age does not have a direct relationship with OCB; rather, age may serve as a moderating variable that influences the relationship between OCB and other factors (18). The effect of age on OCB appears to depend on workload and sector. Some research suggests that both age and work experience impact OCB, with employees possessing less work experience more likely to display OCB than those with longer tenure (19).

The moderate positive correlation (0.42) and a p-value of 0.679 ( $p > 0.05$ ) suggest that officers with longer work experience may engage more in OCB, although this relationship is not statistically significant. Length of service is commonly associated with organizational acculturation, as officers with longer tenure are typically more familiar with organizational norms and may demonstrate greater participation and responsibility. However, high workloads may mitigate this effect. Previous studies have reported similar correlations (0.3-0.5), but excessive workload has been shown to eliminate the relationship between length of service and OCB. Additional research supports the finding that work length does not significantly influence OCB. For example, nurses consistently exhibit high levels of OCB regardless of their length of service (20).

A strong positive correlation ( $r = 0.60$ ) and a p-value of 0.001 indicate a significant association between job satisfaction and OCB among healthcare workers. Job satisfaction encompasses the benefits and emotions employees experience regarding their work, reflecting their attitudes and feelings toward their roles (21). A meta-analysis of 55 studies demonstrates that job satisfaction is a stronger predictor of OCB than dispositional variables. Numerous studies support the positive relationship between job satisfaction and OCB, with satisfied employees more likely to engage in positive organizational behaviors. The present study confirms this relationship ( $p = 0.001$ ), indicating that higher job

satisfaction is associated with greater OCB among health workers. These findings are consistent with previous research showing that job satisfaction significantly and positively predicts OCB (22,23). Furthermore, job satisfaction serves as a mediator between transformational leadership and OCB, and increasing job satisfaction can enhance the positive effects of social network centrality on OCB (24). Ideally, employees should voluntarily undertake additional tasks or exceed their formal responsibilities to achieve organizational objectives. Factors such as transformational leadership, job satisfaction, and organizational commitment contribute to increased OCB, which is integral to the organization's reciprocal exchange process (25).

A low negative correlation (-0.203) suggests that higher organizational commitment may be associated with reduced OCB. The p-value of 0.042 indicates a statistically significant relationship between organizational commitment and OCB. Organizational commitment is defined as an employee's loyalty and dedication to the organization, as well as their willingness to remain a part of it (26). Employees with strong organizational commitment are generally expected to contribute to organizational advancement because they trust the workplace (27). However, the results also indicate no significant relationship between organizational commitment and OCB ( $p = 0.077$ ), suggesting that high organizational commitment does not necessarily lead to higher OCB. In this study, 2 respondents (1.9%) demonstrated sufficient organizational commitment but low levels of OCB.

The findings of this study contrast with research indicating that organizational commitment positively influences OCB. While some studies suggest that employees with strong organizational commitment will actively contribute to organizational progress, the present results align with research showing that organizational commitment does not significantly predict OCB among Civil Servants of the Sports Coach Formation in the Bali Provincial Government. This suggests that high organizational commitment does not always result in increased OCB (28). One possible explanation is that health workers' primary responsibilities already include advancing organizational interests, which may not necessarily translate into additional OCB.

## **CONCLUSION**

Age and years of work experience do not have a significant relationship with OCB, whereas job satisfaction and organizational commitment do among health workers.

## **ACKNOWLEDGEMENTS**

We would like to thank Universitas Sembilan Belas November Kolaka for facilitating the implementation of this research.

## **AUTHOR'S CONTRIBUTION STATEMENT**

GTT: Conceptualization, Writing-Original Draft, Review & Editing. Y, HSK: Conceptualization, Methodology, Manuscript review. SS: Supervision. GTT: Formal analysis, Writing-Original draft, Manuscript review.

## **CONFLICTS OF INTEREST**

No. conflict of interest to declare in the study

## **DECLARATION OF GENERATIVE AI AND AI-ASSISTED TECHNOLOGIES IN THE WRITING PROCESS**

No AI tools

## FUNDING

The research was conducted independently by a research team without funding from the institution.

## REFERENCES

1. Yudha AP, Rahayu D, Masra F, Adyas A. Analysis of Behavioral Factors on The Compliance of the Use of Personal Protective Equipment in Officers During the COVID-19 Pandemic. *An Idea Heal J.* 2023;3(01):27–34. doi:10.53690/ihj.v3i01.134
2. Oubibi M, Fute A, Xiao W, Sun B, Zhou Y. Perceived Organizational Support and Career Satisfaction among Chinese Teachers: The Mediation Effects of Job Crafting and Work Engagement during COVID-19. *Sustain.* 2022;14(2):623. doi:10.3390/su14020623
3. Firmansyah A, Junaedi IWR, Kistyanto A, Azzuhri M. The effect of perceived organizational support on organizational citizenship behavior and organizational commitment in public health center during the COVID-19 pandemic. *Front Psychol.* 2022;13:938815. doi:10.3389/fpsyg.2022.938815. PMID:35978779
4. Prasetya RY, Nawangsari LC. The Influence of Leadership Style, Organizational Culture, and Work Motivation on Organizational Citizenship Behavior for Environment (OCBE) of the Directorate General of Fiscal Balance's Employees. *Int J Innov Sci Res Technol.* 2019;4(12):641–7.
5. Podsakoff PM, MacKenzie SB. Impact of Organizational Citizenship Behavior on Organizational Performance: A Review and Suggestion for Future Research. *Hum Perform.* 1997;10(2):133–51. doi:10.1207/s15327043hup1002\_5
6. Organ Dw, Ryan K. A Meta-Analytic Review Of Attitudinal and Dispositional Predictors Of Organizational Citizenship Behavior. *Pers Psychol.* 1995;48(4):775–802. doi:10.1111/j.1744-6570.1995.tb01781.x
7. Salehi M, Gholtash A. The relationship between job satisfaction, job burnout and organizational commitment with the organizational citizenship behavior among members of faculty in the Islamic Azad University –first district branches, in order to provide the appropriate model. *Procedia - Soc Behav Sci.* 2011;15:306–10. doi:10.1016/J.SBSPRO.2011.03.091
8. Organ DW. Organizational Citizenship Behavior: The Good Soldier Syndrome. 1988;294–8. doi:10.2307/2393071
9. Lepine JA, Erez A, Johnson DE. The nature and dimensionality of organizational citizenship behavior: a critical review and meta-analysis. *J Appl Psychol.* 2002 Feb;87(1):52–65. doi:10.1037/0021-9010.87.1.52. PMID:11916216
10. Risnawati, Hasanuddin R. The Analysis of Nurses' Happiness Levels using the Oxford Happiness Questionnaire. *An Idea Heal J.* 2024;5(01):85–90. doi:10.53690/ihj.v5i01.405
11. Na-nan K, Kanthong S, Joungrakul J. An Empirical Study on the Model of Self-Efficacy and Organizational Citizenship Behavior Transmitted through Employee Engagement, Organizational Commitment, and Job Satisfaction in the Thai Automobile Parts Manufacturing Industry. 2021; doi:10.3390/joitmc7030170
12. Griffin RW, Moorhead, G. *Organizational Behavior: Managing People and Organizations.* Canada: Nelson Education, Ltd.; 2010.
13. Cochran WG. *Sampling Techniques.* 3 Rd Edition ed. New York: John Wiley & Sons; 1977.
14. Meyer JP, Allen NJ, Smith CA. Commitment to Organizations and Occupations: Extension and Test of a Three-Component Conceptualization. *J Appl Psychol.* 1993;78(4):538–51. doi:10.1037/0021-9010.78.4.538
15. Sattar ZA, Sajjad S, Sattar MZ. Organizational Citizenship Behavior of Secondary School Teachers: A Case of District Quetta, Balochistan. *Acad Educ Soc Sci Rev.* 2023;3(3):222–234.. doi:10.48112/aessr.v3i3.496
16. Varma PM, Kapate K. A Study on Effect of Age Diversity on Organizations Citizenship Behaviour. *UGC CARE J.* 2022;47(02):14–23. doi:10.2139/ssrn.4240294.
17. Khantwal S. The Moderating Effect of Age, Gender, And Experience in the Impact of Emotional Intelligence on OCB. 2026;2026(1):149–65. doi:10.52783/ijept.138

18. Hasanati N, Anisa S. The Role of Gratitude for Organizational Citizenship Behavior (OCB) in Employees. *Anal J Magister Psikol UMA*. 2023;15(1):11–21. doi:10.31289/analitika.v15i1.8391
19. Ahad A Al, Khan MR. Exploring the Mediating Effect of Demographic Attributes on the Relationship between Employee Engagement and Organizational Citizenship Behavior. *Int J Manag Sustain*. 2020;9:11–23. doi:10.18488/journal.11.2020.91.11.23
20. Sidin AI, Thamrin Y, Mahmudah R. Pengaruh Lama Kerja terhadap Tingkat Organizational Citizenship Behavior (OCB) Perawat Suku Bugis di Instalasi Rawat Inap Rumah Sakit Labuang Baji. *Media Kesehat Masy Indones*. 2019;15(3):220–227. doi:10.30597/mkmi.v15i3.6164
21. Newstrom JW. *Organizational Behavior: Human Behavior at Work*. New York: McGraw-Hill/Irwin; 2007.
22. Idris, AS N, Soetjipto BE, Supriyanto AS. Predicting factors of organizational citizenship behavior in Indonesian nurses. *Heliyon*. 2021;7(August). doi:10.1016/j.heliyon.2021.e08652
23. Praditya RA. The Influence of Job Satisfaction and Transformational Leadership on Organizational Citizenship Behavior with Job Loyalty as a Mediating Variable. *J Ind Eng Manag Res*. 2023;4(6):65–73. doi:10.7777/jiemar
24. Liu Z, Chen C, Cui H, Hu Y. The relationship between nurses' social network degree centrality and organizational citizenship behavior: The multiple mediating effects of job satisfaction and work engagement. *Heliyon*. 2023 Sep;9(9):e19612. doi:10.1016/j.heliyon.2023.e19612 PMID:37809850
25. Purwanto A, Purba JT, Bernarto I, Sijabat R. Effect of transformational leadership, job satisfaction, and organizational commitment on organizational citizenship behavior. *INOVBIZ*. 2021;9:61–9.
26. Haque A, Uddin M, Easmin R, Sohel S. Job Satisfaction and Citizenship Behavior: A Mediating Effect of Organizational Commitment. *Organizacija*. 2019;52:236–49. doi:10.2478/orga-2019-0015
27. Kazemipour F, Mohamad Amin S, Pourseidi B. Relationship between workplace spirituality and organizational citizenship behavior among nurses through mediation of affective organizational commitment. *J Nurs Scholarsh an Off Publ Sigma Theta Tau Int Honor Soc Nurs*. 2012 Sep;44(3):302–10. doi:10.1111/j.1547-5069.2012.01456.x. PMID:22804973
28. Pramesty I, Sudja N, Yuesti A. The Effect Of Leadership And Organizational Commitment To Organizational Citizenship Behavior And Work Achievement. *Sci Res J*. 2020;8:125–33. doi:0.31364/SCIRJ/v8.i8.2020.P0820800