

Research Article

The Influence of Organizational Commitment and Work Motivation on Organizational Citizenship Behavior among Civil Servants at UPTD Puskesmas Serasan, Natuna Regency

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ABSTRACT

This study aims to analyze the influence of organizational commitment and work motivation on Organizational Citizenship Behavior (OCB) among civil servants at UPTD Puskesmas Serasan, Natuna Regency. The study employed a quantitative approach using a saturated sampling technique involving 38 respondents. Data were analyzed using multiple linear regression. The results indicate that, simultaneously, organizational commitment and work motivation have a positive and significant effect on Organizational Citizenship Behavior (OCB). Partially, organizational commitment has a positive and significant effect on Organizational Citizenship Behavior, while work motivation does not have a significant effect on Organizational Citizenship Behavior. These findings suggest that extra-role behavior among civil servants at UPTD Puskesmas Serasan is more strongly influenced by organizational commitment than by work motivation. This study implies that strengthening organizational commitment is a key factor in encouraging Organizational Citizenship Behavior, particularly in healthcare institutions located in island and border areas. Future research is recommended to incorporate additional variables, such as leadership style and organizational support, to provide a more comprehensive understanding of the factors influencing Organizational Citizenship Behavior.

Keywords: Organizational Commitment, Work Motivation, Organizational Citizenship Behavior

1. INTRODUCTION

Human resources (HR) are a key factor in the sustainability and success of an organization. Organizational success is not determined solely by systems and technology, but also by the capabilities and commitment of individuals who carry out organizational activities. Effective human resource management is an essential prerequisite to ensure that organizational objectives can be achieved efficiently and sustainably (Rahmawati & Ahmadia, 2025). In the public service sector, particularly in healthcare, the role of human resources becomes increasingly critical because service quality is highly dependent on the performance and behavior of personnel who are directly involved in serving the community. Human resources are regarded as a strategic organizational asset due to their role in maintaining and improving service effectiveness and performance (Yunika & Ahmadia, 2025). In accordance with Regulation of the Minister of Health of the Republic of Indonesia Number 43 of 2019, Community Health Centers (Puskesmas) function as primary healthcare facilities that provide public and individual health services with a focus on promotive and preventive efforts.

Natuna Regency has fifteen Puskesmas distributed across several districts, one of which is UPTD Puskesmas Serasan. This health center serves as the main healthcare provider for the community of Serasan District, which is located in the southernmost part of Natuna Regency, Riau Islands Province, and directly borders the South China Sea and Malaysian waters (Kuching, Sarawak). The Serasan area covers approximately 226.58 km², most of which consists of marine waters. Its geographical condition as an island region causes transportation access to rely heavily on sea routes, which are frequently disrupted by high waves during certain seasons. With a population of approximately 5,133 people—most of whom work as fishermen and seaweed farmers the presence of Puskesmas Serasan plays a vital role in maintaining public health in this border area.

Over the past three years, the service workload at Puskesmas Serasan has increased significantly. The number of outpatient visits was recorded at 4,270 patients in 2022, increased to 4,280 patients in 2023, and rose sharply to 5,033 patients in 2024 (UPTD Puskesmas Serasan, 2025). A similar trend was observed in inpatient services, which increased from 155 patients in 2022 to 246 patients in 2023, and further to 288 patients in 2024 (UPTD Puskesmas Serasan, 2025). This growing demand for services has not been fully matched by the availability of human resources. In 2025, UPTD

Puskesmas Serasan employed 66 staff members, consisting of 39 civil servants (ASN) and 27 non-civil servants. The number of civil servants includes the Head of the UPTD; however, this study involved 38 civil servants as respondents because the Head of the UPTD was excluded from the questionnaire survey. Although services operate according to official working hours and the emergency unit runs 24 hours a day, the workload remains high, particularly in cross-service units and infectious disease control.

Staffing issues continue to be a major challenge. In 2024, the required number of healthcare and administrative personnel reached 27 positions, yet only 15 positions were filled, resulting in a shortage of 12 employees in several strategic roles such as doctors, midwives, pharmacists, health promotion officers, and administrative staff (UPTD Puskesmas Serasan, 2025). This condition increases work pressure on existing employees. In addition, attendance data show fluctuating absenteeism rates, amounting to 5.10% in 2022, decreasing to 3.68% in 2023, and rising again to 6.02% in 2024 (UPTD Puskesmas Serasan, 2025). The absenteeism rate is calculated using the absenteeism formula, which compares the total number of absent working days to the total number of working days in a month multiplied by 100 percent (Hasibuan, 2020). The increase in absenteeism rates indicates a potential decline in employee discipline and organizational commitment.

Employee performance evaluations at UPTD Puskesmas Serasan, conducted in accordance with Government Regulation Number 30 of 2019 and Minister of Administrative and Bureaucratic Reform Regulation Number 6 of 2022, show that employee performance during the 2022–2024 period consistently fell within the “Good” or “Meets Expectations” category. The Community Satisfaction Index (IKM) also remained in the “Very Good” category, despite a gradual decline in scores from year to year (UPTD Puskesmas Serasan, 2025). These conditions indicate that service quality has been maintained; however, the sustainability of such performance is highly dependent on employees’ attitudes and behavior in carrying out their duties.

Organizational commitment reflects employees’ emotional attachment and willingness to remain part of the organization while contributing to the achievement of its goals (Binar et al., 2021). Organizational commitment is also related to the extent to which employees accept organizational values, are willing to exert optimal effort, and desire to maintain their membership in the organization. Khan et al. (2021) explain that organizational commitment consists of value, effort, and continuance dimensions that function to maintain stability and continuity of employee performance. In dynamic and high-pressure work environments, organizational commitment becomes an essential foundation for sustaining consistent work behavior, particularly in the public service sector (Sunny & Yajurved, 2022).

In addition to organizational commitment, work motivation is an important factor influencing employee behavior and performance. Work motivation can be understood as internal and external drives that affect individuals’ enthusiasm, persistence, and willingness to perform their job duties. Mangkunegara (2021) states that work motivation serves as a primary driving force that enables individuals to work optimally and responsibly. Work motivation may also originate from external factors such as rewards, incentives, and recognition of performance, as explained by Bambang et al. (2020). On the other hand, intrinsic motivation arises from individuals’ internal drives to achieve personal satisfaction and organizational goals, which in turn influence employees’ attitudes and work behavior (Ananda et al., 2023).

Beyond formal performance outlined in job descriptions, organizations also require extra-role behavior known as Organizational Citizenship Behavior (OCB). OCB refers to voluntary behaviors performed by employees to support organizational effectiveness, even though such behaviors are not explicitly included in formal performance appraisal systems (Munir, 2020). These behaviors include helping colleagues, maintaining a harmonious work environment, and actively participating in organizational activities. Setyowati & Puspitadewi (2023) emphasize that OCB plays an important role in improving work efficiency and strengthening teamwork. This view is consistent with Massoudi et al. (2020), who argue that OCB fosters positive working relationships and supports the achievement of organizational objectives.

Numerous studies indicate that OCB is influenced by various factors, including job satisfaction, organizational commitment, leadership style, trust in leadership, and work motivation (Hamsani, 2020). Employees who demonstrate high organizational commitment tend to exhibit extra-role behavior as a form of moral responsibility and loyalty. However, empirical findings regarding the influence of work motivation on OCB remain mixed. Differences in organizational context, job characteristics, and work environment conditions are believed to contribute to these inconsistencies, particularly in public sector organizations operating in remote areas with limited resources.

Based on these conditions, a research gap remains regarding the extent to which organizational commitment and work motivation contribute to the formation of Organizational Citizenship Behavior among civil servants working in primary healthcare facilities located in island and border regions. Therefore, the research question in this study is whether organizational commitment and work motivation influence Organizational Citizenship Behavior among civil servants at UPTD Puskesmas Serasan, Natuna Regency. In line with this research question, the objective of this study is to analyze the influence of organizational commitment and work motivation on Organizational Citizenship Behavior among civil servants at UPTD Puskesmas Serasan, Natuna Regency.

2. RESEARCH METHOD

Type of Research

This study employed a quantitative approach using a survey method, aiming to examine the influence of organizational commitment and work motivation on Organizational Citizenship Behavior (OCB) among Civil Servants at Puskesmas Serasan, Natuna Regency. The quantitative approach was chosen because this research seeks to explain the relationship between variables through numerical measurement and statistical analysis.

Data Collection Technique

The data used in this study consisted of primary and secondary data. According to Siregar (2018), primary data are those collected directly by the researcher from the original source. Primary data were obtained through interviews and questionnaires. Interviews were conducted with the Head of UPTD Puskesmas Serasan to obtain information related to organizational structure and employee work conditions. Meanwhile, questionnaires were distributed to all civil servants who became the study's respondents. As stated by Sugiyono (2013), a questionnaire is a data collection technique by providing a set of written questions to respondents to be answered independently. Secondary data were obtained from internal documents of Puskesmas Serasan, such as data on the number of employees by department, absenteeism rates, and performance scores. This aligns with Siregar (2018), who defines secondary data as data published or used by organizations other than those processing them.

Population and Sample

According to Sugiyono (2013), a population is a generalization area consisting of objects or subjects that possess certain characteristics determined by the researcher to be studied and concluded upon. The population of this study comprised all civil servants (ASN) working at UPTD Puskesmas Serasan in 2025, totaling 39 employees including the Head of UPTD. However, the Head of UPTD was excluded from the respondents due to their managerial position, resulting in 38 ASN included as research respondents. The sampling technique used was saturated sampling, where all members of the population are included as respondents. As stated by Sugiyono (2013), saturated sampling is applied when the population is relatively small, and all members are taken as samples. Therefore, the total number of respondents in this study was 38 individuals.

Research Variables & Measurement Scale

According to Sugiyono (2013), research variables are everything determined by the researcher to be studied in order to obtain information and draw conclusions. This study consisted of two independent variables and one dependent variable. The independent variables were organizational commitment (X_1) and work motivation (X_2), while the dependent variable was Organizational Citizenship Behavior (Y). The measurement used was the Likert Scale, which, as explained by Siregar (2018), measures a person's attitudes, opinions, and perceptions toward a social phenomenon. The scale consisted of five response options, ranging from Strongly Disagree (1) to Strongly Agree (5).

Data Analysis Technique

Data were analyzed using a quantitative approach with the assistance of IBM SPSS Statistics version 25. Prior to hypothesis testing, validity and reliability tests were conducted to ensure the suitability of each questionnaire item as a measurement instrument. The validity test employed the product-moment correlation technique, while the reliability test used Cronbach's Alpha, with the instrument considered reliable if $\alpha > 0.6$ (Siregar, 2018). Furthermore, several classical assumption tests were carried out, including the normality test, linearity test, and multicollinearity test. The Kolmogorov-Smirnov method was used to test data normality (Purnomo, 2016), while the Test for Linearity was applied to determine whether the relationship between independent and dependent variables was linear (Purnomo, 2016). The multicollinearity test was conducted to ensure no strong correlation existed among independent variables, with criteria of Tolerance > 0.10 and VIF < 10 (Ghozali, 2018). The main analysis used multiple linear regression to measure the influence of organizational commitment (X_1) and work motivation (X_2) on Organizational Citizenship Behavior (Y). The regression equation applied was $Y = a + b_1X_1 + b_2X_2$, where a is the constant, and b_1 and b_2 are regression coefficients (Siregar, 2018). Additionally, the correlation coefficient (R) was analyzed to determine the strength of the relationship among variables, and the coefficient of determination (R^2) was used to measure the contribution of independent variables to the dependent variable (Siregar, 2018). Hypothesis testing was conducted using the F-test to assess the simultaneous influence of independent variables and the t-test to examine the partial effects of each variable at a significance level of $\alpha = 0.05$ (Siregar, 2018). The analysis results served as the basis for concluding the relationships and effects among the variables studied.

Table 1. Variable Indicators

Variable	Indicators	Source
Organizational Commitment	Affective Commitment	Robbins & Judge (2007)
	Normative Commitment	
	Continuance Commitment	
Work Motivation	Health and Well-Being	Pebrian (2019)
	Intrinsic Motivation	
	Extrinsic Motivation	
Organizational Citizenship Behavior	Altruism	Syamsudin (2022)
	Courtesy	
	Sportsmanship	
	Voice	
	Civic Virtue	
	Boosterism	

3. RESULTS AND DISCUSSION

3.1 Test Research Instruments

3.1.1 Validity Test

After the questionnaires were collected from respondents, the validity test is conducted to assess the accuracy of the instrument in measuring the intended variables. The validity test results for each variable are shown in [Table 2](#).

Table 2. Validity Test Results

Variable	Indicators	r value	r table	Description
Organizational Commitment (X1)	X1.1	0.400	0.320	Valid
	X1.2	0.499		
	X1.3	0.403		
	X1.4	0.463		
	X1.5	0.321		
	X1.6	0.453		
	X1.7	0.331		
	X1.8	0.471		
	X1.9	0.360		
Work Motivation (X2)	X2.1	0.603	0.320	Valid
	X2.2	0.353		
	X2.3	0.376		
	X2.4	0.368		
	X2.5	0.382		
	X2.6	0.355		
	X2.7	0.343		
	X2.8	0.335		
Organizational Citizenship Behavior (Y)	Y.1	0.455	0.320	Valid
	Y.2	0.513		
	Y.3	0.430		
	Y.4	0.465		
	Y.5	0.545		
	Y.6	0.416		
	Y.7	0.466		
	Y.8	0.335		
	Y.9	0.366		
	Y.10	0.411		
	Y.11	0.392		
	Y.12	0.368		

Source: SPSS Output, 2025

[Table 2](#) shows that the r calculated values for all statements are greater than the r table values. Therefore, it can be concluded that all statements are valid.

3.1.2 Reliability Test

The reliability test is used to assess the consistency of measurement tools in research. The test is conducted using Cronbach's Alpha technique to ensure the reliability of the instrument. The results of the reliability test for each variable are shown in [Table 3](#).

Table 3. Reliability Test Results

Variable	Cronbach's Alpha	Description
Organizational Commitment (X1)	0.712	Reliable
Work Motivation (X2)	0.667	
Organizational Citizenship Behavior (Y)	0.622	

Source: SPSS Output, 2025

[Table 3](#) shows that all variables have a Cronbach's Alpha value > 0.60 , which means that all variables can be considered reliable.

3.2 Classic Assumption Test

3.2.1 Normality Test

The normality test aims to determine whether the data in the study is normally distributed. The test is to be conducted using the Kolmogorov-Smirnov method, and the results are shown in [Table 4](#).

Table 4. Tests of Normality

	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
X1	0,122	38	0,167	0,973	38	0,470
X2	0,070	38	.200	0,986	38	0,916
Y	0,134	38	0,081	0,970	38	0,385

Source: SPSS Output, 2025

[Table 4](#) shows the results of the normality test, with the Kolmogorov-Smirnov significance values for each variable being X1 at 0.167, X2 at 0.200, and Y at 0.081. Meanwhile, the Shapiro-Wilk significance values for variable X1 are 0.470, X2 is 0.916, and Y is 0.385. All significance values are greater than 0.05, so it can be concluded that the data on the three variables are normally distributed. These results indicate that the normality assumption is met, so the research data is suitable for further analysis using parametric statistical techniques, namely multiple linear regression.

3.2.2 Linearity Test

The linearity test is to be conducted to ensure the suitability of the model used in the study. The results of the linearity test for each variable are shown in [Table 5](#).

Table 5. Result of Linearity

Variable	Deviation from Linearity	Description
Organizational Citizenship Behavior * Organizational Commitment	0.241	Linear
Organizational Citizenship Behavior * Work Motivation	0.723	

Source: SPSS Output, 2025

[Table 5](#) shows the results of the linearity test between variables X1, X2 and Y, indicating a significance value of deviation from linearity > 0.05 . This means that there is no significant deviation from the linear relationship, so it can be concluded that the relationship between the variables is linear. Thus, the assumption of linearity is fulfilled.

3.2.3 Multicollinearity Test

The multicollinearity test is conducted to identify correlations between independent variables. The model is considered free of multicollinearity if the tolerance value is > 0.10 or $VIF < 10$. The results of the multicollinearity test are shown in [Table 6](#).

Table 6. Multicollinearity Test Results

Variable	Tolerance	VIF
Organizational Commitment	.725	1.380
Work Motivation	.725	1.380

Dependent Variable: Organizational Citizenship Behavior

Source: SPSS Output, 2025

Table 6 shows that the results of the multicollinearity test indicate that the Tolerance values for variables X1 and X2 are 0.725 (> 0.10), while the VIF values are 1.380 (< 10), respectively. Thus, it can be concluded that there are no symptoms of multicollinearity between the independent variables in this regression model, so the model is suitable for further analysis.

3.3 Multiple Linear Regression Analysis

Multiple linear regression analysis is to be conducted to measure the influence of independent variables on dependent variables based on data from 38 respondents. The results of the analysis are shown in **Table 7**.

Table 7. Multiple Linear Regression Analysis Results

Research Variable	Coefficients	T Statistic	Significance Value
(Constant)	3.107	14.568	.000
Organizational Commitment	.024	5.600	.000
Work Motivation	-.002	-.264	.793

Dependent Variable: Organizational Citizenship Behavior

Source: SPSS Output, 2025

Table 7 shows the following equation:

$$Y = 3.107 + 0.024 (X_1) - 0.002 (X_2)$$

The **equation** can be explained as follows:

- The constant (a) of 3.107 indicates that when Organizational Commitment (X_1) and Work Motivation (X_2) are assumed to be zero, the value of Organizational Citizenship Behavior (Y) is 3.107.
- The regression coefficient of Organizational Commitment ($b_1 = 0.024$) indicates that for every one-unit increase in organizational commitment, Organizational Citizenship Behavior (OCB) is predicted to increase by 0.024 units, assuming other variables remain constant.
- The regression coefficient of Work Motivation ($b_2 = -0.002$) indicates a negative relationship, meaning that for every one-unit increase in work motivation, Organizational Citizenship Behavior (OCB) is predicted to decrease by 0.002 units, assuming other variables remain constant.

3.4 Correlation Coefficient Analysis (R)

The correlation analysis is used to test the relationship between variables in the sample as a basis for testing associative hypotheses. The results of the correlation coefficient test are shown in **Table 8**.

Table 8. Correlation Coefficient Test Results (R)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.735 ^a	.541	.515	.07283

Predictors: (Constant), Work Motivation, Organizational Commitment

Dependent Variable: Organizational Citizenship Behavior

Source: SPSS Output, 2025

Table 8 shows that the correlation coefficient or R value is 0.735. This value indicates that the relationship between variables X1 and X2 with Y is strong because the value is in the interval 0.60–0.799.

3.5 Analysis of the Coefficient of Determination R^2

Table 8 shows the results of the coefficient of determination (R^2) test, which indicates that the R Square value is 0.541, meaning that 54.1% of the variation in variable Y can be explained by variables X1 and X2. Meanwhile, the remaining 45.9% is explained by other factors not included in this research model.

3.6 Simultaneous Test (F Test)

The simultaneous test (F-test) is used to determine the combined influence of independent variables on dependent variables. The test results are shown in **Table 9**.

Table 9. Simultaneous Test Results (F Test)

Model	Sum of Squares	Mean Square	F	Significance
Regression	.219	.109	20.615	.000 ^b
Residual	.186	.005		

Dependent Variable: Organizational Citizenship Behavior
Predictors: (Constant), Work Motivation, Organizational Commitment

Source: SPSS Output, 2025

Table 9 shows the F test results, indicating that the calculated F value is 20.615 with a significance of < 0.001 (< 0.05). This means that the regression model constructed is valid for use, and simultaneously the independent variables (X1 and X2) have a significant influence on the dependent variable (Y). Thus, it can be concluded that the regression model used in this study has a good ability to explain the variation in variable Y.

3.7 Partial Test (t Test)

The partial test (t-test) is conducted to determine the influence of each independent variable, namely Organizational Commitment and Work Motivation, on the dependent variable Organizational Citizenship Behavior. The test results are shown in **Table 10**.

Table 10. Partial Test Results (t Test)

Research Variable	Coefficients	t Statistic	Significance Value
(Constant)	3.107	14.568	.000
Organizational Commitment	.024	5.600	.000
Work Motivation	-.002	-.264	.793

Dependent Variable: Organizational Citizenship Behavior

Source: SPSS Output, 2025

Based on the data in **Table 10**, the results of the partial regression analysis are as follows:

- The influence of Organizational Commitment (X₁) on Organizational Citizenship Behavior (Y) shows a regression coefficient value of 0.024, with a t-value of 5.600 and a significance level of 0.000 (< 0.05), indicating that organizational commitment has a positive and significant effect on Organizational Citizenship Behavior (OCB).
- The influence of Work Motivation (X₂) on Organizational Citizenship Behavior (Y) shows a regression coefficient value of -0.002 , with a t-value of -0.264 and a significance level of 0.793 (> 0.05), indicating that work motivation does not have a significant effect on Organizational Citizenship Behavior (OCB).

3.8 Discussion

The Influence of Organizational Commitment on Organizational Citizenship Behavior (OCB)

The results of the study indicate that organizational commitment has a positive and significant influence on Organizational Citizenship Behavior (OCB) among civil servants at UPTD Puskesmas Serasan. These findings suggest that employees who possess strong emotional attachment, loyalty to the institution, and a willingness to remain part of the organization tend to display extra-role behaviors that support organizational effectiveness. A high level of organizational commitment encourages employees not only to fulfill their primary job responsibilities but also to take initiative in assisting colleagues, maintaining harmonious working relationships, and completing tasks proactively without always waiting for direct instructions from supervisors. These findings confirm that organizational commitment is a fundamental element in fostering extra-role behavior. Employees with a high level of commitment generally perceive organizational success as part of their personal achievement, which creates an internal drive to contribute beyond formal job demands. This perspective is consistent with the findings of Hamidah & Utami (2025), who state that organizational commitment serves as a primary determinant of OCB, particularly in public service and educational institutions. Similar conclusions were also reported by Salam et al. (2022), who emphasized that public sector employees with strong organizational commitment demonstrate a higher level of concern for organizational sustainability and service quality. In the context of UPTD Puskesmas Serasan, the strong influence of organizational commitment on OCB can be understood as a response to working conditions that require a high degree of solidarity and cooperation. Limitations in the number of healthcare personnel, increasing service volume, and geographic challenges as an island region require employees to support one another and perform roles that often extend beyond formal job descriptions. Employees with strong organizational commitment tend to be more adaptive to these conditions and remain committed to maintaining service quality. Thus, organizational commitment functions as an

important form of social capital in sustaining healthcare services in remote areas such as Serasan.

The Influence of Work Motivation on Organizational Citizenship Behavior (OCB)

In contrast to organizational commitment, the results of the study show that work motivation does not have a significant effect on Organizational Citizenship Behavior (OCB) among civil servants at UPTD Puskesmas Serasan. The negative and statistically insignificant regression coefficient indicates that the level of work motivation among employees has not been sufficient to consistently stimulate the emergence of extra-role behavior. This finding is in line with the study conducted by Maulana (2025), which reported that work motivation has a negative and insignificant effect on OCB among public sector employees. The lack of a significant effect of work motivation on OCB can be explained by empirical conditions observed in the field. First, limited facilities and work infrastructure in island regions such as Serasan may reduce the effectiveness of work motivation in encouraging extra-role behavior. Although employees may have the desire to perform well, constraints related to equipment, infrastructure, and operational support can limit opportunities for employees to express OCB optimally. Second, the high workload resulting from a shortage of healthcare personnel leads employees to prioritize the completion of core job tasks rather than engaging in voluntary behaviors beyond formal responsibilities. In such conditions, work motivation tends to be directed toward maintaining the minimum performance required by the organization rather than encouraging additional contributions. Employees focus on meeting service targets and fulfilling primary responsibilities to ensure that services continue to operate, thereby reducing the prominence of extra-role behavior. Third, geographic conditions and limited accessibility also influence the dynamics of work motivation. Dependence on sea transportation that is not always stable, distance from administrative centers, and limited access to supporting facilities can cause physical and psychological fatigue. These conditions potentially weaken the impact of work motivation on extra-role behavior, even when employees possess good work intentions. Fourth, employment status and assignment systems may also affect the relationship between work motivation and OCB. The presence of non-civil servant employees, contract workers, and assignment programs with limited tenure can create a work orientation that focuses more on fulfilling formal obligations rather than building long-term attachment to the organization. In such circumstances, work motivation is more likely to be directed toward completing individual tasks than toward voluntary contributions that support the organization as a whole.

4. CONCLUSION

Based on the analysis of 38 civil servants at UPTD Puskesmas Serasan, Natuna Regency, this study concludes that the proposed research model is statistically significant and demonstrates a strong relationship between the independent variables and Organizational Citizenship Behavior (OCB), with a correlation coefficient of 0.735 and a coefficient of determination (R^2) of 0.541. This indicates that organizational commitment and work motivation jointly explain 54.1% of the variation in OCB, while the remaining variance is influenced by other factors outside the model. The partial test results show that organizational commitment has a positive and significant effect on OCB, indicating that employees with strong emotional attachment and a sense of responsibility toward the organization are more likely to engage in voluntary behaviors that support organizational effectiveness. Conversely, work motivation does not have a significant effect on OCB, suggesting that motivational factors alone are insufficient to encourage extra-role behavior in the context of Puskesmas Serasan, where geographic isolation, limited facilities, and high workload conditions tend to direct employees' efforts toward fulfilling core job responsibilities. From a theoretical perspective, this study reinforces the role of organizational commitment as a key determinant of OCB in public sector institutions, particularly in primary healthcare settings located in remote and border areas. Practically, the findings imply that management should prioritize strengthening organizational commitment through supportive leadership, recognition of employee contributions, organizational support, and the gradual improvement of working facilities. Future studies are encouraged to expand the research context and incorporate additional variables such as leadership style, organizational support, or job satisfaction to obtain a more comprehensive understanding of factors influencing Organizational Citizenship Behavior.

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