

The Effect of Work Motivation and Organizational Commitment on Employee Performance with Organizational Citizenship Behavior (Ocb) as an Intervening Variable in PKU Muhammadiyah Purbalingga General Hospital Employees

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ABSTRACT

This study was conducted to examine the impact of work motivation and organizational commitment on employee performance with OCB as an intermediate variable, at PKU Muhammadiyah Purbalingga Hospital. Using a quantitative approach, the data in this study was obtained from the results of a questionnaire on 121 employees from a total population of 223 people who were selected by aksinally using the Slovin formula. The data was analyzed using SEM-based Partial Least Square (PLS) through Smart PLS 4.00 software. The results revealed: (1) work motivation significantly had a positive effect on OCB and employee performance; (2) organizational commitment significantly has a positive effect on OCB and performance; (3) OCB is able to effectively mediate between work motivation and organizational commitment and performance; and (4) OCB itself has been proven to improve employee performance.

INTRODUCTION

Human Resources is a key element that must be the main focus for every organization, both agencies and companies. HR is not only a vital component in the organizational structure, but also has a central role in carrying out various operational activities (Budiyanto et al., 2020) The role of humans in organizations is very important, because they are the main driving force in realizing the goals and visions that have been designed (Pesik et al., 2019). Therefore, HR management must be designed optimally and efficiently in order to support the smooth operation and achievement of the organization's mission, including in the context of health services such as hospitals.

Performance is also a determining factor in achieving goals in the organization. In an era full of increasingly complex organizational performance demands, superior, quality, high-performing, and competent human resource management is needed. This is because the success of an organization in achieving its goals is greatly influenced by the quality of human resources in it (Anwar and Abdullah, 2021).

Hospitals are in the spotlight because they are the central part of the health care system that serves patients. RSUD PKU Muhammadiyah Purbalingga is a general hospital located in Purbalingga Regency and is under the management of the Muhammadiyah organization through the local branch leadership. RSUD PKU Muhammadiyah was established on October 8, 1997, and is a class D hospital with no less than 50 beds. At the beginning of its establishment, this hospital was established to improve health services for the people of Purbalingga, especially those who live in several districts such as Karangjambu, Karangreja, Bobotsari, Karangmoncol, Kertanegara, Karanganyar, Kutasari, Rembang, Mrebet, and Bojongsari (RSUD PKU Muhammadiyah Purbalingga, 2023). However, in practice there are still many employees who have not achieved the predetermined performance standards during the execution of the work.

Based on the results of interviews and surveys conducted at RSUD Muhammadiyah Purbalingga Hospital, it shows that the level of performance does not meet the specified standards. This is evidenced by the low level of employee discipline such as often being late during shift changes, not doing attendance with fingers (fingerprint), and being absent without clear reasons.

Optimal employee performance, of course, will have a major effect on the level of operational effectiveness and efficiency at the hospital. Performance can be interpreted as the level of organization in carrying out individual tasks (Rahadi Dedi.R and Oktaliani.C, 2019) Of course this indicates the level of desire of an individual or group to fulfill their responsibilities.

The existence of employees in the hospital is an important aspect that must receive the main attention of an agency, including hospitals, which have close ties to the performance of employees in it. Company / agency performance depends on the performance of its employees, optimal performance can make a significant contribution to the company and improve the quality of human resources in it, as stated by (Esthi, 2020) This reflects that higher motivation in employees can have a significant influence on their work achievements. This is

due to the tendency of employees to work more optimally when they feel motivated and have satisfaction with their work (Arifin Samsul and Mardikaningsih Rahayu, 2022).

Motivation at work is an important factor that significantly affects employee performance. Work motivation is an encouragement, both internal and external encouragement, to make someone work more optimally. As explained (Natalia and Netra, 2020) motivation is a psychological mechanism that stimulates a person's work enthusiasm, while directing and maintaining their efforts in achieving performance targets. On the other hand, organizational commitment describes the level of emotional involvement and dedication of employees to the company where they work. If these two aspects can be maintained at an optimal level, it will have a positive impact on improving work performance.

One of the reasons for conducting this study is because of the inconsistencies or differences in findings in previous studies, which makes the need for more in-depth research to examine this matter. Research conducted by (Assidiqi and Hapsari, 2024) shows positive results where work motivation has a significant effect on employee performance, these results are also supported by research conducted by (Suryawan and Salsabilla, 2022). However, in contrast to research conducted by (Abdan Muchammad and Prawirowati, 2023) whose research results indicate that work motivation does not have a significant effect on employee performance levels.

A high level of organizational commitment will make employees work more responsibly and always support the company's interests. Strong commitment from employees is positively correlated with improved performance, decreased absenteeism, and minimal labor turnover (Yusuf et al., 2024). Optimal employee performance is often owned by those who have high commitment and loyalty to the company. Moreover, organizational commitment is considered capable of motivating employees to stay in the company while trying to make maximum contributions to organizational development (Darmawan et al., 2020).

Several empirical studies show mixed findings regarding organizational commitment and performance. (Saragi et al., 2021) in their research found a significant impact between organizational commitment on improving performance. Similar findings were also reinforced by the results of a study (Hutriany and Suarman, 2019) which confirmed the positive relationship between the two variables. On the other hand, (Rahman et al., 2022) actually got contradictory results where organizational commitment did not show a significant impact on employee performance.

Employee performance is not only influenced by work motivation and organizational commitment, so a moderating variable is needed to measure how much influence these two factors have on performance. One of the variables that can act as a moderator is Organizational Citizenship Behavior (OCB). OCB leads to voluntary attitudes shown by employees such as willingness to help, care for colleagues, and be cooperative, even though these behaviors are not regulated in the company's formal reward system. Organ et al. (2006), OCB is a person's

voluntary attitude and does not expect direct rewards, but can contribute significantly to increasing organizational effectiveness.

Research findings (Grahandika and Wijayati, 2021) reinforce the view that OCB has a significant impact on employee performance. Similar results were also found by (Asyari Raihan and Syarifudin, 2024). However, a recent study by (Yafiz, 2023) actually revealed different results, namely OCB did not have a strong impact on performance levels.

Referring to these problems, the purpose of this study is to investigate the impact of work motivation and organizational commitment on employee performance with Organizational Citizenship Behaviour (OCB) as a mediating variable. This research is also relevant for an agency or company to identify various factors that affect performance.

LITERATURE REVIEW

Expectancy Theory

Expectancy theory, which was introduced by Victor Vroom in 1964. The concept stems from the idea that every human action is the result of a conscious choice among various available alternatives. According to this perspective, individuals tend to choose behaviors that can provide maximum satisfaction while reducing pressure or discomfort (Vroom, 1964).

In line with this, (Nasri and Charfeddine, 2012) in their research identified three key elements that shape a person's work motivation based on expectancy theory, namely expectancy, instrumentality, and valency.

Employee Performance

Employee performance is determined by various aspects, both internal and external factors. External factors include individual capacity such as level of knowledge, technical ability, professional competence, work motivation, and personality characteristics and attitudes that have an impact on work productivity. Meanwhile, external factors include managerial leadership patterns, the dynamics of interpersonal relationships between colleagues, and the physical conditions of the work environment (Ulyanah et al., 2021). Mardjuni in (Nur Adinda et al., 2023) explains that performance is the realization of strategic planning that makes optimal use of resource potential. Achieving superior performance requires synergy between leaders and staff through effective communication and providing work stimulus, thus creating a conducive organizational climate. In this context, the quality of managerial leadership also plays a role as a determinant of the operational success of a company.

Effect of Work Motivation on Employee Performance

According to Kasman (2021), work motivation is an internal drive that motivates employees to take full responsibility for their work and have a high desire to achieve the desired goals in the organization.

Low work motivation can make someone unable to meet the performance targets that have been decided. Motivation at work can be interpreted as a psychological drive that is able to arouse a person's work enthusiasm so that they are able to complete their tasks optimally (Kristen et al., 2019). A number of recent

studies (Hidayat and Yusuf, 2022); (Hustia, 2020); (Putra et al., 2023) consistently prove that work motivation has a significant positive impact on improving employee performance.

H1 : Work Motivation (X1) has a significant positive effect on Employee Performance (Y)

Effect of Organizational Commitment on Employee Performance

(Budi Raharjo et al., 2023) defines organizational commitment as the level of dedication to the organization. The existence of a strong organizational commitment from members has a positive impact on the achievement of overall organizational performance.

In addition to aspects of work motivation, there are aspects of organizational commitment that must be considered to meet the established performance standards. Meyyer and Allen in Santoso & Kambara (2020) commitment to the organization is a psychological construction of a member's personal relationship with his organization and influences him to remain a member. This is evidenced in research conducted (Badrianto and Astuti, 2023; (Setyorini et al., 2021) Karlinda et al., (2022) said that organizational commitment has a significant impact on employee performance.

H2: Organizational Commitment (X2) has a significant effect on Employee Performance (Y)

The Effect of Work Motivation on Organizational Citizenship Behavior

Work motivation is a determining factor that has a complex impact in the organizational environment. Its influence is not limited to improving individual employee performance, but also contributes to shaping voluntary behavior that benefits the organization (OCB). Research (Pranata et al., 2022) quoting Setiana's opinion reveals that strong work motivation not only develops HR potential optimally, but also fulfills the psychological needs of employees as a support for achieving company goals. This finding has been strengthened by various recent studies. (Fitriani et al., 2025) and (Widarko and Anwarodin, 2022) in their studies found a strong correlation between the level of work motivation and the emergence of Organizational Citizenship Behavior in the workplace. From these results, it can be explained that strong work motivation is directly proportional to the tendency of employees to display OCB.

H3 : Work Motivation (X1) has a significant effect on Organizational Citizenship Behavior (Z)

Effect of Organizational Commitment on Organizational Citizenship Behavior

Turnipseed and Rassuli in (Widarko and Anwarodin, 2022) define OCB as voluntary actions of individuals that make a positive contribution to the organization.

OCB can be influenced by many factors, not only work motivation but also other elements such as commitment to the organization. Strong organizational commitment from employees will have a constructive influence on the development of OCB. As stated by Suparyadi (2015), organizational commitment

represents a form of loyalty that can be seen from the readiness of employees to carry out additional work outside the job description and prioritize organizational goals over individual interests. Several empirical studies, including research by (Setiawan Alhasani et al., 2021) and (Syarif et al., 2017), have proven the existence of a meaningful bond from organizational commitment with the emergence of OCB as an intervener.

H4 : Organizational Commitment (X2) has a significant effect on Organizational Citizenship Behavior (Z)

Effect of Organizational Citizenship Behavior on Employee Performance

Employee performance is not solely determined by work motivation and loyalty to the company, but also by various other elements. A crucial element is OCB, which is the positive attitude of workers spontaneously without any official demands or special rewards, but has a major influence on the smooth operation of the company. According to the view of Robbins and Judge (2008: 40) in (Supit Isa, 2016), institutions that have staff with well-developed OCB tend to show superior work achievements compared to their competitors. This finding is in line with the results of research (Abrar, 2019) which proves a positive correlation between OCB practices and increased employee productivity.

H5 : Organizational Citizenship Behavior (Z) has a significant positive effect on Employee Performance (Y)

The Role of OCB on the Effect of Work Motivation on Employee Performance

Work motivation plays a role in employee performance, where the motivation of a worker can also affect the performance output obtained. When motivation is inadequate, this can result in a decrease in their work performance. As a result, the minimum performance targets set by the company or agency may not be achieved. Research conducted by (Donald Mon and Jennnifer, 2022) suggests that Organizational Citizenship Behavior can affect work motivation on employee performance.

H6: Work Motivation (X1) has a significant effect on Employee Performance (Y) mediated by OCB (Z).

The Role of OCB on the Effect of Organizational Commitment on Employee Performance

Strong and constructive organizational commitment can be a driving force in increasing OCB while improving the quality of employee performance. According to the results of the study (Ade Wahyudi et al., 2022), OCB acts as a mediator that connects organizational commitment to employee performance.

H7: Organizational Commitment (X2) has a significant effect on Employee Performance (Y) mediated by Organizational Citizenship Behavior (Z).

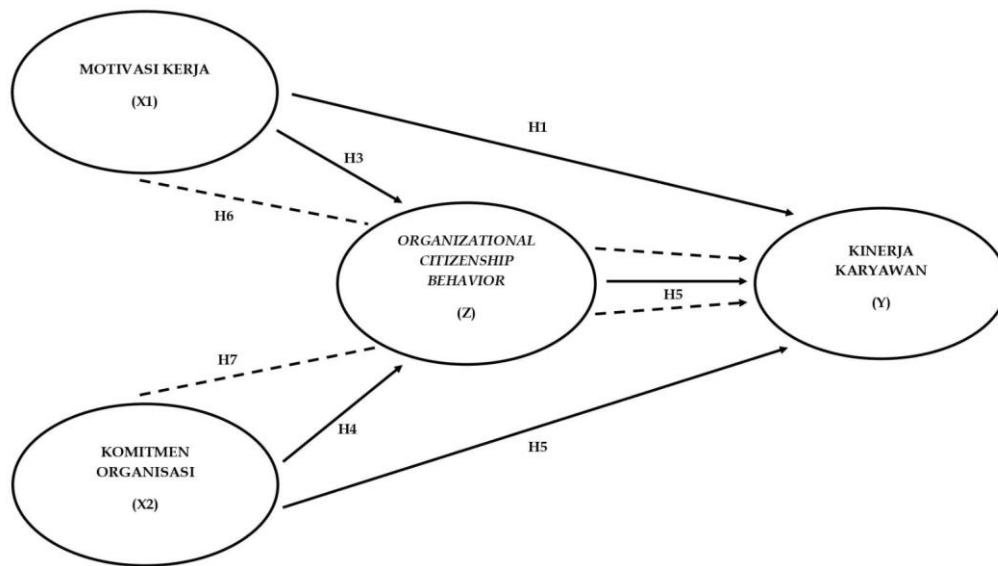


Figure 1. Conceptual overview

METHODOLOGY

This study applied a quantitative method with the research subjects including all employees of PKU Muhammadiyah Purbalingga Hospital with a total of 223 people. The sampling method was carried out by accidental sampling involving 121 employees as participants in the study. Accidental sampling is incidental sampling, where research subjects are selected based on unplanned meetings between researchers and respondents who meet the research requirements. In the data analysis section, this study utilizes the Partial Least Square (PLS) technique through the help of SmartPLS software.

The evaluation process begins with the application of the structural model (outer model) which includes a series of statistical tests including convergent validity, discriminant validity, and reliability tests. This stage aims to test the hypothesis while analyzing the relationship between research variables. After the outer model meets all evaluation criteria, the next step moves on to testing the structural model (inner model). Evaluation is carried out through two main approaches: (1) analysis of the R-square value as an indicator of reliability for the dependent construct, and (2) examination of statistical significance based on the results of the path coefficient test. Furthermore, the operational definition of variables is explained in the table below:

Table 1. Research Indicators

Variabel	Operational Definition	Indicator
Work Motivation (X1)	Work Motivation: the energy possessed by employees in carrying out their duties well.	1. Job Suitability 2. Work Ethic 3. Team Work 4. Responsibility Junianto et al. (2020) Junianto et al. (2020)

Organizational Commitment (X2)	Commitment is the nature of an individual's relationship with the organization that makes it possible to remain a member of the organization, willingness to work for the benefit of the organization and trust and acceptance of the value values of the organization's goals.	<ol style="list-style-type: none"> 1. Remain a member of the Organization 2. Willingness to work for the benefit of the organization 3. Strong trust and acceptance of the value of the organization's goals <p>(Ghonyah N et al., 2011) (Ghonyah N et al., 2011)</p>
Organizational Citizenship Behavior (Z)	OCB: a form of individual behavior in an organization that is voluntary and not explicitly stated in a formal employment contract. This behavior arises not because of the demands of a particular job or training outcome, but rather from personal initiative driven by self-awareness. The existence of OCB has a constructive impact on the development of the organization while providing positive benefits to individual actors.	<ol style="list-style-type: none"> 1. Altruism 2. Conscientiousness 3. Sportmanship 4. Courtesy 5. Civic Virtue <p>(Saragi et al., 2021) (Saragi et al., 2021)</p>
Employee Performance (Y)	Performance: a work result achieved in a certain time by employees who are in the performance of work tasks both in quantity and quality.	<ol style="list-style-type: none"> 1. Quality 2. Quantity 3. Timeliness 4. Effectiveness 5. Independence 6. Commitment to work <p>Hikmah and Lukito (2021) <i>et al.</i>, 2012) in]Hikmah and Lukito (2021)</p>

RESEARCH RESULT

The general overview of the respondents in this study is the description of 121 respondents who were sampled as follows:

Table 2. Respondent Characteristics

Characteristics	N	%
Gender		
- Man	43	35,5
- Woman	78	64,5

Age		
- ≥ 21 - 30 years old	77	63,6
- ≥ 31 - 40 Years Old	38	31,4
- ≥ 41 - 50 Years Old	6	5
Education		
- High School/Equivalent	8	6,6
- Diploma (D3)	28	23,1
- Bachelor (S1)	84	69,4
- Magister (S2)	1	0,8

Testing Outer models

The model will be analyzed using *the Structural Equation Modeling (SEM)* approach using *the Partial Least Square (PLS)* method supported by SmartPLS software which produces the outer model as follows:

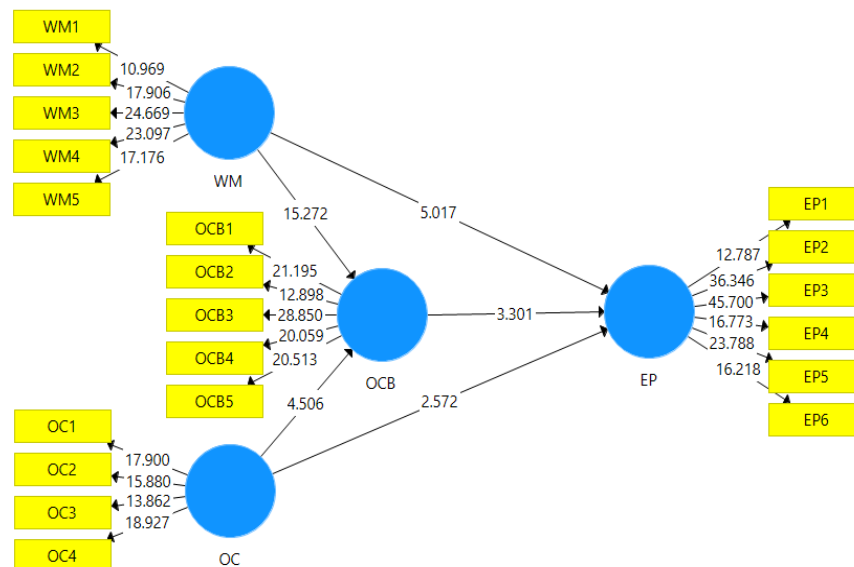


Figure 2. SmartPLS software

Source: Data processed via SmartPLS 2024

Validitas Convergence

The validity of the convergence can be assessed through the reliability of the item at the loading factor quantity. Loading factor is the correlation value of the question score with the indicator construct score used to measure a certain concept.

Table 3. Direct Loading Factor

	Indicator	Loading factor	Rule of tumb	Conclusion
Work motivation (WM)	WM1	0,731	0.600	Valid
	WM2	0,820	0.600	Valid
	WM3	0,847	0.600	Valid
	WM4	0,851	0.600	Valid

	Indicator	Loading factor	Rule of thumb	Conclusion
	WM5	0,811	0,600	Valid
Organizational commitment (OC)	OC1	0,848	0.600	Valid
	OC2	0,846	0.600	Valid
	OC3	0,809	0.600	Valid
	OC4	0,860	0.600	Valid
Employee performance (EP)	EP1	0,767	0.600	Valid
	EP2	0,901	0.600	Valid
	EP3	0,914	0.600	Valid
	EP4	0,817	0.600	Valid
	EP5	0,854	0,600	Valid
	EP6	0,814	0,600	Valid
Organizational citizenship behavior (OCB)	OCB1	0,835	0.600	Valid
	OCB2	0,756	0.600	Valid
	OCB3	0,862	0.600	Valid
	OCB4	0,826	0.600	Valid
	OCB5	0,863	0,600	Valid

The convergent validity of the measurement model can be evaluated by analyzing the correlation between the value of the item and its construct score (loading factor). The standard of assessment refers to the provision that the value of the loading factor of each instrument must exceed the minimum threshold of 0.6 based on the rule of thumb. The results of data processing show that all research items have met these requirements, it can be concluded that all question items on this instrument are valid and suitable for use.

Uji Construct Reliability and Validity

Table 4. Construct Reliability and Validity

	Cronbach's Alpha	rho_A	Reliabilitas Komposit	Rata-rata Varians Diekstrak (AVE)
Employee Performance	0,920	0,922	0,938	0,716
Organizational Commitment	0,862	0,863	0,906	0,708
OCB	0,886	0,893	0,916	0,688
Work Motivation	0,871	0,877	0,907	0,661

Based on the table above, the value of the construct and AVE variables of the variables Organizational Commitment, Organizational Citizenship Behavior, and Work Motivation to Employee Performance greater than 0.5, then all of these variables can be declared reliable.

Table 5. Fornell-Larcker Criterion

	EP	OC	OCB	WM
EP	0,846			
OC	0,857	0,841		
OCB	0,930	0,834	0,829	
WM	0,941	0,796	0,939	0.813

Based on the results of the calculation on the Fornell-Lacker criterion, it shows that the loading value of each measured indicator is higher than *cross loading*. The results can be concluded that all constructs already have good discriminant validity.

Based on the results of the composite reliability test, it can be described if all variables meet the prerequisites and are declared reliable.

Inner Model Testing

After the outer model successfully passes the testing stage, the next step is to evaluate the *inner model*, which is carried out to analyze the *r-square* value (reliability of the indicator) for the dependent construct and assess the statistical significance through a *path coefficient* test. A *high r-square* indicates that the predictive model in the study has a good level of accuracy. Meanwhile, *path coefficients* are used to measure how significant the hypothesis test results are.

R-square Analysis

The determination coefficient (R^2) test was performed to analyze the impact of the independent variable with the bound variable. The results of this measurement are then displayed in the form of the value of the determination coefficient as follows:

Table 6. R-Square Test Results

Variabel	R square	Adjusted R Square
EP	0,922	0,920
OCB	0,902	0,900

The results revealed that the R-square at EP was 0.922, meaning that the combination of work motivation, organizational commitment, and OCB could explain 92.2% of the variation in employee performance, and the remaining 7.8% was influenced by other factors that were not studied. At the *R-square* OCB of 0.902. meaning that work motivation and organizational commitment were simultaneously able to explain 90.2% of OCB variations, the remaining 9.8% were explained by other variables that were not studied.

Test Model Fit

The fit model has a qualification that the value of the SRMR must be ≤ 0.08 , while the Chi-Square result is the bigger the better.

Table 7. Model Fit Test Results

	Hasil	Keterangan
SRMR	0,088	Fit
Chi-square	2225,790	Fit

Based on the test results of the fit model in table 6, using SRMR and Chi-Square values shows that this model is fit based on the results of the SRMR test because the SRMR value is ≤ 0.08 . Meanwhile, Chi-Square's results are considered high because they have a high value of 2225,790.

Partial Test

This study tested the hypothesis using the bootstrapping technique, where the data used came from the previous measurement stage. Hypothesis testing is included in the structural model and aims to test the relationships between variables through practical simulations. In addition, the bootstrapping method is also able to show the direction of the relationship as well as the level of significance of each latent variable. In this test, the t-statistical value (t-count) obtained from bootstrapping was compared to the t-table limit value of 1.65 at a significance of 5% (p-value < 0.05). The relationship is considered significant if the t-count is greater than the t-table. The results can be seen in the following table:

Table 8. Path Coefficient

	Sampel asli (O)	Rata-rata sampel (M)	Standar devisiasi (STDEV)	T Statistik (O/STDEV)	P value
OC → EP	0,243	0,228	0,095	2,572	0,010
OC → OCB	0,237	0,234	0,053	4,506	0,000
OCB → EP	0,213	0,209	0,065	3,301	0,001
WM → EP	0,548	0,565	0,109	5,017	0,000
WM → OCB	0,750	0,753	0,049	15,272	0,000
OC → OCB → EP	0,051	0,048	0,020	2,538	0,011
WM → OCB → EP	0,160	0,153	0,050	3,216	0,001

The explanation is as follows:

1. Organizational Commitment -> Employee Performance was found to have a P value of $0.010 < 0.05$, then H1 was accepted, namely Organizational Commitment has a good (positive) effect on Employee Performance.
2. OCB's Organizational Commitment > was found to have a P value of $0.000 < 0.05$, then H2 was accepted, namely the Organizational Commitment had a good (positive) effect on OCB.
3. OCB -> Employee Performance is found to have a P value of $0.001 < 0.05$, then H3 is accepted, namely OCB has a good (positive) effect on Employee Performance.

4. Work Motivation → Employee Performance is found to have a P value of $0.000 < 0.05$, then H4 is accepted, namely Work Motivation has a good (positive) effect on Employee Performance.
5. Work Motivation → OCB obtained a P value of $0.000 < 0.05$, then H5 was accepted, namely Work Motivation has a good (positive) effect on OCB.
6. OCB organizational commitment → Employee performance was found to be $P 0.011 < 0.05$, then H6 was accepted, namely organizational commitment has a positive effect on employee performance through OCB as an intervention variable.
7. OCB Work Motivation → Employee performance was found to be $P 0.001 < 0.05$, then H7 was accepted, namely Work motivation has a positive effect on employee performance through OCB as an intervention variable

DISCUSSION

Effect of Work Motivation on Employee Performance

The analysis shows that work motivation (WM) contributes positively to employee performance (EP). It is concluded that if work motivation increases, then employee performance also increases. This finding is consistent with the study results (Werda and Prabowo, 2023) and (Putra et al., 2023). However, the results of this study are inversely proportional to those shown by (Firya and Hadi Sucipto, 2024), (Ernawati et al., 2023) and (Imani et al., 2023) showing that work motivation has no significant effect on performance.

The implication based on these results is that PKU Muhammadiyah Purbalingga Hospital shows that increasing Work Motivation can improve Employee Performance.

Effect of Organizational Commitment on Employee Performance

There is a correlation between organizational commitment (OC) and employee performance (EP). This indicates that increasing organizational commitment can contribute to the growth of employee performance. This finding is in line with the results of research (Saragi et al., 2021) where organizational commitment has a real effect on performance. The study results (Widhiandono et al., 2022); (Rahmawati et al., 2019) and (Pangaila et al., 2022) further strengthen these findings, providing additional evidence of the positive relationship between the two variables. However, the findings conducted by (Nurul et al., 2022) and (Saputri et al., 2023) showed insignificant results.

The implication based on these results is that RSU PKU Muhammadiyah Purbalingga shows that good management of Organizational Commitment can strengthen Employee Performance.

Effect of Work Motivation on OCB

The results revealed a positive influence between work motivation (WM) and OCB. It can be said that increasing work motivation will increase employee OCB behavior. This finding is in line with research (Putu et al., 2018) which resulted in a significant relationship between work motivation and OCB. Recent research from (Saputra et al., 2021) as well as a study by (Muchtadin and Sundary

Zelvy, 2022) further strengthens these findings, showing the consistency of results regarding the relationship between the two variables. However, according to (Putro et al., 2025) and (Praja Mukti et al., 2022) in their research shows that there is no significant influence between work motivation and OCB. The implication based on these results is that PKU Muhammadiyah Purbalingga Hospital shows that good management of work motivation can have an effect on increasing OCB.

Effect of OCB on Employee Performance

There is a strong correlation between OCB and employee work performance. OCB itself has several important dimensions including altruism, civic virtue, awareness, courtesy, and sportsmanship. Employee performance itself plays a crucial role in determining the progress of a company. As a form of voluntary behavior, OCB is an individual action that arises initiative without being strictly regulated by a formal reward system, but contributes greatly to the operational effectiveness of the organization (Lestari et al., 2018).

Based on the results of the study, it can be concluded that OCB has a significant effect in improving performance. So that it indicates an increase in the value of OCB has a unidirectional relationship with improving performance. These findings are in line with (Hamzah, 2021) and (Elena and Surya, 2024) both studies also show that OCB has a major impact on employee performance. However, in research conducted by (mayang sari et al., 2024) indicates that OCB has no significant effect on employee performance.

The implication based on these results is that PKU Muhammadiyah Purbalingga Hospital shows that good management of Organizational Citizenship Behavior values can have an effect on improving employee performance.

Effect of Work Motivation on Employee Performance through OCB

The study results indicate that work motivation indirectly has a positive effect on employee performance through OCB. This indicates that OCB mediates the relationship between work motivation and performance at RSU PKU Muhammadiyah Purbalingga.

This finding is consistent with the results of the study (Donald Mon and Jennnifer, 2022) which states that OCB fully mediates work motivation on employee performance. (Prasetia et al., 2022) further strengthens this conclusion. However, in research conducted by (Aiditir and Nur Diana, 2024) found that OCB cannot mediate between work motivation and employee performance.

From this description, it is concluded that high work motivation can encourage OCB behavior, which has the potential to make a positive contribution to improving the performance of staff at PKU Muhammadiyah Purbalingga Hospital.

Effect of Organizational Commitment on Employee Performance through OCB

From the findings it is concluded that organizational commitment indirectly has a positive effect on employee performance with the mediating role of OCB. This finding is in line with the study (Wahyudi Komang et al., 2022) where OCB is able to mediate the relationship between organizational

commitment and employee performance. In addition, (Hikmah and Susanta, 2018) further strengthens these findings. However, in research conducted by (Garibaldi and Riyanto, 2023) suggests that OCB cannot mediate the relationship between Organizational Commitment and Employee Performance.

The implication based on this is that it is concluded that the stronger organizational commitment motivation can create OCB behavior and will improve the performance of PKU Muhammadiyah Purbalingga Hospital employees.

CONCLUSIONS AND RECOMMENDATION

Based on the research data, it reveals that RSU PKU Muhammadiyah Purbalingga still needs to pay more attention to the needs of employees. By paying attention to this aspect, it is expected to raise employees' awareness to work voluntarily and help coworkers without coercion. On the other hand, the institution also needs to be consistent in maintaining and improving the level of discipline by strictly implementing various work rules and procedures. These steps are considered important to encourage an overall improvement in the performance of all employees.

This research can be used as a reference for future studies in exploring the factors that influence OCB and performance. Future research is recommended to develop more variables that have the potential to have a positive impact on employee performance, not only limited to agencies but also to the scope of the company.

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