



RESEARCH ARTICLE

# The Influence of Public Service Motivation (PSM) and Employee Engagement on Organizational Citizenship Behavior (OCB) of Nurses at Pelamonia Hospital Makassar

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ABSTRACT

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Organizational Citizenship Behavior (OCB) refers to voluntary behavior that is not part of an employee's formal job responsibilities but contributes to the effective functioning of the organization. This study aimed to analyze the influence of Public Service Motivation and Employee Engagement on the OCB of nurses at Pelamonia Hospital Makassar. The research employed a quantitative approach with observational research and a cross-sectional design. The sample consisted of 109 nurses from Pelamonia Hospital Makassar. The results showed that Public Service Motivation significantly influenced OCB ( $p = 0.000$ ), Employee Engagement also significantly influenced OCB ( $p = 0.000$ ), and Employee Engagement was the most influential variable on OCB, with an Exp(B) value of 19.05. It was recommended that hospital management educate nurses on the importance of OCB through training and development programs to enhance service effectiveness and efficiency. Additionally, management was advised to clearly explain the different forms of OCB and how these behaviors could be developed among staff.

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## 1. INTRODUCTION

The healthcare sector, particularly in public hospitals, increasingly recognized the importance of Organizational Citizenship Behavior (OCB) among its nursing staff. OCB refers to voluntary behaviors that go beyond formal job requirements and contribute to the overall effectiveness of the organization (Wang et al. 2022; Aloustani et al. 2020). Factors influencing OCB were crucial for improving service delivery and patient care. Public Service Motivation (PSM) is the intrinsic motivation to serve the public and contribute to societal well-being (Suardi et al. 2022). This concept was highly relevant in healthcare settings, where altruistic values were paramount. Nurses often entered the profession with a strong desire to help others, and those with high levels of PSM were more likely to engage in behaviors that benefited their colleagues and patients. (Kurniati et al. 2023) Research demonstrated that nurses motivated by public service were inclined to exhibit OCB, as their commitment to the well-being of others inspired them to go beyond their assigned duties (Zhang et al. 2021). This intrinsic motivation was essential for fostering a culture of care and compassion within healthcare organizations

The interaction between Public Service Motivation (PSM), employee engagement, and Organizational Citizenship Behavior (OCB) was highly prominent in nursing. High levels of PSM could enhance employee engagement, as nurses motivated by a desire to serve were more likely to feel connected to their work and committed to their organization (Wang et al. 2022). Conversely, when nurses were engaged, they tended to exhibit OCB, creating a positive feedback loop that benefited both staff and the organization (Kataria, Garg, and Rastogi 2013). Understanding this dynamic was essential for healthcare administrators aiming to improve organizational performance and patient outcomes. In addition to PSM, employee engagement was another critical factor influencing employees' OCB, as

Jahangir, Akbar, and Haq (2004) noted. Building employee engagement was essential to fostering a sense of connection between employees and the organization. Employee engagement is a state experienced by employees where they consciously and loyally devote their energy, initiative, adaptability, hard work, and perseverance to achieving the organization's goals (Kasinathan and Rajee 2019).

Based on the hospital's personnel data, it was found that in 2022, there were 190 employees, and in 2023, there were 246 employees transferred to other departments at Pelamonia Hospital. From an organizational perspective, employee transfers motivate employees to unleash their potential. This means employees would be encouraged to work better for higher career positions. Besides job transfers, workload also influences employee performance. If the workload given to employees exceeds their capabilities, it would result in work overload and create a negative perception of their tasks, making their performance ineffective. In other words, if job transfers were carried out according to the employees' conditions, their performance would improve. This aligns with research conducted by Aloustani et al. (2020), which showed that job transfers positively and significantly impacted employee performance. Conceptually, as Suhartini and Nurlita (2019) explained, job transfer programs impact employee participation levels as part of Organizational Citizenship Behavior (OCB), work motivation, and employees' self-efficacy.

In the Pelamonia Hospital in Makassar context, understanding the factors that influenced Organizational Citizenship Behavior (OCB) was crucial for improving patient care and service delivery. This study explored the impact of Public Service Motivation (PSM) and employee engagement on nurses' OCB, contributing to the broader discourse on enhancing healthcare delivery through motivated and engaged nursing staff.

## **2. METHODOLOGY**

### **2.1. Location and research design**

This quantitative research used an observational analytic design with a cross-sectional approach. The study was conducted at Pelamonia Hospital Makassar from July 2023 to July 2024. The population of this study consisted of all civil servant nurses providing services and working at Pelamonia Hospital Makassar, totaling 109 individuals. The sample represented a portion of the population's quantity and characteristics (Sugiyono, 2017). The sample size in this study was determined using total sampling, involving 109 respondents who met the inclusion criteria.

The instrument used for data collection was a questionnaire. Before being used in this study, the questionnaire underwent validity and reliability testing. Based on the results of these tests, conducted using the Statistical Package for the Social Sciences (SPSS) program, all 42 statements included in the questionnaire were confirmed valid and reliable.

### **2.2. Data analysis**

A univariate analysis was conducted to provide a general overview of the research problem by describing each variable used in the study and the characteristics of the respondents. The univariate analysis included a descriptive analysis of respondent characteristics, a descriptive analysis of research variables, and a cross-tabulation analysis between respondent characteristics and research variables. A bivariate analysis was performed using the Chi-square statistical test to examine the relationship between two independent and dependent variables. Multivariate analysis was conducted using regression analysis.

## **3. RESULTS**

### **3.1. Respondent characteristics**

The respondent characteristics used in this study, based on age, gender, latest educational background, and work unit, are presented in Table 1.

**Table 1. Distribution of Respondent Characteristics at Pelamonia Hospital Makassar in 2024**

Characteristics	Research Sample	
	Total respondents	%
<b>Age</b>		
25-35 years	18	16.5
36-45 years	60	55.0
>45 years	31	28.4
<b>Gender</b>		
Female	97	89.0
Male	12	11.0
<b>Work Experience</b>		
1-10 years	9	8.3
6-10 years	81	74.3
11-15 years	19	17.4
<b>Latest educational background</b>		
Associate Degree	53	48.6
Bachelor of Nursing	56	51.4
<b>Work Unit</b>		
Inpatient Care	61	56.9
Outpatient Care	48	43.1

Table 1 shows that most respondents were 36-45 years old, with 60 respondents (55%). In terms of gender, most respondents were female, totaling 97 respondents (89%). Regarding work experience, the majority had 6-10 years of service, amounting to 81 respondents (74.3%). Based on the latest educational background, most respondents held a bachelor's degree, with 56 respondents (51.4%). Concerning the work unit, most respondents were in inpatient care, totaling 62 respondents (56.9%).

### 3.2. Research variable

The research variables in this study, which reflected perceptions based on the questionnaire results, were divided into high and low levels, as presented in Table 2.

**Table 2. Frequency Distribution of Each Research Variable Category at Pelamonia Hospital**

Variabel	Sampel Penelitian	
	Total respondents	%
<b>Public Service Motivation</b>		
High	73	67.0
Low	36	33.0
<b>Employee Engagement</b>		
High	76	69.7
Low	33	30.3
<b>Organizational Citizenship Behavior (OCB)</b>		
High	68	62.4
Low	41	37.6

Based on Table 2, most respondents expressed high-level perceptions across several variables. Specifically, 73 respondents (67%) reported high levels of public service motivation, 76 respondents (69.7%) demonstrated high levels of employee engagement, and 68 respondents (62.4%) showed high levels of Organizational Citizenship Behavior (OCB).

### 3.3. Bivariate analysis (Chi-Square)

**Table 3. Analysis of the Relationship between Public Service Motivation and Organizational Citizenship Behavior (OCB) at Pelamonia Hospital in 2024**

Public Service Motivation	Organizational Citizenship Behavior				Total		P
	Total respondents	%	Total respondents	%	Total respondents	%	
High	57	78.1%	16	21.9%	73	100	0.000
Low	11	30.6%	25	69.4%	36	100	

The statistical test using the Chi-Square method yielded a p-value of 0.000. Since the p-value (0.000) was less than the significance level  $\alpha$  (0.05),  $H_0$  was rejected and  $H_a$  was accepted. Therefore, a significant relationship was established between Public Service Motivation and Organizational Citizenship Behavior at Pelamonia Hospital in 2024.

**Table 4. Analysis of the Relationship between Employee Engagement and Organizational Citizenship Behavior at Pelamonia Hospital in 2024.**

Employee Engagement	Organizational Citizenship Behavior				Total		P
	Respondents	%	Respondents	%	Respondents	%	
High	63	82.9%	28	84.8%	91	100.0	0.000
Low	5	15.2%	13	17.1%	18	100.0	

The statistical test using the Chi-Square method yielded a p-value of 0.000. Since the p-value (0.000) was less than the significance level  $\alpha$  (0.05),  $H_0$  was rejected, and  $H_a$  was accepted. Therefore, a significant relationship was established between Employee Engagement and Organizational Citizenship Behavior at Pelamonia Hospital in 2024.

### 3.4. Multivariate analysis

In this analysis, the researcher aimed to examine whether Public Service Motivation (PSM) and Employee Engagement simultaneously influence Organizational Citizenship Behavior (OCB) at Pelamonia Hospital Makassar in 2024. As outlined below, the statistical test used was a logistic regression with the enter method.

**Table 5. Results of Logistic Regression Analysis of Independent Variables on the Dependent Variable at Pelamonia Hospital Makassar in 2024.**

Variabel	B	S.E.	Wald	Sig.	Exp (B)
Public Service Motivation	1.493	0.557	7.168	0.007	4.449
Employee Engagement	2.947	0.595	24.522	0.000	19.057
Constant	-6.431	1.093	34.641	0.000	0.002

B: Coefficient, S.E : Standard Error, Wald : The wald statistic, Sig : p-value was < 0.05, the predictor was statistically significant, Exp(B): odds ratio.

Table 5 shows that after conducting multivariate analysis using logistic regression, it was found that the variables Public Service Motivation (PSM) and Employee Engagement influenced Organizational Citizenship Behavior (OCB). The most dominant variable was employee engagement, with an Exp(B) of 19.057.

## 4. DISCUSSION

Research Hypothesis 1 ( $H_1$ ) states that Public Service Motivation (PSM) influences nurses' Organizational Citizenship Behavior (OCB). Based on the statistical analysis conducted, PSM significantly influenced nurses' OCB, as indicated by a significance value of 0.000. Thus, Research Hypothesis 1 ( $H_1$ ) was accepted. The results demonstrate that OCB fosters initiative to assist colleagues within the organization voluntarily. An increase in OCB reflects several behaviors, including a willingness to help colleagues voluntarily, efforts to maintain good relationships to avoid conflict, acceptance of organizational decisions even in unfavorable situations, high dedication to

tasks, and a commitment to exceed performance standards. This includes taking responsibility, participating, and engaging in various organizational activities.

Further research by Ferdousipour (2016) found a significant relationship between PSM, OCB, and service quality. Providing adequate services by recruiting highly motivated public service employees significantly enhances public trust in the Government as a source of high-quality services. Similarly, Gan, Lin, and Wang (2020) argued that an individual's PSM fosters positive organizational citizenship behavior. This study aligned with previous research by Li, Wen, and Hsieh (2022), which found that Public Service Motivation (PSM) significantly influenced employees' Organizational Citizenship Behavior (OCB). The study emphasized that PSM, in line with societal norms, encouraged employees to help others sincerely without expecting specific rewards. The results also suggested that public sector employees did not focus solely on material rewards but prioritized societal norms and organizational culture to influence and inspire positive behavior in their peers.

According to Kim et al. (2013), statistical analysis identified two distinct dimensions of OCB, providing evidence of a relationship between PSM, organizational commitment, and OCB. Korean civil servants with high public service motivation were likelier to demonstrate OCB performance than those with low public service motivation. Additionally, employees with a strong affective commitment to their government organization were more closely linked to higher OCB performance. OCB reflected PSM-driven behavior in many ways, similar to van Loon, Vandenabeele, and Leisink (2015) assertion that organizational loyalty manifested as commitment. Thus, PSM as a work motivation and employee attitude materialized through behaviors such as altruism, helpfulness, and loyalty.

Research Hypothesis 2 (H<sub>2</sub>) stated that Employee Engagement influenced Organizational Citizenship Behavior (OCB) among nurses. The statistical analysis confirmed that employee engagement significantly affected nurses' OCB, with a significance value 0.000, leading to the acceptance of Hypothesis 2 (H<sub>2</sub>). These findings aligned with Suardi et al. (2022) study, which demonstrated that employee engagement positively impacted OCB. The positive regression coefficient of 0.737 indicated that as employee engagement improved, OCB increased by 0.737. According to Saks (2022), engagement is a persistent and comprehensive state of mind and emotion that is not limited to specific objects or behaviors. Engagement includes three key dimensions: (1) strength, high energy and mental resilience, willingness to work hard, and perseverance in facing challenges; (2) dedication, a sense of meaning, enthusiasm, inspiration, pride, and challenge in one's work; and (3) absorption, deep concentration, interest in work, and difficulty disengaging from tasks.

An essential factor influencing employee's psychological safety was the support and care provided by the organization and their supervisors (Zohar et al. 2015). The results of this study were consistent with Kataria, Garg, and Rastogi (2013) findings, which demonstrated a positive and significant relationship between employee engagement and OCB. The research revealed that higher employee engagement led to greater OCB, reinforcing that engaged employees exhibited more voluntary, citizenship-like behaviors in the workplace. Jahangir, Akbar, and Haq (2004) stated that employees engaged with their company were able to contribute to the organization's success in winning global competition. This engagement was not merely a connection to something. However, it involved emotional attachment, an understanding of what needed to be done to support the organization, and competence in advancing it. Therefore, in achieving organizational goals, the human resources within it, as the organization's driving force, had to put in extra effort, strive with maximum energy to complete tasks and persist in the face of work challenges. They were also expected to put effort into their tasks and endure difficulties.

Research Hypothesis 3 (H<sub>3</sub>) stated that Employee Engagement was the most influential variable on nurses' Organizational Citizenship Behavior (OCB). Statistical analysis confirmed that employee engagement affected nurses' OCB, with a significant impact indicated by an Exp(B) value of 19.05, leading to the acceptance of Hypothesis 3 (H<sub>3</sub>). Kasinathan and Rajee (2019) argued that engaged employees put in extra effort to enhance organizational performance, not only by improving their performance but also by focusing on the development of the entire organization. One form of this behavior was extra-role behavior, which was connected to the organization's evaluation of employee performance and portrayed a positive organizational image beyond the workplace. Extra-role behavior exhibited by engaged employees went beyond job requirements, such as taking the

initiative to solve problems or offering help to colleagues proactively. This type of behavior is also known as Organizational Citizenship Behavior (OCB). OCB was a potential outcome of employee engagement, as engaged employees tended to have a positive influence and were motivated to exhibit behaviors that benefited their organization.

Chandni and Rahman (2020) study supported this finding by demonstrating that higher employee engagement positively impacted OCB. Adawiyah, Baliartati, and Rafi (2022) research further confirmed that increased employee engagement led to higher OCB. Borst et al. (2020) findings reinforced this, stating that higher employee engagement positively enhanced Organizational Citizenship Behavior (OCB). Research on the influence of employee engagement on Organizational Citizenship Behavior (OCB) was conducted by Putri et al. (2021), Shams, Niazi, and Asim (2020), Priskila et al. (2021), and Hai et al. (2020), who found that employee engagement had a positive and significant impact on OCB. However, Asli (2020) reported different results, showing that employee engagement did not significantly influence OCB. These contrasting findings highlighted the need for further research on the relationship between employee engagement and OCB. One way employees gave back to their organization was through their engagement. Employees choose to engage at various levels depending on what they receive from the organization. They displayed behavior that reflected acceptance of any situation within the organization and contributed to its progress (Adawiyah, Baliartati, and Rafi 2022).

Based on the organizational conditions described in Iswanti, Ujianto, and Riyadi (2023) study, some nurses expressed a desire to apply for nursing positions at larger hospitals than Hospital X. Among the engagement dimensions, vigor and absorption scored higher than dedication. Employee behavior, such as enthusiasm in facing work-related challenges and maintaining total concentration while performing tasks, needed further improvement. If managed effectively, the organization could achieve its goals more quickly, as employees would be willing to commit and consider the organization's prospects and progress. The study also identified variations in engagement dimension scores, which could affect the direction of relationships and the standard deviation values in the research (Shahda, Hamid, and Battour 2024).

## **5. CONCLUSION**

Public Service Motivation (PSM) influenced nurses' Organizational Citizenship Behavior (OCB) at Pelamonia Hospital Makassar. This means that the higher the nurses public service motivation, the higher their organizational citizenship behavior, and vice versa. Similarly, employee engagement influenced nurses OCB at the hospital. Employees who felt engaged exhibited various cognitive and affective behaviors, such as increased effort in completing tasks. The most influential variable on nurses' OCB at Pelamonia Hospital was employee engagement. Nurses with high OCB demonstrated positive behavior toward the organization by showing enthusiasm and striving to excel in their tasks.

The hospital management is advised to improve public service motivation by encouraging nurses to take a strong interest in enhancing patient care, raising their awareness of the importance of contributing to patient services, involving them in the policymaking process, and promoting the understanding that healthcare delivery is a shared responsibility. Nurses should also be encouraged to take risks when providing healthcare to the community. The management is further advised to enhance employee engagement by fostering enthusiasm among nurses to complete tasks on time, motivating them to create action plans for their assigned duties, encouraging them to assist colleagues after completing their tasks, and instilling pride in their work when it is well-executed.

Finally, the management is recommended to improve Organizational Citizenship Behavior (OCB) by involving nurses in meetings and group activities held at the hospital, encouraging them to work overtime with rewards, fostering collaboration among peers and staff, promoting teamwork in delivering healthcare, and motivating nurses to provide feedback for hospital improvement. Additionally, nurses should be encouraged to engage in personal development to enhance their work effectiveness.

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