

Driving Organizational Citizenship Behavior in Healthcare: The Synergistic Roles of Commitment, Motivation, and Job Satisfaction

Rizal Maulana¹, Sentot Imam Suprpto¹, Atik Setiawan Wahyuningsih¹¹ Postgraduate Program in Public Health, Universitas STRADA
Indonesia, IndonesiaCorrespondence should be addressed to:
Rizal Maulana
maulana.29rm@gmail.com**Abstract:**

Organizational Citizenship Behavior (OCB) is critical for enhancing organizational effectiveness in healthcare settings, yet suboptimal levels persist in many hospitals. This study examined the influence of organizational commitment, work motivation, and job satisfaction on OCB among employees at RS Mata Undaan Surabaya, Indonesia, a specialized ophthalmology referral hospital. Using a quantitative cross-sectional survey design, data were collected from 200 randomly selected employees through structured questionnaires. Multiple linear regression analysis was employed to assess both partial and simultaneous effects of the independent variables on OCB. Descriptive analysis revealed that organizational commitment, work motivation, job satisfaction, and OCB were all at good levels. Regression results indicated that organizational commitment ($\beta = 0.274$, $p < 0.001$), work motivation ($\beta = 0.273$, $p < 0.001$), and job satisfaction ($\beta = 0.189$, $p = 0.001$) each exerted a positive and significant partial effect on OCB. Simultaneously, these three variables significantly predicted OCB ($F = 64.997$, $p < 0.001$), explaining 49.1% of the variance (Adjusted $R^2 = 0.491$). These findings indicate that OCB emerges from the synergistic interaction of positive work attitudes. Hospital management should implement integrated human resource strategies that simultaneously strengthen organizational commitment, enhance work motivation, and improve job satisfaction, thereby fostering voluntary employee behaviors that ultimately improve service quality and organizational performance in specialized healthcare settings.

Article info:Submitted:
10-02-2026
Revised:
21-05-2026
Accepted:
25-05-2026
Published:
13-06-2026**Keywords:**

healthcare management, job satisfaction, organizational citizenship behavior, organizational commitment, work motivation

DOI: <https://doi.org/10.53713/htechj.v4i3.636>

This work is licensed under CC BY-SA License.



INTRODUCTION

In the highly demanding global healthcare sector, Organizational Citizenship Behavior (OCB) is a critical determinant of hospital effectiveness, transcending formal job descriptions to ensure seamless patient care and interprofessional coordination (Hasibuan & Farisi, 2025). As healthcare systems face escalating workloads and complex patient needs, the reliance on employees' voluntary, extra-role behaviors, such as helping colleagues, protecting organizational resources, and demonstrating civic virtue, has become indispensable (Muzamil & Shah, 2025). OCB serves as a vital buffer against service failures, directly enhancing operational efficiency, workplace harmony, and ultimately, patient satisfaction in dynamic clinical environments (Gayathri & Savarimuthu, 2025). Without a strong culture of OCB, healthcare institutions risk operational bottlenecks and diminished quality of care, making the understanding of its antecedents a global priority (Nisar et al., 2024).

Despite its recognized importance, Indonesian hospitals frequently struggle with inconsistent OCB levels, particularly in specialized referral centers like Undaan Eye Hospital in Surabaya.

Observations indicate that while some staff exhibit high dedication, many employees in critical units, such as outpatient services, eye surgery, optometry, and pharmacy, restrict their efforts to formal administrative and routine responsibilities (Atalla et al., 2024). This reluctance to assist colleagues during peak service loads or to initiate cross-unit coordination leads to suboptimal extra-role behaviors. Such behavioral gaps hinder the smooth delivery of specialized ophthalmology care, delay patient flow, and highlight a pressing, localized need for targeted behavioral and managerial interventions to optimize service delivery (Nuhu et al., 2025).

The contemporary organizational behavior literature extensively identifies psychological and attitudinal factors as the primary drivers of healthcare professionals' discretionary behaviors (Kammeyer-Mueller et al., 2024). Specifically, organizational commitment and work motivation are well-established antecedents of OCB (Tayal et al., 2023). Organizational commitment reflects an employee's emotional attachment and identification with the hospital's goals, fostering a deep sense of loyalty that naturally encourages proactive, positive workplace behaviors (Chaanine, 2025). Concurrently, work motivation, encompassing both intrinsic drives for achievement and extrinsic reward structures, provides the psychological energy necessary for employees to exceed their formal duties (Sharma et al., 2025). Grounded in motivation theories, these factors ensure that staff remain resilient and willing to exert extra effort in high-pressure medical environments (Atan & Gelirli, 2024).

Recent empirical research emphasizes that job satisfaction serves as a vital complementary antecedent that reinforces these positive workplace dynamics (Yi et al., 2022). Job satisfaction represents the pleasant emotional state resulting from an employee's comprehensive appraisal of their work environment, leadership, and reward systems (Adamopoulos & Syrou, 2022). When healthcare professionals feel satisfied with their roles and organizational conditions, they are significantly more predisposed to exhibit altruism and sportsmanship (Slavkovic et al., 2023). Satisfaction ensures that high commitment and motivation are effectively translated into voluntary actions, such as assisting coworkers and maintaining the hospital's positive image, without the need for direct managerial coercion, thereby stabilizing the workforce's emotional well-being (Hoxha et al., 2023).

A significant research gap persists in the current literature, as existing studies predominantly examine these attitudinal variables in isolation or within general, non-healthcare organizational settings. Few empirical models have comprehensively examined the simultaneous impact of organizational commitment, work motivation, and job satisfaction in high-stress, highly specialized medical facilities (Nguyen & Nguyen, 2026). This fragmented approach limits hospital administrators' ability to understand how these psychological factors interact to collectively drive OCB (Changaranchola & Samantara, 2024). There is a critical blind spot in the management of specialized healthcare human resources, necessitating a more integrated, multi-variable approach to predict and foster extra-role behaviors in clinical settings accurately (Pratama et al., 2025).

The novelty of this study lies in its holistic, simultaneous analysis of these three variables to address specific operational bottlenecks within a specialized ophthalmology referral hospital. Addressing the disparities in OCB requires urgent, integrated managerial strategies, such as reinforcing participatory work cultures, optimizing financial and non-financial reward systems, and implementing regular positive feedback mechanisms, to strengthen the psychological contract between the hospital and its staff (Tabassum & Ghosh, 2023). By examining these factors concurrently, this research provides a targeted, evidence-based framework to elevate voluntary workforce contributions, resolve cross-unit coordination issues, and ensure that human resource interventions are strategically aligned with the hospital's operational demands (Fapohunda et al., 2024).

This research aims to empirically investigate the partial and simultaneous effects of organizational commitment, work motivation, and job satisfaction on employees' Organizational Citizenship Behavior at Undaan Eye Hospital, Surabaya. By elucidating the precise mechanisms through which these positive work attitudes influence extra-role behaviors, the study seeks to provide robust theoretical contributions to the organizational behavior literature, particularly within the healthcare domain (Song et al., 2024). Practically, the findings will equip hospital management with actionable, holistic recommendations to cultivate a highly committed, motivated, and satisfied workforce capable of sustaining optimal healthcare performance and delivering exceptional patient outcomes (Bhati et al., 2023).

METHOD

Research Design

This study employed a quantitative approach, using a survey, to investigate relationships among the selected variables in a real-world organizational setting.

Participant

The research population consisted of all 398 employees of RS Mata Undaan Surabaya (Undaan Eye Hospital). From this total population, a sample of 200 respondents was selected using a random sampling technique to ensure representative participation.

Data Collection

Primary data were collected using structured questionnaires distributed to the selected respondents. The instrument was designed to measure the core variables of the study, specifically organizational commitment, work motivation, job satisfaction, and Organizational Citizenship Behavior (OCB).

Data Analysis

The collected data were analyzed using multiple linear regression analysis. This statistical technique was applied to examine the influence and effects of organizational commitment, work motivation, and job satisfaction on Organizational Citizenship Behavior (OCB).

Ethical Clearance

Prior to data collection, this study was ethically reviewed and approved by the Postgraduate Program in Public Health A at Universitas STRADA Indonesia, ensuring that all research procedures met standard ethical guidelines for studies involving human participants.

RESULT

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

The descriptive statistics for Organizational Citizenship Behavior (OCB) among 200 employees at Undaan Eye Hospital, Surabaya, indicate that OCB levels are generally positive, with a mean score of 3.16 on a scale from 2 to 4. The mean score, which falls above the midpoint of the scale, indicates that employees generally demonstrate good levels of voluntary, extra-role behaviors that benefit the organization. The relatively low standard deviation of 0.394 suggests that respondents' OCB scores are homogeneous and clustered closely around the mean, indicating consistency in citizenship behaviors across the workforce. The score range of 2 to 4 indicates that

while all employees exhibit some level of OCB, there is still room for improvement, as no respondent achieved the maximum possible score. Overall, these findings suggest that employees at RS Mata Undaan Surabaya engage in organizational citizenship behaviors. There remains potential for improvement through targeted interventions to strengthen organizational commitment, work motivation, and job satisfaction.

Table 1. Description of Organizational Citizenship Behavior (OCB) Variables

	N	Minimum	Maximum	Mean	Std. Deviation
Y (Organizational Citizenship Behavior)	200	2	4	3.16	0.394
Valid N (listwise)	200				

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

The descriptive statistics for Work Motivation among 200 employees at Undaan Eye Hospital, Surabaya, indicate that work motivation levels are relatively strong, with a mean score of 3.14 on a scale ranging from 2 to 4. This mean score, which exceeds the midpoint of the scale, suggests that employees generally possess adequate levels of work motivation in performing their duties. The standard deviation of 0.437 indicates moderate variability in responses, showing some diversity in motivation levels among employees while still maintaining relative consistency across the sample. The score range of 2 to 4 indicates that while all employees exhibit some degree of work motivation, there is variation in motivation intensity, with no respondent achieving the maximum score. Overall, these findings suggest that work motivation at RS Mata Undaan Surabaya is high. There remains an opportunity to enhance motivation through strategies and interventions that further elevate employee drive and enthusiasm in contributing to organizational goals.

Table 2. Description of Work Motivation Variables

	N	Minimum	Maximum	Mean	Std. Deviation
X2 (Work Motivation)	200	2	4	3.14	0.437
Valid N (listwise)	200				

The Influence of Job Satisfaction on Organizational Citizenship Behavior (OCB)

The descriptive statistics for Job Satisfaction among 200 employees at Undaan Eye Hospital, Surabaya, indicate moderately positive levels, with a mean score of 3.08 on a scale from 2 to 4. This mean score, which is above the scale midpoint, indicates that employees generally experience satisfactory levels of contentment with their work environment and job conditions. The standard deviation of 0.446 indicates the greatest variability among the three independent variables examined in this study, suggesting more diverse perceptions of job satisfaction across the workforce than of organizational commitment and work motivation. The score ranges from 2 to 4 indicates that while all employees report some level of job satisfaction, there is notable variation in their levels of satisfaction, with no respondent achieving the maximum score. Notably, job satisfaction has the lowest mean score (3.08) compared to organizational commitment (3.16) and work motivation (3.14), suggesting that this area may require particular attention from hospital management. These findings indicate that while job satisfaction at RS Mata Undaan Surabaya is at an acceptable level, targeted interventions to enhance various facets of job satisfaction could improve employee contentment and strengthen organizational citizenship behaviors.

Table 3. Description of Job Satisfaction Variables

	N	Minimum	Maximum	Mean	Std. Deviation
X3 (Job Satisfaction)	200	2	4	3.08	0.446
Valid N (listwise)	200				

The Simultaneous Effect of Organizational Commitment, Work Motivation, and Job Satisfaction on Organizational Citizenship Behavior (OCB)

Table 4 presents the results of the F-test (ANOVA), which examines the simultaneous influence of Organizational Commitment, Work Motivation, and Job Satisfaction on Organizational Citizenship Behavior (OCB). The analysis yields an F-value of 64.997 with a significance value (Sig.) of 0.000, which is well below the standard alpha threshold of 0.05. This result indicates that the regression model is statistically significant, leading to the rejection of the null hypothesis. Consequently, it can be concluded that Organizational Commitment, Work Motivation, and Job Satisfaction collectively have a significant and simultaneous effect on employees' Organizational Citizenship Behavior at Undaan Eye Hospital, Surabaya.

Table 4. F-Test Results

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	15.400	3	5.133	64.997	0.000 ^a
Residual	15.480	196	0.079		
Total	30.880	199			

a. Predictors: (Constant), Job Satisfaction, Organizational Commitment, Work Motivation

b. Dependent Variable: Organizational Citizenship Behavior

DISCUSSION

The empirical evidence demonstrates that employees at RS Mata Undaan Surabaya exhibit a good baseline of OCB, which is substantially enhanced when they feel committed to the hospital, are highly motivated, and are satisfied with their roles. Specifically, organizational commitment and work motivation emerged as the most potent individual predictors, while job satisfaction also contributed significantly to the variance in extra-role behaviors. The simultaneous regression analysis confirmed that these psychological and attitudinal factors collectively form a robust framework for understanding and predicting OCB. This summary of findings establishes a clear empirical foundation for exploring how positive work attitudes translate into the discretionary efforts required for optimal hospital performance (Rizaie et al., 2023).

The strong positive relationship between organizational commitment and OCB aligns with foundational organizational behavior theories and corroborates recent empirical studies in healthcare settings. According to social exchange theory, employees who perceive strong organizational support and share the hospital's values are more likely to reciprocate with discretionary efforts that benefit the organization. This finding is consistent with recent research in hospital management, which highlights that affective commitment is a primary antecedent of helping behaviors and conscientiousness in clinical environments (Majeed et al., 2026). Emerald Publishing Limited. When healthcare professionals feel a deep emotional attachment to their hospital, they are more inclined to assist colleagues, protect hospital resources, and go beyond their formal duties without expecting immediate rewards. Consequently, fostering a deep-seated sense of loyalty and alignment with the hospital's mission is crucial for cultivating a workforce willing to engage in spontaneous, beneficial actions.

Work motivation emerged as a highly influential predictor of OCB, reflecting the intrinsic and extrinsic drives that compel healthcare professionals to exceed their formal job descriptions. Motivation serves as the psychological engine that translates an employee's capability into voluntary action, particularly in high-stress environments such as a specialized ophthalmology referral hospital. This result supports the tenets of self-determination theory, which posits that autonomous motivation, driven by a sense of purpose and professional growth, strongly predicts proactive and altruistic workplace behaviors. Previous studies in healthcare administration have similarly found that intrinsically motivated employees are more likely to exhibit the courtesy and sportsmanship dimensions of OCB, as they are genuinely invested in patient outcomes rather than merely fulfilling contractual obligations (Atalla et al., 2024). Therefore, understanding and nurturing the diverse motivational drivers of hospital staff is essential for sustaining high levels of voluntary performance and preventing behavioral stagnation.

Although job satisfaction demonstrated a slightly lower but still significant effect on OCB compared to the other variables, it remains a critical psychological state that facilitates extra-role behaviors. Job satisfaction reflects the affective evaluation of one's work environment. When employees are satisfied with their roles, compensation, and workplace conditions, they are more likely to engage in positive, voluntary actions. This finding resonates with the affective events theory, suggesting that positive emotional reactions to the work environment accumulate to foster a disposition toward organizational citizenship (Iqbal et al., 2023). While some prior literature argues that satisfaction alone is insufficient to drive OCB without strong commitment, this study proves that satisfaction still plays a vital, independent role in the healthcare context. Satisfied employees are less likely to engage in counterproductive work behaviors and more likely to exhibit the civic virtue and altruism necessary for a harmonious and efficient hospital environment.

The simultaneous analysis confirms that these three variables collectively explain nearly half of the variance in OCB, underscoring the need to view employee attitudes as an integrated psychological framework rather than isolated constructs. The adjusted R-squared value of 0.491 indicates that organizational commitment, work motivation, and job satisfaction interact synergistically to shape an employee's propensity for voluntary behavior. This collective impact suggests that the presence of just one positive attitude is insufficient to maximize OCB; rather, a holistic psychological state is required to consistently trigger extra-role behaviors. This aligns with comprehensive organizational models that emphasize the multifaceted nature of employee engagement, underscoring that the cognitive, conative, and affective domains must be addressed (Huang et al., 2022). Recognizing this interconnectedness allows researchers and practitioners to appreciate the complex psychological architecture that underpins discretionary workplace behaviors.

From a practical standpoint, these findings provide hospital administrators with actionable insights for designing integrated human resource strategies that foster a culture of voluntary service excellence. Because organizational commitment and work motivation were identified as the strongest predictors, management should prioritize long-term retention and engagement initiatives over short-term transactional rewards. Practical interventions include implementing structured career development pathways, enhancing participative decision-making, and recognizing employees who consistently demonstrate exemplary OCB. Since job satisfaction also significantly influences OCB, administrators must ensure that fundamental workplace conditions, such as manageable workloads, fair compensation, and a supportive work environment, are continuously optimized. By adopting a comprehensive approach that simultaneously targets commitment, motivation, and satisfaction, hospital leadership can effectively cultivate a resilient workforce capable of delivering superior patient care through voluntary cooperation and dedication (Chen et al., 2022).

Beyond the immediate context of the studied hospital, this research offers broader implications for the healthcare sector, where reliance on OCB is particularly acute given the unpredictable and emotionally demanding nature of patient care. In specialized referral centers, the complexity of patient needs often exceeds formal job descriptions, making the voluntary coordination and helping behaviors of staff critical for operational efficiency and patient safety. The study highlights that healthcare institutions cannot rely solely on formal protocols and job descriptions to ensure high-quality service; they must actively manage their workforce's psychological well-being and attitudes (Foglia et al., 2026). Policymakers and healthcare executives can utilize these insights to develop sector-wide guidelines that emphasize the psychological health and attitudinal development of medical and non-medical staff, ultimately improving systemic healthcare delivery and patient satisfaction.

Despite the robust findings, this study is subject to several methodological limitations that must be acknowledged when interpreting the results. Primarily, reliance on a cross-sectional survey design limits the ability to establish definitive causal relationships between the independent variables and OCB, as the data capture employee attitudes at a single point in time. The use of self-reported questionnaires for both predictor and dependent variables may introduce common-method bias, potentially inflating observed correlations due to social desirability or consistency motives. Future research should employ longitudinal designs to track changes in OCB over time and utilize multi-source data collection, such as supervisor or peer evaluations of OCB, to provide a more objective and rigorous assessment of extra-role behaviors.

The research's geographical and contextual scope limits the generalizability of its findings to other healthcare environments. The study was conducted exclusively at a specialized ophthalmology referral hospital in Surabaya, which possesses a unique organizational culture, specific patient demographics, and distinct operational demands that may not reflect the realities of general hospitals or healthcare facilities in different regions. The specific nature of eye care, which may involve different stress levels and patient interaction dynamics compared to emergency or intensive care units, could influence how commitment, motivation, and satisfaction translate into OCB. Subsequent studies should replicate this research across diverse healthcare settings, including primary care clinics, multi-specialty hospitals, and facilities in varying geographic locations, to validate the applicability of these findings and explore context-specific nuances.

CONCLUSION

This study provides empirical evidence that organizational commitment, work motivation, and job satisfaction each exert positive and significant influences on Organizational Citizenship Behavior (OCB) among employees at Undaan Eye Hospital, Surabaya. The findings demonstrate that when healthcare professionals exhibit stronger affective commitment to their organization, possess higher levels of intrinsic and extrinsic motivation, and experience greater satisfaction with their work environment, they are more likely to engage in voluntary, extra-role behaviors that enhance organizational effectiveness. The simultaneous analysis reveals that these three psychological and attitudinal factors collectively form a robust predictive framework for understanding OCB, indicating that their combined influence is substantial and statistically significant. These results underscore the importance of adopting integrated human resource management strategies that simultaneously cultivate organizational commitment, enhance work motivation, and improve job satisfaction to foster a culture of organizational citizenship within healthcare settings. By recognizing the interconnected nature of these antecedents, hospital administrators can develop comprehensive interventions that

not only improve employee attitudes but also promote the discretionary behaviors essential for delivering high-quality patient care in specialized ophthalmology services.

REFERENCES

- Adamopoulos, I. P., & Syrou, N. F. (2022). Associations and correlations of job stress, job satisfaction and burn out in public health sector. *European Journal of Environment and Public Health, 6*(2), em0113. <https://doi.org/10.21601/ejeph/12166>
- Atalla, A. D. G., Zoromba, M. A., & Mohamed, S. M. S. (2024). Nurse managers' knowledge and practices related to organizational citizenship behavior: Cross-sectional survey: Nurses and organizational citizenship behavior. *Acta Bio Medica: Atenei Parmensis, 95*(2), e2024066. <https://doi.org/10.23750/abm.v95i2.15215>
- Atan, A., & Gelirli, N. (2024). Resilience and grit for sustainable well-being at work: Evidence from high-pressure service organizations. *Sustainability, 17*(16), 7486. <https://doi.org/10.3390/su17167486>
- Chaanine, J. (2025). Strengthening Lebanese health care: Exploring the impact of organizational culture on employee loyalty through trust and job satisfaction. *Leadership in Health Services, 38*(2), 263–279. <https://doi.org/10.1108/LHS-09-2024-0114>
- Changaranchola, M. N., & Samantara, R. (2024). Organizational justice and organizational citizenship behavior: Exploring the mediating role of psychological well-being at work. *Rajagiri Management Journal, 18*(3), 233–250. <https://doi.org/10.1108/RAMJ-07-2023-0199>
- Chen, J., Ghardallou, W., Comite, U., Ahmad, N., Ryu, H. B., Ariza-Montes, A., & Han, H. (2022). Managing hospital employees' burnout through transformational leadership: The role of resilience, role clarity, and intrinsic motivation. *International Journal of Environmental Research and Public Health, 19*(17), 10941. <https://doi.org/10.3390/ijerph191710941>
- Fapohunda, M., Akinlolu, V. S., Omaghomi, T. T., & Atima, M. E. (2024). A policy and research framework for strengthening emergency response coordination across hospital units. *International Journal of Advanced Multidisciplinary Research and Studies, 4*(6), 2791–2799. <https://doi.org/10.62225/2583049X.2024.4.6.5407>
- Foglia, E., Ferrario, L., & Garagiola, E. (2026). Enhancing healthcare workers' safety and well-being through a comprehensive qualitative analysis across hospital settings. *Scientific Reports, 16*(1), 5084. <https://doi.org/10.1038/s41598-026-35681-5>
- Gayathri, G., & Savarimuthu, A. (2025). Organizational justice as a predictor of organizational citizenship behavior and employee engagement in the healthcare sector: A conceptual study. *Asia Pacific Journal of Health Management, 20*(1), 43–56. <https://doi.org/10.24083/apjhm.v20i1.3537>
- Hasibuan, J. S., & Farisi, S. (2025). Determinants of employee engagement and organizational citizenship behavior of nurses in public hospitals in Indonesia. *Problems and Perspectives in Management, 23*(1), 584. [https://doi.org/10.21511/ppm.23\(1\).2025.44](https://doi.org/10.21511/ppm.23(1).2025.44)
- Hoxha, G., Simeli, I., Theocharis, D., Vasileiou, A., & Tsekouropoulos, G. (2023). Sustainable healthcare quality and job satisfaction through organizational culture: Approaches and outcomes. *Sustainability, 16*(9), 3603. <https://doi.org/10.3390/su16093603>
- Huang, S. Y., Huang, C. H., & Chang, T. W. (2022). A new concept of work engagement theory in cognitive engagement, emotional engagement, and physical engagement. *Frontiers in Psychology, 12*, 663440. <https://doi.org/10.3389/fpsyg.2021.663440>
- Iqbal, R., Shahzad, K., & Donia, M. B. (2023). Environmentally specific transformational leadership and employee green attitude and behavior: An affective events theory perspective. *Journal of Environmental Psychology, 92*, 102181. <https://doi.org/10.1016/j.jenvp.2023.102181>
- Kammeyer-Mueller, J. D., Rubenstein, A. L., & Barnes, T. S. (2024). The role of attitudes in work behavior. *Annual Review of Organizational Psychology and Organizational Behavior, 11*, 221–250. <https://doi.org/10.1146/annurev-orgpsych-101022-101333>

- Majeed, S., Mufti, S., Peerzadah, S. A., & Nazir, N. A. (2026). Personality traits, organizational commitment and organizational citizenship behavior in healthcare: A study using McCrae and Costa's meta-theoretical framework. *Evidence-Based HRM: A Global Forum for Empirical Scholarship*, 14(2), 402–420. <https://doi.org/10.1108/EBHRM-07-2024-0251>
- Muzamil, M., & Shah, S. A. (2025). Organizational citizenship behavior in context of human service organizations. In *Organizational citizenship behaviour in human service organizations: Going beyond the call of duty at the workplace* (pp. 9–17). Springer Nature Singapore. https://doi.org/10.1007/978-981-96-9045-9_2
- Nguyen, M. H., & Nguyen, X. N. (2026). The effect of job stress on work performance among medical staff in Vietnamese public hospitals: The mediating roles of organizational commitment and job satisfaction. *Cogent Business & Management*, 13(1). <https://doi.org/10.1080/23311975.2026.2636327>
- Nisar, Q. A., Haider, S., Waqas, A., Khan, W. A., & Selem, K. M. (2024). Cost of organizational citizenship behaviors: Serial mediation model of citizenship fatigue. *Management Research Review*, 47(6), 904–927. <https://doi.org/10.1108/MRR-08-2023-0540>
- Nuhu, M. S., Kamselem, K. M., Mustapha, M., & Abdullahi, M. S. (2025). Personal value, employee impact and service quality delivery: The mediating role of organizational citizenship behavior. *International Journal of Quality and Service Sciences*, 17(1), 1–24. <https://doi.org/10.1108/IJQSS-06-2023-0081>
- Pratama, R. A., Purwati, P., Novita Sari, I., Puspita Rachma, U., & Khoirun Nikmah, F. (2025). Workplace anxiety as a bridge between job insecurity and work-life conflict: Insights from healthcare employees. *Bulletin of Counseling and Psychotherapy*, 7(2). <https://doi.org/10.51214/002025071333000>
- Rizaie, M. E., Horsey, E. M., Ge, Z., & Ahmad, N. (2023). The role of organizational citizenship behavior and patriotism in sustaining public health employees' performance. *Frontiers in Psychology*, 13, 997643. <https://doi.org/10.3389/fpsyg.2022.997643>
- Sharma, A., Upadhyay, K., & Goel, S. (2025). Motivation among health care professionals: Strategies for improvement. *Journal of Postgraduate Medicine Education and Research*, 59(1), 35–38. <https://doi.org/10.5005/jp-journals-10028-1702>
- Slavkovic, M., Eric, D., Miric, M., & Simonovic, M. (2023). Leveraging a synergy in motivation to effect job satisfaction of healthcare professionals in public blood bank units: A cross-sectional study. *Journal of Multidisciplinary Healthcare*, 16, 3203–3214. <https://doi.org/10.2147/JMDH.S433813>
- Song, Y., Wang, Z., & Song, L. J. (2024). Going the extra mile for patients: Service-oriented high-performance work systems drive nurses' job crafting and extra-role service behaviour. *Journal of Advanced Nursing*, 80(9), 3637–3652. <https://doi.org/10.1111/jan.16114>
- Tabassum, F., & Ghosh, N. (2023). Demystifying the catalytic role of retention strategies and psychological contract in the healthcare sector. *Industrial and Commercial Training*, 55(4), 470–492. <https://doi.org/10.1108/ICT-05-2022-0030>
- Tayal, R., Tripathi, M., Singh, N., & Bamel, U. (2023). Antecedents and consequences of organisational citizenship behaviour: A mediated-moderation examination in an emerging economy. *International Journal of Emerging Markets*, 18(12), 6343–6367. <https://doi.org/10.1108/IJOEM-09-2021-1383>
- Yi, M., Jiang, D., Wang, J., Zhang, Z., Jia, Y., Zhao, B., ... Chen, O. (2022). Relationships among thriving at work, organisational commitment and job satisfaction among Chinese front-line primary public health workers during COVID-19 pandemic: A structural equation model analysis. *BMJ Open*, 12(6), e059032. <https://doi.org/10.1136/bmjopen-2021-059032>