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Research



## Public Service Motivation and Organisational Commitment Affect Nursing Organisations' Citizenship Behaviour During the COVID-19 Pandemic

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### A B S T R A C T

**Background:** Nurses are vital to healthcare. Nurses give patients care in hospitals and other public service organisations. Nurses' motivation to perform public service tasks affects patient experience and health care quality.

**Objective:** This study examines how motivation affects organisational citizenship of nurses in South Sumatra government-owned public hospitals.

**Method:** Nurses treating Covid-19 patients are the research subject. This study included 333 nurses from 3 government hospitals. Data includes quantitative and qualitative, including primary and secondary data. Nurses provided primary data through observation and questionnaires. To determine how public service motivation and organisational commitment affect nurses' organisational citizenship. Our quantitative descriptive research method links the research outcomes to the theories in the theoretical description. The Structural Equation Model (SEM PLS) can determine organisational member behaviour characteristics.

**Result:** According to research and calculations, public service motivation influences organisational citizenship behaviour by 0.523 or 52.3%, organisational commitment by 0.295 or 29.5%, and organisational commitment by 0.612 or 61.2% in government-owned public hospitals. The Structural Equation Model (SEM PLS) can determine organisational member behaviour characteristics. According to research and calculations, public service motivation influences organisational citizenship behaviour by 0.523 or 52.3%, organisational commitment by 0.295 or 29.5%, and organisational commitment by 0.612 or 61.2% in government-owned public hospitals. The Structural Equation Model (SEM PLS) can determine Organisational Citizenship Behaviour variables. According to research and calculations, public service motivation affects organisational citizenship behaviour by 0.523 or 52.3%, while organisational commitment affects it by 0.295 or 29.5%. 0.612 or 61.2% in government-owned public hospitals.

### INTRODUCTION

The global COVID-19 epidemic has posed a significant threat to the global population, including the nation of Indonesia. The provision of healthcare services by advanced medical facilities, namely hospitals, has encountered significant strain as a consequence of the substantial patient influx resulting from the COVID-19 pandemic. According to the World Health Organisation (WHO), a majority of 59% of those employed in the health industry are classified as nurses. According to national data, the existing deficit of healthcare professionals, particularly nurses, amounting to 20,000 individuals, poses a significant concern due to a substantial number of them having tested positive for a certain condition. Nurses are the most extensive cohort of healthcare

professionals and deliver round-the-clock services. Organisational Citizenship Behaviour (OCB) is a concept within the field of organisational behaviour that pertains to the voluntary and obligatory acts undertaken in support of the organization's interests. It is considered a manifestation of individual behaviour. Satisfaction derived from one's performance. Individual differences encompass a range of enduring characteristics that individuals possess, such as personality traits, cognitive ability, accumulated experience, acquired skills, domain-specific knowledge, varying levels of responsiveness to rewards, inclination towards autonomy, and levels of motivation. Work attitudes encompass a range of affective states and cognitive processes. Contextual variables refer to external factors that might influence many aspects of a situation

or environment. These factors include characteristics of the task at hand, attitudes towards work, leadership style, group dynamics, organisational culture, professionalism, and societal expectations on social roles. Public service motivation refers to the inclination of individuals to be driven by reasons that are primarily or uniquely associated with the public, institutions, and organisations. Motivation is a multifaceted phenomenon that exerts a significant impact on an individual's behaviour, driving them towards goal-oriented actions in order to get desired outcomes. This study examines the various factors that influence individuals' perspectives on work, including their attitudes towards work, leadership style preferences, group features, organisational culture, professionalism, and social role expectations.

The concept of public service refers to the provision of essential services and assistance to the general public by governmental or non-profit organisations. Individual motivation often arises from impulses that are primarily or uniquely associated with the public, institutions, and organisations. Motivation is a multifaceted phenomenon that exerts a significant influence on an individual's behaviour and drives goal-directed actions aimed at achieving desired outcomes. This study examines various factors that influence individuals' perspectives on work, including attitudes, leadership style, group dynamics, organisational culture, professionalism, and societal expectations for social roles. The concept of public service refers to the provision of services and assistance by government entities to the general public. It encompasses a wide range Motivation is a phenomenon wherein individuals exhibit responses to motives that are derived from primary or distinctive sources inside the public sphere, as well as within institutions and organisations. Motivation is a multifaceted phenomenon that exerts a significant impact on human behaviour. The presence of motivation within an individual engenders purposeful actions aimed at attaining specific objectives.

Organisational commitment is a psychological concept that pertains to the connection between individuals inside an organisation and their affiliation with said organisation. This construct bears significance in influencing an individual's determination to maintain their membership within the organisation. The findings from the study conducted by Wijaya (2018) indicate a positive correlation between organisational commitment and nurses' organisational citizenship behaviour (OCB), as evidenced by a statistically significant p value of 0.001. A hospital is an institution that offers a wide range of individual health services, including inpatient, outpatient, and emergency care.

## METHOD

The present study involved a sample of nurses who provided care to patients diagnosed with Covid-19 during the epidemic. The study population comprised nurses who provided care to COVID-19 patients in three hospitals located in Palembang. These hospitals include RSUD Siti Fatimah, a type B hospital under the ownership of the South Sumatra Provincial Government, RSUD Palembang Bari, a type B hospital under the ownership of the Palembang City Government, and Bhayangkara Mohammad Hospital. Hasan is a privately-owned Type C hospital that is affiliated with the South Sumatra Regional Police. The sample size for this study consisted of 333 respondents. The study employed purposive sampling, a sampling strategy that was chosen based on certain considerations (Sugiyono, 2010). The samples collected were selected based on the following criteria.

- 1) Nurses who are currently employed in the healthcare profession.
- 2) The individual is residing in Palembang.
- 3) There exists a collective of nurses who have been providing care to individuals affected by the Covid-19 virus.

## RESULT AND DISCUSSION

### 1. The test instrument

Refers to the tool or device used in the assessment or evaluation of a specific variable or construct. It is designed to Prior to doing data analysis, it is important to perform validity and reliability testing. The findings are presented in the following manner:

### 2. The assessment of validity

Discriminant validity is employed as a means of assessing the extent to which a given construct exhibits distinctiveness in relation to other constructs. A concept demonstrates high discriminant validity when it effectively represents a distinct and cohesive unit, accurately describing the variable under investigation. A high level of discriminant validity indicates that the construct under consideration possesses distinct characteristics and is capable of accurately describing discriminant validity, which is assessed by comparing the square root of the extracted average variance (AVE) with the correlation value between different constructs. According to Heir et al. (2010), if the square root of the Average Variance Extracted (AVE) exceeds the correlation value between constructs, it suggests favourable convergent validity. The findings derived from the analysis of the processed data indicate that the variable value above the threshold of 0.5, so

confirming its validity. Consequently, this outcome warrants the pursuit of additional research in the given area.

**3. Evaluation of Trust**

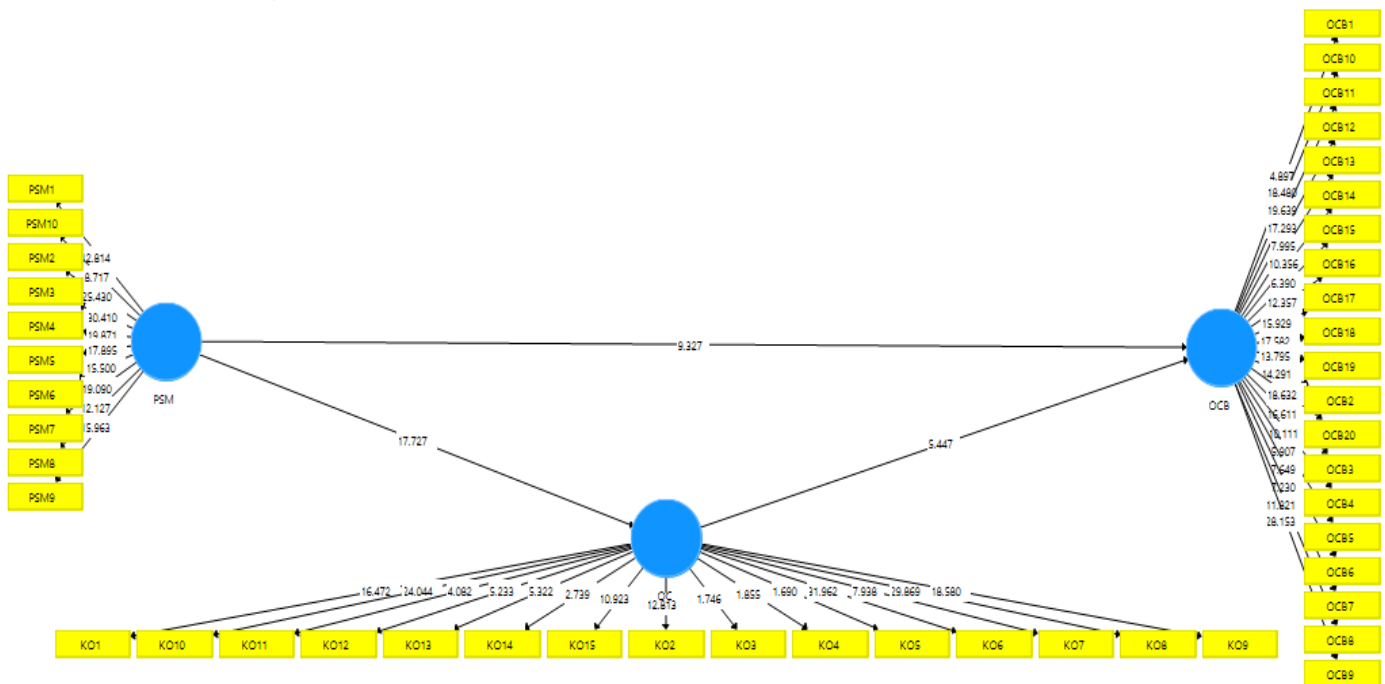
Reliability testing serves as a method for assessing the measurement properties of a questionnaire, specifically its capacity to accurately capture a variable or construct. The reliability of a questionnaire is determined by the consistency of an individual's responses to the posed questions. Construct reliability refers to the extent to which the indicators of a

variable exhibit internal consistency, hence reflecting the level of consistency of the variable itself. A construct reliability value of  $CR \geq 0.07$ , as suggested by Hair et al. (2010), suggests a high level of reliability.

**Table 1. Reliability Test Results**

Variable	Cronbach Alfa
Public Service Motivation	0,868
Organizational Commitment	0,851
Organizational Citizenship Behavior	0,886

**Figure 1. Results of Equation Model Structure (SEM PLS)**



**Table 2. Path Coefficient Results**

	OC	OCB	PSM
OC	-	0,295	-
OCB	-	-	-
PSM	0,612	0,523	-

Source: results of data processing with SEM PLS, 2023

**The Impact of Public Service Motivation on Organisational Citizenship Behaviour**

This study provides evidence supporting the notion that public service motivation has a statistically significant and positive impact on the Organisational Citizenship of Covid 19 Nurses. The path coefficient value of 0.523 indicates that nurses' public service motivation can exert an influence on their inclination to engage in volunteer activities related to Covid 19. This finding aligns with the research conducted by Hue (2022), which indicates that the dimensions of PSM exhibit a statistically significant positive correlation. Furthermore, this positive link has been found to have

a favourable influence on work efforts and behaviour related to Organisational Citizenship Behaviour (OCB). According to Cheng (2020), there is evidence to suggest that public service motivation has a favourable impact on organisational citizenship behaviour (OCB) at the individual, group, and organisational levels. Piatak's (2016) research findings indicate a positive correlation between individuals possessing elevated levels of public service motivation (PSM) and their inclination to pursue careers in the public service sector, as well as engage in volunteer activities. Demonstrating dedication towards colleagues, clients, and superiors signifies a favourable correlation with Organisational Citizenship Behaviour (OCB) that is aligned with a shared objective. According to Koumenta (2015), there is a correlation between PSM and citizenship behaviour.

### The Impact of Public Service Motivation on Organisational Commitment

The findings of this study provide evidence supporting the notion that Public Service Motivation (PSM) has a statistically significant and beneficial impact on organisational commitment. The path coefficient value of 0.612 further confirms this relationship. This aligns with the findings of De Geus's (2020) research, which demonstrates a correlation between many antecedents, such as organisational commitment, justice, public service motivation (PSM), effective leadership, emotional commitment to organisational citizenship behaviour (OCB), and organisational commitment. Furthermore, the study reveals that organisational commitment acts as a mediator between the antecedents, OCB, and its outcomes.

### The Impact of Organisational Commitment on Organisational Citizenship Behaviour

The results of this research study offer empirical support for the claim that Organisational Commitment has a positive and statistically significant impact on Organisational Citizenship Behaviour, as evidenced by a path coefficient of 0.295. In a study conducted by Morin (2011), it was found that organisational commitment has a mediating function in the association between dedication to coworkers and consumers, particularly in respect to the attributes of organisational citizenship behaviour (OCB). Moreover, a study conducted by Indra and Wijaya in 2018 revealed a significant positive association between organisational commitment and Organisational Citizenship Behaviour (OCB) among nurses at Panembahan Senopati Hospital, Bantul. The statistical analysis yielded a P value of 0.001. Furthermore, it was discovered that motivation had a favourable influence on Organisational Citizenship Behaviour (OCB) within the nursing staff at Panembahan Senopati Hospital, Bantul (P value 0.001). The obtained p-value was determined to be 0.001.

### CONCLUSION

Based on the findings obtained from the analysis of research data pertaining to the impact of variables such as public service motivation, organisational commitment, and Organisational Citizenship Behaviour on Covid 19 Study Nurses at the Government-Owned General Hospital of South Sumatra Province, the subsequent inferences can be made:

1. The impact of public service motivation on Organisational Citizen Behaviour is both positive and statistically significant. This finding demonstrates a positive correlation between the level of public service motivation or nurses'

motivation in serving patients and the extent of Organisational Citizenship Behaviour.

2. Public Service Motivation exhibits a noteworthy and constructive impact on the level of dedication individuals have towards their respective organisations. This finding indicates a positive correlation between the level of public service motivation and organisational commitment, suggesting that individuals with greater public service motivation values are more likely to exhibit stronger commitment to their respective organisations.
3. The relationship between organisational commitment and Citizenship Behaviour is found to be favourable and statistically significant. This finding demonstrates a positive correlation between organisational commitment and the organisational level of Covid-19 nurses.
4. The mediation effect of organisational commitment on the relationship between public service motivation and organisational citizenship behaviour is found to be positive and statistically significant. This finding demonstrates a positive correlation between the motivation and organisational commitment of nurses and their level of volunteer behaviour in serving patients with Covid-19.

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