

Research Article

Understanding Organizational Citizenship Behavior: The Roles of Personality, Work Engagement, and Work Motivation

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Abstract: This study examines the impact of personality and work engagement on Organizational Citizenship Behavior (OCB), with work motivation serving as a mediating variable, among inpatient nurses at South Jakarta Type B Hospital. OCB is crucial for enhancing organizational performance and service quality, especially in healthcare settings, where nurses' extra-role behaviors significantly contribute to patient care. The research utilized a quantitative approach with a survey design, involving 143 nurses from infection and critical inpatient wards. Data were collected through structured questionnaires and analyzed using Structural Equation Modeling–Partial Least Squares (SEM-PLS). The results indicate that personality positively influences both work motivation and OCB. Work engagement also positively impacts work motivation and OCB. Additionally, work motivation significantly affects OCB and partially mediates the relationship between personality, work engagement, and OCB. These findings suggest that fostering nurses' work engagement and motivation, supported by positive personality traits, can enhance OCB, leading to better organizational performance and improved healthcare service quality.

Keywords: Inpatient Nurses; Organizational Citizenship Behavior; Personality; Work Engagement; Work Motivation.

1. Introduction

Healthcare organizations operate in highly complex environments where service quality, patient safety, and organizational effectiveness depend largely on the performance and behavior of healthcare professionals. Among healthcare workers, nurses represent the largest professional group and play a critical role in providing continuous patient care. In addition to performing their formal duties, nurses are often expected to demonstrate behaviors that go beyond their job descriptions, such as helping colleagues, maintaining positive interpersonal relationships, and supporting organizational goals. These voluntary behaviors are widely known as Organizational Citizenship Behavior (OCB). OCB refers to discretionary behaviors that are not formally required by the organization but contribute to overall organizational effectiveness and improved work performance (Organ, 1988). In hospital settings, OCB is particularly important because collaborative and proactive behaviors among nurses can enhance service quality, improve patient satisfaction, and support organizational performance (Podsakoff et al., 2009).

The development of Organizational Citizenship Behavior is influenced by various individual and organizational factors. One important individual factor is personality. Personality reflects relatively stable psychological characteristics that influence how individuals think, feel, and behave in different situations (McCrae & Costa, 2008). Employees with positive personality traits such as responsibility, openness to new experiences, sociability, and cooperativeness tend to demonstrate higher levels of initiative, collaboration, and willingness to contribute beyond their formal job responsibilities. These characteristics are closely related to the personality dimensions of conscientiousness, openness to experience, extraversion, and agreeableness, which are commonly associated with constructive workplace behaviors. Previous studies have indicated that personality plays an important role in shaping

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employees' attitudes and behaviors in the workplace, including their willingness to engage in extra-role behaviors such as OCB (Robbins & Judge, 2017).

Another factor widely discussed in organizational behavior research is work engagement. Work engagement refers to a positive and fulfilling work-related psychological state characterized by vigor, dedication, and absorption in work (Schaufeli et al., 2002). Employees who experience high levels of engagement tend to feel enthusiastic, energetic, and strongly involved in their job roles. In healthcare organizations, work engagement is particularly important because engaged nurses are more likely to demonstrate commitment, provide better patient care, and actively contribute to team performance. Previous studies have shown that employees with higher levels of engagement are more likely to demonstrate positive work attitudes and behaviors that benefit the organization, including Organizational Citizenship Behavior (Bakker & Demerouti, 2017).

In addition to personality and work engagement, work motivation is also considered an important factor influencing employee behavior. Work motivation refers to the internal and external forces that stimulate individuals to perform their tasks and achieve organizational goals (Ryan & Deci, 2000). Employees who are highly motivated tend to demonstrate persistence, initiative, and a strong sense of responsibility in their work. In organizational settings, motivation has been widely recognized as a key determinant of both job performance and discretionary behaviors. Employees with strong work motivation are more likely to help colleagues, participate in organizational activities, and contribute to a positive work environment, which are essential elements of Organizational Citizenship Behavior (Luthans, 2011).

Despite the growing body of research on Organizational Citizenship Behavior, several gaps remain in the literature. Many previous studies have examined the direct influence of personality and work engagement on OCB. However, relatively few studies have explored the mediating role of work motivation in explaining how these factors influence extra-role behaviors, particularly in healthcare settings. Furthermore, empirical studies focusing on nurses in hospital environments remain limited, especially in the Indonesian healthcare context. Considering the important role of nurses in maintaining healthcare quality and patient safety, understanding the factors that influence Organizational Citizenship Behavior among nurses is essential for hospital management.

South Jakarta Type B Hospital is one of the healthcare institutions that relies heavily on the performance and collaboration of its nursing staff to maintain high-quality healthcare services. In inpatient units, particularly in infection and critical care wards, nurses face demanding working conditions that require not only technical competence but also strong teamwork, initiative, and voluntary contributions beyond formal job responsibilities. Under such circumstances, Organizational Citizenship Behavior becomes increasingly important in supporting effective teamwork and maintaining service quality.

Based on these considerations, this study aims to examine the effect of personality and work engagement on Organizational Citizenship Behavior with work motivation as a mediating variable among inpatient nurses at South Jakarta Type B Hospital. The findings of this study are expected to contribute to the development of organizational behavior literature in healthcare settings and provide practical insights for hospital management in developing strategies to enhance employee motivation, engagement, and extra-role behavior.

2. Literature Review

Organizational Citizenship Behavior (OCB)

Organizational Citizenship Behavior (OCB) refers to discretionary employee behavior that is not formally recognized by the reward system but contributes to the effective functioning of an organization (Organ, 1988). OCB reflects employees' voluntary willingness to perform activities beyond their formal job responsibilities, such as helping coworkers, maintaining organizational harmony, and supporting organizational objectives. These behaviors play an important role in improving organizational efficiency, strengthening teamwork, and fostering a positive organizational climate (Podsakoff et al., 2009).

Organ (1988) identified several dimensions of Organizational Citizenship Behavior, including altruism, conscientiousness, sportsmanship, courtesy, and civic virtue. Altruism refers to voluntary actions to help colleagues who experience work-related difficulties. Conscientiousness reflects employees' willingness to exceed minimum role requirements, such as maintaining discipline and completing tasks responsibly. Sportsmanship refers to the ability to tolerate less-than-ideal working conditions without complaining excessively.

Courtesy involves maintaining good interpersonal relationships to prevent work-related conflicts, while civic virtue reflects employees' active participation in organizational activities and concern for the organization's sustainability. In this study, four dimensions of OCB are used: altruism, sportsmanship, courtesy, and civic virtue, while the conscientiousness dimension is not included. This decision is based on the consideration that, in the context of nursing work, behaviors such as discipline, punctuality, and completing assigned duties responsibly are generally regarded as in-role behavior, meaning they are part of the formal job responsibilities of nurses rather than voluntary actions beyond role requirements. Since Organizational Citizenship Behavior focuses on extra-role behavior, the study emphasizes dimensions that more clearly represent voluntary contributions beyond formal job duties. Therefore, the four selected dimensions are considered more appropriate to capture OCB among nurses in supporting teamwork, maintaining harmonious relationships, and contributing positively to organizational effectiveness.

In the context of healthcare organizations, OCB is particularly important because hospital services require strong collaboration and coordination among healthcare professionals. Nurses who demonstrate Organizational Citizenship Behavior tend to assist colleagues during high workloads, share knowledge, and maintain a cooperative work environment, which ultimately improves service quality and patient safety. Previous studies have also indicated that OCB can improve organizational performance, reduce workplace conflict, and increase employee satisfaction (Podsakoff et al., 2009).

Several studies have identified various factors that influence Organizational Citizenship Behavior, including personality traits, work engagement, leadership style, organizational culture, and employee motivation. Among these factors, personality, work engagement, and work motivation are considered important determinants that shape employees' willingness to perform extra-role behaviors in organizational settings.

Personality

Personality is defined as a relatively stable pattern of thoughts, emotions, and behaviors that characterize individuals and influence how they interact with their environment (McCrae & Costa, 2008). Personality plays a significant role in shaping individual behavior in the workplace, including attitudes toward work, interpersonal relationships, and responses to organizational demands. Employees with positive personality characteristics tend to demonstrate higher levels of responsibility, cooperation, and initiative in completing their tasks.

One of the most widely used frameworks for understanding personality in organizational research is the Big Five Personality Model, which consists of five main dimensions: openness to experience, conscientiousness, extraversion, agreeableness, and neuroticism (Robbins & Judge, 2017). Openness to experience reflects individuals' creativity and willingness to accept new ideas. Conscientiousness refers to responsibility, discipline, and reliability in performing tasks. Extraversion reflects sociability and assertiveness in interpersonal interactions, while agreeableness represents individuals' tendency to be cooperative, supportive, and trusting of others. Neuroticism, on the other hand, relates to individuals' tendency to experience emotional instability and psychological distress.

However, in this study, the personality variable is measured using four dimensions of the Big Five personality model, namely openness to experience, conscientiousness, extraversion, and agreeableness. The four selected dimensions represent personality traits that are more closely associated with proactive behavior, cooperation, responsibility, and positive interpersonal relationships in the workplace. By emphasizing these dimensions, the study aims to better capture personality characteristics that contribute to constructive work attitudes and behaviors among employees.

In organizational contexts, personality traits are often associated with various work-related outcomes, including job performance, job satisfaction, and organizational commitment. Employees with high levels of conscientiousness and agreeableness tend to show greater cooperation and willingness to help colleagues, which are essential characteristics of Organizational Citizenship Behavior. Previous research has demonstrated that personality traits significantly influence employees' attitudes and behaviors, including their motivation and engagement in the workplace (Barrick & Mount, 1991).

In healthcare settings, personality traits can influence how nurses respond to work pressure, collaborate with colleagues, and interact with patients. Nurses with positive personality traits are more likely to demonstrate empathy, cooperation, and proactive

behavior, which can encourage the development of Organizational Citizenship Behavior in the workplace.

Work Engagement

Work engagement refers to a positive, fulfilling, and work-related psychological state characterized by vigor, dedication, and absorption (Schaufeli et al., 2002). Vigor refers to high levels of energy and mental resilience while working. Dedication reflects a strong sense of significance, enthusiasm, and pride in one's job, while absorption refers to a state of being fully concentrated and deeply engrossed in work activities.

Work engagement has become an important concept in organizational behavior research because it reflects employees' psychological connection with their work. Engaged employees tend to be more enthusiastic, committed, and willing to invest additional effort in completing their tasks. As a result, work engagement is often associated with positive organizational outcomes such as improved job performance, higher job satisfaction, and reduced turnover intentions (Bakker & Demerouti, 2017).

In the healthcare sector, work engagement is particularly important because healthcare professionals frequently face high workloads, emotional demands, and time pressures. Nurses who are highly engaged in their work are more likely to maintain a positive attitude, demonstrate initiative, and contribute actively to team performance. Previous studies have shown that work engagement encourages employees to perform behaviors beyond their formal job responsibilities, including helping colleagues and supporting organizational goals (Saks, 2006).

Furthermore, work engagement can also influence employees' motivation and willingness to demonstrate Organizational Citizenship Behavior. Employees who feel enthusiastic and emotionally connected to their work are more likely to show voluntary behaviors that benefit the organization.

Work Motivation

Work motivation refers to the internal and external forces that stimulate individuals to initiate work-related behavior and determine its direction, intensity, and persistence (Ryan & Deci, 2000). Motivation plays a fundamental role in influencing employee performance and behavior in organizational settings. Employees who are highly motivated tend to demonstrate greater persistence, initiative, and responsibility in performing their tasks.

One of the most widely recognized perspectives in motivation theory is Self-Determination Theory, which distinguishes between intrinsic motivation and extrinsic motivation. Intrinsic motivation arises from internal satisfaction and personal interest in performing tasks, while extrinsic motivation is driven by external rewards such as salary, recognition, or promotion (Ryan & Deci, 2000). Both types of motivation play an important role in encouraging employees to achieve organizational goals.

Another important perspective in understanding work motivation is Herzberg's Two-Factor Theory (Herzberg et al., 1967). Based on the critical incident technique, Herzberg found that the factors causing job satisfaction are different from those causing job dissatisfaction. This theory distinguishes between hygiene factors and motivator factors. Hygiene factors are extrinsic elements related to the work environment, such as organizational policies, supervision quality, salary, interpersonal relationships, and working conditions. When these factors are inadequate, employees experience significant dissatisfaction; however, their presence alone does not necessarily create strong motivation but only prevents dissatisfaction. In contrast, motivator factors are intrinsic aspects related to the content of the job itself and play a direct role in generating job satisfaction and motivation. These include achievement, recognition, the meaningfulness of the work itself, responsibility, opportunities for advancement, and personal growth. According to Herzberg, employees are more likely to experience sustained motivation when their work provides meaningful challenges, recognition for achievements, and opportunities for professional development. Therefore, strong and lasting motivation is primarily driven by intrinsic experiences derived from the job rather than solely from external conditions (Herzberg et al., 1967).

In organizational contexts, motivation has been identified as a key determinant of employee performance, job satisfaction, and organizational commitment (Luthans, 2011). Motivated employees tend to demonstrate positive attitudes toward their work and are more willing to contribute beyond their formal job responsibilities. Therefore, work motivation can encourage employees to demonstrate Organizational Citizenship Behavior, such as helping

colleagues, participating in organizational activities, and maintaining a cooperative work environment.

In healthcare organizations, motivation is particularly important because nurses often work under demanding conditions that require high levels of dedication and commitment. Nurses who feel motivated are more likely to demonstrate initiative, maintain positive interpersonal relationships, and actively support the organization’s goals.

Research Framework

Organizational Citizenship Behavior (OCB) has been widely recognized as an important factor that contributes to organizational effectiveness and improved work performance. In healthcare organizations, particularly hospitals, OCB among nurses plays a crucial role in supporting teamwork, improving service quality, and ensuring patient safety. Nurses who demonstrate OCB are more likely to help colleagues, show initiative, and perform tasks beyond their formal job descriptions. Therefore, identifying the factors that influence OCB is essential for improving organizational performance and healthcare service outcomes.

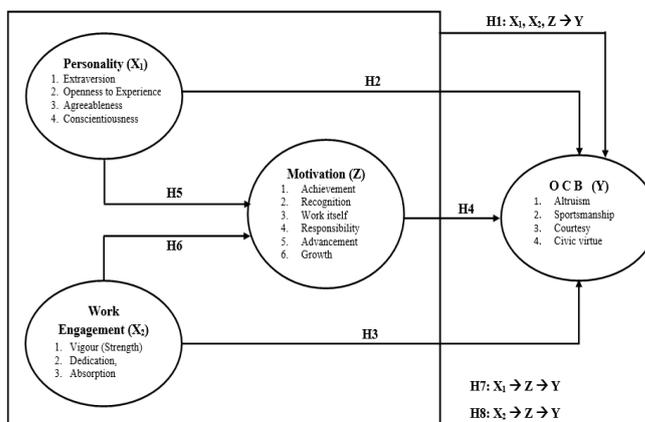


Figure 1. Research Framework.

Based on previous literature, several individual factors have been identified as determinants of Organizational Citizenship Behavior (OCB), including personality traits, work engagement, and work motivation. Personality reflects relatively stable individual characteristics that influence how employees think, feel, and behave in organizational environments. Employees with positive personality traits such as responsibility, cooperativeness, openness to new experiences, and sociability tend to demonstrate stronger interpersonal relationships and a greater willingness to contribute beyond their formal job responsibilities. These characteristics encourage employees to participate actively in organizational activities, support colleagues, and maintain a positive work environment. Therefore, personality is considered an important factor influencing employees’ attitudes, motivation, and extra-role behavior within organizations.

In addition to personality, work engagement is also considered a significant factor influencing employee behavior. Work engagement represents a positive psychological state characterized by enthusiasm, dedication, and deep involvement in work activities. Employees who experience high levels of work engagement tend to feel more connected to their work and demonstrate higher levels of energy and commitment. This positive work-related state can encourage employees to invest additional effort and perform voluntary behaviors that benefit the organization, including Organizational Citizenship Behavior.

Furthermore, work motivation is considered a key mechanism that explains how personality and work engagement influence employee behavior. Work motivation refers to the internal and external forces that stimulate employees to perform their work and achieve organizational goals. Highly motivated employees are more likely to demonstrate persistence, initiative, and proactive behavior in the workplace. Motivation can therefore function as a mediating variable that strengthens the relationship between personality, work engagement, and Organizational Citizenship Behavior.

Based on the theoretical explanations and previous empirical studies, this study proposes that personality and work engagement influence Organizational Citizenship Behavior both directly and indirectly through work motivation. In other words, employees with positive personality characteristics and high levels of work engagement are more likely to develop

stronger work motivation, which in turn encourages them to demonstrate Organizational Citizenship Behavior.

Therefore, the conceptual framework of this study illustrates the relationship between personality and work engagement as independent variables, work motivation as a mediating variable, and Organizational Citizenship Behavior as the dependent variable.

Research Hypotheses

Based on the theoretical explanations and empirical findings discussed in the previous sections, this study proposes several hypotheses regarding the relationships between personality, work engagement, work motivation, and Organizational Citizenship Behavior (OCB). These hypotheses aim to examine both the direct and indirect relationships among the variables in the context of nurses working in inpatient units at South Jakarta Type B Hospital.

Personality traits influence how individuals behave in organizational settings, including their attitudes toward work, interpersonal relationships, and willingness to perform extra-role behaviors. Employees with positive personality characteristics tend to demonstrate stronger cooperation, responsibility, and initiative in the workplace. Therefore, personality is expected to influence Organizational Citizenship Behavior among nurses.

Work engagement reflects a positive psychological state in which employees feel enthusiastic, dedicated, and fully involved in their work. Employees who are highly engaged in their work are more likely to demonstrate proactive behavior and contribute beyond their formal job responsibilities. As a result, work engagement is expected to influence Organizational Citizenship Behavior as well as employees' work motivation.

Work motivation also plays a crucial role in shaping employees' work behavior. Motivated employees tend to show higher levels of initiative, persistence, and commitment to their work. Motivation can also act as an important mechanism linking individual characteristics and psychological states with Organizational Citizenship Behavior.

Based on these theoretical considerations, the research hypotheses are formulated as follows:

- H1: Personality, work engagement, and work motivation simultaneously influence Organizational Citizenship Behavior among inpatient nurses at South Jakarta Type B Hospital.
- H2: Personality has a significant effect on Organizational Citizenship Behavior among inpatient nurses at South Jakarta Type B Hospital.
- H3: Work engagement has a significant effect on Organizational Citizenship Behavior among inpatient nurses at South Jakarta Type B Hospital.
- H4: Work motivation has a significant effect on Organizational Citizenship Behavior among inpatient nurses at South Jakarta Type B Hospital.
- H5: Personality has a significant effect on work motivation among inpatient nurses at South Jakarta Type B Hospital.
- H6: Work engagement has a significant effect on work motivation among inpatient nurses at South Jakarta Type B Hospital.
- H7: Personality influences Organizational Citizenship Behavior through work motivation as a mediating variable among inpatient nurses at South Jakarta Type B Hospital.
- H8: Work engagement influences Organizational Citizenship Behavior through work motivation as a mediating variable among inpatient nurses at South Jakarta Type B Hospital.

3. Materials and Method

Research Design

This study employed a quantitative research approach with a cross-sectional design. A quantitative approach was chosen to examine the relationships among several variables, namely personality, work engagement, work motivation, and Organizational Citizenship Behavior (OCB). In this study, personality and work engagement function as independent variables, work motivation acts as a mediating variable, and Organizational Citizenship Behavior serves as the dependent variable.

The cross-sectional design was used because data were collected at a single point in time from respondents who met the research criteria. This approach allows the researcher to analyze the relationships among variables simultaneously and to identify the influence of

independent variables on the dependent variable through the mediating variable. The conceptual model of this research illustrates the relationship between personality and work engagement as predictors of Organizational Citizenship Behavior, both directly and indirectly through work motivation.

Population and Sample

The population in this study consisted of all staff nurses working in inpatient units at South Jakarta Type B Hospital. According to Sugiyono (2023), a population refers to the entire group of subjects that possess certain characteristics relevant to the research objectives. In this research, the population included 191 nurses working in inpatient wards, particularly in infection inpatient units and critical inpatient units.

The sample represents a subset of the population selected to represent the characteristics of the population (Sugiyono, 2023). The sampling process applied inclusion and exclusion criteria. The inclusion criteria consisted of staff nurses who directly provided nursing services in inpatient wards, specifically those assigned to infection inpatient units and critical inpatient units. Meanwhile, the exclusion criterion included head nurses who were not directly involved in daily patient care activities.

The sample size was determined using the Slovin formula with a margin of error of 5 percent. Based on the calculation, the minimum required sample size was 130 respondents. To anticipate potential non-response or incomplete questionnaires, an additional 10 percent was added to the sample size. Therefore, the final number of respondents involved in this study was 143 nurses.

The sampling technique used in this study was probability sampling with a simple random sampling method. This method provides equal opportunity for each member of the population to be selected as a respondent. Simple random sampling was considered appropriate because the population of nurses in the inpatient units had relatively homogeneous characteristics in terms of job responsibilities and roles.

Data Collection

Data were collected through the distribution of structured questionnaires to the respondents. The questionnaire was distributed online using Google Forms, and the survey link was shared with respondents via the WhatsApp messaging application. The distribution process was conducted within the hospital work environment to facilitate access and increase the response rate.

The research instrument used in this study was adopted from previous studies and had been tested for validity and reliability. After the data were collected, a data verification process was conducted to ensure the completeness and consistency of responses. Questionnaires with incomplete responses or suspected duplication were excluded from the analysis to ensure data quality.

Measurement of Variables

The measurement of research variables in this study used a Likert scale to assess respondents' perceptions of the statements provided in the questionnaire. According to Sugiyono (2023), the Likert scale is commonly used to measure attitudes, perceptions, and opinions regarding certain phenomena.

In this study, respondents were asked to indicate their level of agreement with each statement using a four-point Likert scale consisting of: strongly agree, agree, disagree, and strongly disagree. Each response option was assigned a numerical score to facilitate quantitative analysis. The scoring system used in this research assigned a value of 4 for strongly agree, 3 for agree, 2 for disagree, and 1 for strongly disagree.

The variables examined in this study consisted of personality and work engagement as independent variables, work motivation as a mediating variable, and Organizational Citizenship Behavior as the dependent variable. Personality refers to relatively stable individual characteristics that influence behavior in organizational contexts. Work engagement refers to a positive work-related psychological state characterized by vigor, dedication, and absorption. Work motivation refers to internal factors that encourage individuals to perform their work, while Organizational Citizenship Behavior refers to voluntary behaviors that contribute to organizational effectiveness beyond formal job requirements.

Data Analysis

The data analysis in this study was conducted using Structural Equation Modeling based on Partial Least Squares (SEM-PLS). SEM-PLS was selected because it is suitable for analyzing complex relationships between variables and for testing mediation effects in structural models.

The analysis process consisted of several stages. First, descriptive statistical analysis was conducted to describe the characteristics of respondents. Second, a descriptive analysis using the Three Box Method was applied to classify respondents' perceptions into three categories: low, moderate, and high (Ferdinand, 2014). This method helps provide a clearer interpretation of the average index values obtained from the questionnaire responses.

Furthermore, inferential analysis using SEM-PLS was performed to test the relationships among variables in the research model. The SEM-PLS analysis included two main stages: evaluation of the measurement model (outer model) and evaluation of the structural model (inner model). The outer model assessment examined the validity and reliability of the measurement indicators, while the inner model evaluation assessed the relationships between latent variables and tested the research hypotheses.

4. Results and Discussion

Respondent Characteristics

This study involved 143 nurses working in inpatient units at South Jakarta Type B Hospital, particularly in infection inpatient wards and critical inpatient wards. The demographic characteristics of respondents provide an overview of the background of the participants involved in this study.

Table 1. Respondent Characteristics.

No	Characteristics	Category	Freq. (f)	Percentage (%)	Total
1	Age	< 2 y.o	6	4.2	143
		25 - 35 y.o	26	18.2	
		36 - 45 y.o	41	28.7	
		46 - 55 y.o	68	47.6	
		> 55 y.o	2	1.4	
2	Gender	Male	13	9.1	143
		Female	130	90.9	
3	Marital Status	Not yet married	20	14	143
		Divorced	5	3.5	
		Widowed	5	3.5	
		Married	113	79	
4	Education	Diploma III in Nursing	53	37.1	143
		Nurse	62	43.4	
		Bachelor's Degree in Nursing	27	18.9	
		Bachelor's Degree in Public Health	1	0.7	
5	Length of Service in Current Work Unit	less 2 years	19	13.3	143
		2 - 5 years	22	15.4	
		6 - 10 years	17	11.9	
		11 - 15 years	21	14.7	
		above 15 years	64	44.8	

The results show that the majority of respondents were in the age group of 46–55 years, totaling 68 respondents (47.6%), followed by the age group of 36–45 years with 41 respondents (28.7%). In terms of gender, most respondents were female, accounting for 130 respondents (90.9%), while male respondents accounted for only 13 respondents (9.1%). Regarding marital status, most respondents were married (79%), while 14% were unmarried.

In terms of educational background, the majority of respondents had completed professional nursing education (Ners) with 62 respondents (43.4%), followed by Diploma III in Nursing with 53 respondents (37.1%). Furthermore, the data on work experience indicate a high level of loyalty among nurses, where 64 respondents (44.8%) had worked in the related

inpatient units for more than 15 years. This indicates that most respondents have extensive professional experience and a deep understanding of the work environment in inpatient units.

Instrument Validity and Reliability Test

Before conducting the main analysis, the research instrument was tested for validity and reliability to ensure the accuracy and consistency of the questionnaire used in this study. The validity test was conducted using SPSS with 30 respondents as the pilot sample. An item was considered valid if the calculated correlation value (r-count) was greater than the r-table value at a significance level of 5%. The results of the initial validity test indicated that most indicators met the validity criteria.

The parameters used loading factor value (required to be > 0.70) and the Average Variance Extracted (AVE) value, which must be greater than 0.50. According to Hair et al. (2021), indicators with a loading factor between 0.40 and 0.70 should not be automatically deleted. The indicator should only be deleted if its deletion can increase the Average Variance Extracted (AVE) or Composite Reliability (CR) value above the threshold (0.50 for AVE).

Table 2. Construct Validity and Reliability.

Variable	Indicator	Loading Factor	Cronbach's Alpha	Composite Reliability	AVE	Description
Personality (X1)	KPB1	0.718	0.912	0.919	0.508	Valid - Reliable
	KPB3	0.695				Valid - Reliable
	KPB5	0.731				Valid - Reliable
	KPB6	0.619				Valid - Reliable
	KPB7	0.720				Valid - Reliable
	KPB10	0.723				Valid - Reliable
	KPB11	0.802				Valid - Reliable
	KPB12	0.781				Valid - Reliable
	KPB13	0.762				Valid - Reliable
	KPB14	0.642				Valid - Reliable
	KPB15	0.673				Valid - Reliable
	KPB16	0.662				Valid - Reliable
	Work Engagement (X2)	KKJ1				0.528
KKJ3		0.812	Valid - Reliable			
KKJ4		0.815	Valid - Reliable			
KKJ6		0.801	Valid - Reliable			
KKJ7		0.754	Valid - Reliable			
KKJ8		0.724	Valid - Reliable			
KKJ10		0.515	Valid - Reliable			
KKJ11		0.842	Valid - Reliable			
KKJ12		0.667	Valid - Reliable			
MVK1		0.774	Valid - Reliable			
Work Motivation (Z)	MVK2	0.733	0.953	0.959	0.563	Valid - Reliable
	MVK4	0.850				Valid - Reliable
	MVK5	0.740				Valid - Reliable
	MVK7	0.851				Valid - Reliable
	MVK8	0.768				Valid - Reliable
	MVK9	0.807				Valid - Reliable
	MVK10	0.742				Valid - Reliable
	MVK12	0.817				Valid - Reliable
	MVK13	0.822				Valid - Reliable
	MVK14	0.804				Valid - Reliable
	MVK16	0.754				Valid - Reliable
	MVK18	0.434				Valid - Reliable
	MVK20	0.536				Valid - Reliable
MVK21	0.758	Valid - Reliable				
MVK22	0.676	Valid - Reliable				
MVK23	0.815	Valid - Reliable				
MVK24	0.694	Valid - Reliable				
Organizational Citizenship Behaviour (Y)	OCB1	0.677	0.859	0.866	0.502	Valid - Reliable
	OCB2	0.613				Valid - Reliable
	OCB5	0.819				Valid - Reliable
	OCB7	0.727				Valid - Reliable

Variable	Indicator	Loading Factor	Cronbach's Alpha	Composite Reliability	AVE	Description
	OCB9	0.745				Valid - Reliable
	OCB10	0.664				Valid - Reliable
	OCB15	0.736				Valid - Reliable
	OCB16	0.67				Valid - Reliable

After eliminating the invalid indicators, the validity test was conducted again, and the results showed that all remaining indicators are valid. The AVE value is already above 0.50, then the indicator with a loading of 0.40 can be retained to maintain the content validity of the construct. Furthermore, the reliability test was conducted using Cronbach's Alpha to evaluate the internal consistency of the questionnaire. The results showed that all variables had Cronbach's Alpha values greater than 0.70 value, indicating that the measurement instruments used in this study were reliable and suitable for further analysis.

Descriptive Analysis Using Three Box Method

Descriptive analysis in this study was conducted using the Three Box Method to determine the tendency level of each research variable based on respondents' perceptions. This method categorizes the index values into three levels: low, moderate, and high.

The results of the analysis indicate that all variables in this study fall into the high category, indicating positive perceptions among nurses regarding personality, work engagement, work motivation, and Organizational Citizenship Behavior.

Personality

The personality variable obtained an average index score of 113.25, which falls into the high category. Among the personality dimensions, conscientiousness had the highest index value (118.58), indicating that nurses tend to demonstrate high responsibility and carefulness in performing their tasks. Meanwhile, the openness to experience dimension had the lowest index value (110.06), although it still remained within the high category.

Work Engagement

The work engagement variable recorded an average index score of 108.64, which also falls into the high category. Among its dimensions, dedication had the highest index value (111.67), indicating that nurses demonstrate strong enthusiasm and pride in their work. Meanwhile, the absorption dimension had the lowest index value (104.33) and was categorized as moderate. This suggests that although nurses show strong dedication and energy, their level of deep concentration during work may vary depending on work conditions.

Work Motivation

The work motivation variable showed an average index score of 111.24, categorized as high. The achievement dimension had the highest index value (116.33), indicating that nurses experience a strong sense of satisfaction when successfully completing their tasks. On the other hand, the advancement dimension had the lowest index value (102.25) and was categorized as moderate. This suggests that career advancement opportunities may still require improvement to further enhance nurses' motivation.

Organizational Citizenship Behavior (OCB)

The Organizational Citizenship Behavior variable recorded the highest average index score of 120.25, which is categorized as high. Among its dimensions, altruism had the highest index value (126.75), indicating that nurses frequently help colleagues who experience difficulties at work. Meanwhile, the civic virtue dimension had the lowest index value (117.38), although it still remained within the high category. These results suggest that nurses demonstrate strong voluntary behaviors that support teamwork and organizational effectiveness.

Overall, the descriptive analysis indicates that nurses at South Jakarta Type B Hospital demonstrate strong personality characteristics, high work engagement, strong motivation, and positive Organizational Citizenship Behavior.

Three Box Method Index Analysis

The index values for each variable in the study were in the high category, these index values can be seen in table 3 below:

Table 3. Variable Index.

No	Variable	Score			Desc.
		Low	Middle	High	
1	Personality (X1)			√	Adaptive
2	Work Engagement (X2)			√	Enthusiastic
3	Work Motivation (Z)			√	Achievement
4	Organizational Citizenship Behavior (Y)			√	Contributive

Based on table 3, respondents demonstrate an ideal behavioral profile within the organizational environment. Personality (X1) is in the high category, reflecting adaptive behavior as described by McCrae and Costa, where high personality traits indicate the ability to positively adjust to environmental demands and changes. Work Engagement (X2) also falls into the high category, indicating enthusiastic behavior characterized by vigor, dedication, and absorption as proposed by Schaufeli et al. (2001). Meanwhile, Work Motivation (Z) shows a high index reflecting achievement-oriented behavior, consistent with Herzberg’s motivation theory which emphasizes internal drive to achieve optimal performance. The integration of high personality, engagement, and motivation ultimately contributes to Organizational Citizenship Behavior (Y), which is also in the high category and reflects contributive behavior, where employees voluntarily perform extra-role actions beyond formal job requirements to support organizational effectiveness, in line with the theory of Organ (1988).

SEM-PLS Analysis

The analysis of this study was conducted using Structural Equation Modeling–Partial Least Squares (SEM-PLS) with SmartPLS 4. This method was used to examine the relationships among the latent variables and to test the proposed hypotheses. The SEM-PLS analysis consisted of two main stages: evaluation of the measurement model (outer model) and evaluation of the structural model (inner model).

Measurement Model (Outer Model)

The outer model evaluation was conducted to assess the reliability and validity of the measurement indicators used in this research. The evaluation included tests of convergent validity, discriminant validity, and construct reliability.

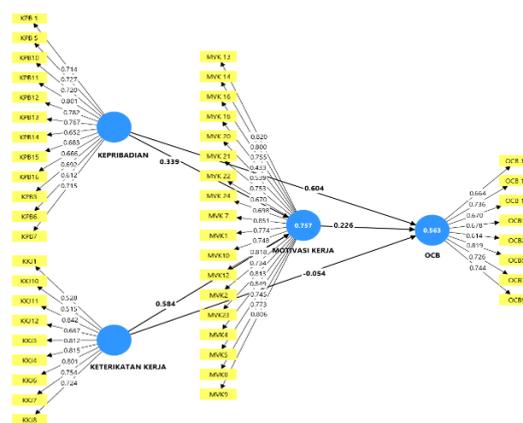


Figure 2. Outer Model SEM-PLS.

Convergent validity was assessed using the loading factor and Average Variance Extracted (AVE). The results indicated that most indicators had loading values above the recommended threshold. Several indicators with loading values below the acceptable threshold were removed to improve the AVE values of the constructs. After the refinement process, all constructs achieved AVE values above 0.50, indicating adequate convergent validity.

Construct reliability was evaluated using Cronbach’s Alpha and Composite Reliability. All variables met the required reliability criteria with values exceeding the recommended threshold of 0.70, indicating that the measurement instruments used in this study were reliable and internally consistent.

Discriminant validity was examined using the Heterotrait–Monotrait Ratio (HTMT). The results show that all HTMT values among constructs were below the recommended threshold of 0.90, confirming that the constructs were empirically distinct from one another. The highest HTMT value was observed between work motivation and work engagement (0.888), while the lowest value was observed between work engagement and Organizational Citizenship Behavior (0.636).

These results confirm that the measurement model in this study satisfies the required criteria for reliability and validity, allowing the analysis to proceed to the structural model evaluation.

Structural Model (Inner Model)

The structural model evaluation was conducted to examine the relationships among the latent variables and to determine the predictive power of the research model.

Multicollinearity Test

The first step in evaluating the structural model was testing multicollinearity using the Variance Inflation Factor (VIF). The results indicate that all VIF values ranged between 2.371 and 4.115, which are below the recommended threshold of 5.0. Therefore, the model is free from multicollinearity issues.

Table 4. VIF Values.

	Personality	Work Engagement	Work Motivation	OCB
Personality			2.371	2.843
Work Engagement			2.371	3.776
Work Motivation				4.115

Model Fit

Model fit was evaluated using the Standardized Root Mean Square Residual (SRMR). The analysis showed an SRMR value of 0.079, which is below the recommended threshold of 0.08. This indicates that the proposed model has an acceptable level of fit with the empirical data.

Table 5. Goodness of Fit.

	Saturated Model	Estimated Model	Model Fit
SMRM	0.079	0.079	Fit

Coefficient of Determination (R²)

The coefficient of determination was used to evaluate the explanatory power of the model. The results show that the R² value for work motivation is 0.757, indicating that personality and work engagement jointly explain 75.7% of the variance in work motivation. Meanwhile, the R² value for Organizational Citizenship Behavior is 0.563, meaning that personality, work engagement, and work motivation explain 56.3% of the variance in OCB. These values indicate that the structural model has strong explanatory power.

Table 6. Goodness of Fit.

	R-square	R-square adjusted	Result
Work Motivation	0.757	0.754	Strong
OCB	0.563	0.554	Strong

Effect Size (f²)

The effect size analysis was conducted to determine the relative contribution of each independent variable to the endogenous variables.

The results indicate that personality has a moderate effect on both work motivation (f² = 0.199) and OCB (f² = 0.294). Work engagement has a strong effect on work motivation (f² = 0.593) but does not have a meaningful direct effect on OCB (f² = 0.002). Meanwhile, work motivation has a small effect on OCB (f² = 0.029).

Table 7. Effect Size.

No	Relationship Between Variables	Original Sample (f^2)	Effect Category
1	Personality -> Work Motivation	0,199	Moderate
2	Personality -> OCB	0,294	Moderate
3	Work Engagement -> Work Motivation	0,593	Strong
4	Work Engagement -> OCB	0,002	No Effect
5	Work Motivation -> OCB	0,029	Small

Hypothesis Testing

Based on the analysis results, the calculated F value is 44.45, which is higher than the F table value at the 5% significance level ($F(0.05; 3; 143) = 2.67$). Since $F_{count} > F_{table}$, it can be concluded that there is a significant simultaneous effect of Personality and Work Engagement, mediated by Work Motivation, on Organizational Citizenship Behavior (OCB). Therefore, the first hypothesis (H1), which states that Personality, Work Engagement, and Work Motivation simultaneously influence Organizational Citizenship Behavior (OCB), is accepted.

Hypothesis testing was conducted using the bootstrapping procedure in SEM-PLS. A hypothesis is considered supported if the T-statistics value exceeds 1.96 and the P-value is below 0.05.

The results show that personality has a positive and significant effect on Organizational Citizenship Behavior ($\beta = 0.604; T = 5.868; p < 0.001$). This indicates that stronger personality characteristics among nurses contribute to higher levels of OCB.

Work engagement, however, does not have a significant direct effect on OCB ($\beta = -0.054; T = 0.442; p = 0.659$). This suggests that work engagement alone does not directly encourage extra-role behaviors among nurses.

Work motivation shows a positive and significant effect on OCB ($\beta = 0.226; T = 2.089; p = 0.037$), indicating that higher motivation among nurses encourages voluntary behaviors that support organizational effectiveness.

Furthermore, personality significantly influences work motivation ($\beta = 0.339; T = 3.846; p < 0.001$), while work engagement has an even stronger influence on work motivation ($\beta = 0.584; T = 7.095; p < 0.001$).

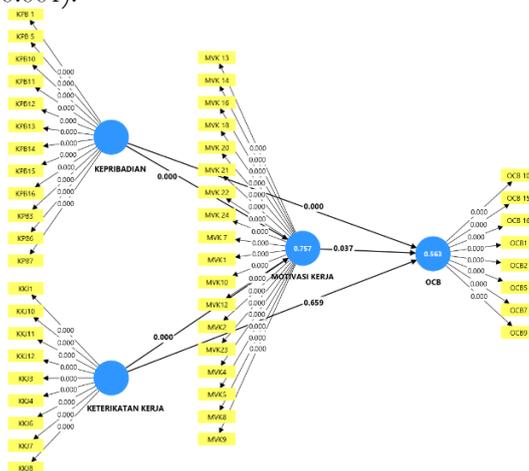


Figure 3. Bootstrapping Model SEM-PLS.

Mediation Analysis

The mediation analysis was conducted to examine whether work motivation mediates the relationship between personality, work engagement, and Organizational Citizenship Behavior.

Table 8. Indirect Path Coefficients.

Hypothesis	Mediation Path Relationships	Path Coefficients	T-Statistics	P-Values	Result
H7	Personality -> Work motivation -> OCB	0,077	1,606	0,108	Not Significant
H8	Work engagement -> Work motivation -> OCB	0,132	2,067	0,039	Significant

The results indicate that work motivation does not significantly mediate the relationship between personality and OCB ($\beta = 0.077$; $T = 1.606$; $p = 0.108$). This suggests that the influence of personality on OCB occurs primarily through a direct relationship rather than through work motivation.

In contrast, work motivation significantly mediates the relationship between work engagement and OCB ($\beta = 0.132$; $T = 2.067$; $p = 0.039$). This finding indicates that work engagement can enhance Organizational Citizenship Behavior when it increases employees' work motivation.

Discussion

This study aims to examine the influence of personality, work engagement, and work motivation on Organizational Citizenship Behavior (OCB) among nurses working in the inpatient unit of South Jakarta Type B Hospital. In addition, this study investigates the mediating role of work motivation in the relationship between personality, work engagement, and OCB.

The findings indicate that personality has a positive and significant effect on Organizational Citizenship Behavior (OCB). This result suggests that nurses who possess stronger personality characteristics tend to demonstrate higher levels of voluntary behaviors that support organizational effectiveness. Individuals with positive personality traits are more likely to help colleagues, demonstrate responsibility beyond formal job requirements, and contribute to a positive work environment. This finding is consistent with previous studies which state that personality traits influence employees' extra-role behaviors and organizational commitment.

The results also show that work engagement does not have a significant direct effect on Organizational Citizenship Behavior. This finding indicates that although nurses may feel enthusiastic and dedicated to their work, such engagement does not automatically translate into voluntary behaviors beyond their formal responsibilities. In the hospital context, nurses often work under structured procedures and strict clinical protocols, which may limit the manifestation of discretionary behaviors. Therefore, work engagement alone may not be sufficient to directly influence OCB without the presence of other supporting factors.

Furthermore, the results reveal that work motivation has a positive and significant effect on Organizational Citizenship Behavior. Nurses who have higher work motivation tend to show greater initiative in helping colleagues, maintaining positive interpersonal relationships, and supporting organizational goals. Motivation encourages employees to exert additional effort, which ultimately contributes to behaviors that go beyond formal job requirements.

Another important finding of this study is that personality significantly influences work motivation. Nurses with positive personality characteristics tend to have stronger internal drives to perform their work effectively. Personality traits such as responsibility, openness to new experiences, sociability, and cooperativeness can strengthen an individual's motivation to contribute to organizational success. These characteristics encourage nurses to demonstrate greater initiative, commitment, and willingness to perform their duties with dedication, which ultimately supports both individual performance and organizational effectiveness.

Similarly, work engagement has a strong and significant effect on work motivation. This result indicates that nurses who feel psychologically connected to their work are more likely to develop higher motivation. Engagement creates emotional and cognitive attachment to the job, which encourages employees to invest more energy and effort in their work activities.

The mediation analysis provides additional insights into the relationships among variables. The findings show that work motivation does not mediate the relationship between personality and OCB. This suggests that personality directly influences OCB without necessarily passing through motivational mechanisms. Nurses with positive personality characteristics may naturally display extra-role behaviors as part of their personal values and attitudes.

However, work motivation significantly mediates the relationship between work engagement and OCB. This finding indicates that work engagement can enhance OCB indirectly through the development of stronger work motivation. In other words, engagement contributes to higher motivation, which subsequently encourages nurses to perform behaviors that support organizational effectiveness.

Overall, these findings highlight the importance of personality, engagement, and motivation in shaping Organizational Citizenship Behavior among nurses. Hospitals that aim to improve service quality and teamwork should consider strategies that strengthen employee motivation and engagement while also recognizing the role of individual personality characteristics in promoting positive workplace behaviors.

5. Conclusion

This study aimed to analyze the influence of personality, work engagement, and work motivation on Organizational Citizenship Behavior (OCB) among nurses working in the inpatient unit of South Jakarta Type B Hospital. In addition, this study examined the mediating role of work motivation in the relationship between personality, work engagement, and OCB.

The results of the SEM-PLS analysis show that personality has a positive and significant effect on Organizational Citizenship Behavior. This finding indicates that nurses with stronger and more positive personality traits tend to demonstrate higher levels of extra-role behavior in the workplace. These behaviors include voluntarily helping colleagues, showing initiative, and contributing to organizational effectiveness beyond formal job responsibilities.

Work engagement, however, was found to have no significant direct effect on Organizational Citizenship Behavior. This result suggests that feeling enthusiastic and dedicated to work does not necessarily lead nurses to perform extra-role behaviors. In the context of hospital organizations, strict clinical procedures and structured work systems may limit the direct manifestation of such discretionary behaviors.

The findings also reveal that work motivation has a significant positive effect on Organizational Citizenship Behavior. Nurses who have higher levels of motivation tend to demonstrate stronger willingness to contribute beyond their formal job duties. Motivation encourages employees to provide additional effort that benefits both colleagues and the organization.

Furthermore, personality and work engagement were both found to significantly influence work motivation. Work engagement has a stronger effect on motivation compared to personality, indicating that employees who feel psychologically connected to their work are more likely to develop higher motivation levels.

The mediation analysis shows that work motivation does not mediate the relationship between personality and Organizational Citizenship Behavior. However, work motivation significantly mediates the relationship between work engagement and Organizational Citizenship Behavior. This suggests that engagement contributes to OCB indirectly through increased employee motivation.

Overall, this study confirms that personality, work engagement, and work motivation play important roles in shaping Organizational Citizenship Behavior among nurses in hospital settings.

Theoretical Implications

This study contributes to the development of human resource management and organizational behavior literature, particularly in the healthcare sector. The findings strengthen previous theories suggesting that personality traits are important predictors of extra-role behavior within organizations.

In addition, this study highlights the important role of work motivation as a mechanism that connects psychological engagement with Organizational Citizenship Behavior. The results demonstrate that work engagement alone may not directly influence OCB but can do so indirectly through motivational processes.

This research also expands the understanding of employee behavior within hospital environments, where organizational structures, clinical procedures, and professional responsibilities may influence how psychological factors translate into behavioral outcomes.

Managerial Implications

The results of this study provide several important implications for hospital management, particularly in managing nursing staff.

First, hospital management should consider personality factors during the recruitment and selection process. Selecting individuals with positive personality traits such as responsibility, cooperativeness, openness to new experiences, and sociability may help encourage the emergence of Organizational Citizenship Behavior (OCB) in the workplace. These personality characteristics can support positive interpersonal relationships, teamwork, and employees' willingness to contribute beyond their formal job responsibilities.

Second, hospitals need to develop strategies to enhance work engagement among nurses. This can be achieved through supportive leadership, recognition programs, opportunities for professional development, and a positive work environment. Higher engagement can stimulate stronger work motivation among employees.

Third, strengthening employee motivation is essential to encourage voluntary behaviors that support organizational performance. Hospitals can improve motivation through fair reward systems, clear career development opportunities, and supportive organizational culture.

By focusing on these aspects, hospital management can create a work environment that encourages nurses to contribute beyond their formal responsibilities, ultimately improving service quality and organizational effectiveness.

Limitations and Future Research

Although this study provides valuable insights, several limitations should be acknowledged.

First, this study was conducted in a single hospital, which may limit the generalizability of the findings to other healthcare institutions. Future studies could include multiple hospitals or healthcare organizations to obtain broader perspectives.

Second, this research used a cross-sectional design, which only captures relationships between variables at a single point in time. Future research could apply longitudinal approaches to better understand causal relationships among the variables.

Third, this study only focused on personality, work engagement, and work motivation as predictors of Organizational Citizenship Behavior. Future research may consider additional variables such as leadership style, organizational culture, job satisfaction, or psychological empowerment to provide a more comprehensive explanation of OCB in healthcare organizations.

Further studies are also encouraged to explore these relationships in different sectors and cultural contexts to strengthen the generalizability of the findings.

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