

# The Effects of Work Motivation, Workload, Work Stress, Perceived Organizational Support, and Organizational Citizenship Behaviour on the Performance of Healthcare Workers

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## Abstract.

*The success of Dharmawangsa Specialized Hospital in achieving its mission to provide comprehensive mental health services greatly depends on the performance of its healthcare workers. Pre-research data indicate a negative trend in the number of healthcare workers with excellent performance, declining from 17.64% in 2022 to 9.52% in 2024. This study aims to analyse the effects of work motivation (X1), workload (X2), work stress (X3), Perceived Organizational Support (POS) (X4), and Organizational Citizenship Behaviour (OCB) (X5) on the performance of healthcare workers (Y) at Dharmawangsa specialized hospital. This study used a quantitative approach with a cross-sectional design. The accessible population consisted of all healthcare workers actively working at Dharmawangsa, totalling 42 respondents selected through total sampling. The data were analysed using the SEM-PLS method with Smart-PLS v4 software. The results of hypothesis testing showed that work motivation had a negative and insignificant effect on performance (T-statistic = 0.389; p-value = 0.697), workload had a positive and significant effect on healthcare worker performance (T-statistic = 2.189; p-value = 0.029), work stress had a positive and significant effect on healthcare worker performance (T-statistic = 2.116; p-value = 0.034), POS had a negative and insignificant effect on performance (T-statistic = 0.544; p-value = 0.587), and OCB had a positive and significant effect on healthcare worker performance (T-statistic = 2.424; p-value = 0.015). This study concludes that workload, work stress, and OCB are proven to have a significant effect on the performance of healthcare workers at Dharmawangsa Specialized Hospital Indonesia.*

**Keywords:** *Organizational citizenship behaviour, perceived organization support, work motivation and workload, work stress.*

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## I. INTRODUCTION

Hospitals, as healthcare service institutions, play an important role in maintaining and improving the health status of the community. Therefore, the performance of healthcare workers is one of the important indicators in determining the quality of healthcare services provided. A decline in healthcare worker performance has a significant impact on hospital services [1].

A pre-research survey on healthcare worker performance was conducted at Dharmawangsa Specialized Hospital Jakarta, involving 22 respondents. The results of the pre-research survey showed that the performance assessment applied uses the KPI (Key Performance Indicator) system, which is carried out once a month for everyone.

The assessment includes eight main aspects: behaviour, work quality, work quantity, service, neatness, skills, professional growth, and patient care. The number of healthcare workers with excellent performance continued to decline each year, from 2022 (10.71%), 2023 (9.09%), to 2024 (6.06%). Ideally, performance should increase toward the excellent category, as this would align with one of the missions carried out by Dharmawangsa Specialized Hospital. Several main factors have contributed to the decline in healthcare worker performance at Dharmawangsa Specialized Hospital. Based on this pre-research survey, five main issues most frequently select everyone workers for further study were workload (72.7%), healthcare workers' work motivation originating from both external and internal factors (68.2%), organizational or team support for each individual (68.2%), healthcare workers' loyalty toward the organization (63.6%), and work

stress that is difficult to manage (59.5%). According to Gibson's theory (2018), a person's performance is influenced by three main factors: individual factors, such as length of service; psychological factors, such as work stress, work behaviour, and work motivation; and organizational factors, such as workload and lack of support from the work team [2][3][4].

### **Work Motivation**

Positive motivation can also encourage healthcare workers to feel satisfied with their jobs, as every individual has a structured set of needs arranged in a certain order, starting from basic needs to higher-level needs [5]. Previous research by Jariyah showed that motivation has an influence on performance, whereas Winarti's study explained that there is no significant influence of work motivation on performance [6][7]. Frederick Herzberg's theory of work motivation, known as the Two-Factor Theory, states that two main factors influence job satisfaction and dissatisfaction: motivator factors and hygiene factors, which also serve as the indicators of work motivation in this study [8][9].

### **2. Workload**

The workload of healthcare workers that exceeds their capacity not only affects productivity but can also harm the overall well-being and performance of healthcare workers [10]. Previous research by Novianty explained that workload has a significant effect on healthcare worker performance, whereas a study conducted by Widiastuti concluded that there is no significant relationship between workload and performance [11][12].

Indah classified workload indicators into three aspects based on Nursalam's workload theory, namely physical, mental, and time aspects [13][14].

### **3. Work Stress**

Work stress among healthcare workers also plays a role in an individual's performance. When stress persists over a long period of time, it can have negative effects on an individual's physical and mental health and may reduce their performance [15]. Previous research on work stress conducted by Purniti showed that there is a significant influence of work stress on performance. However, this differs from Asriadi's study, which found that work stress does not have a significant effect on performance [16][17].

According to Quick and Quick's theory, stress is classified into eustress, which is constructive, and distress, which refers to a type of stress that can no longer be compensated for by the individual [18]. Robbins' theory, in evaluating work stress in individuals, divides it into four indicators: role demands, interpersonal demands, and organizational structure [19].

### **4. Perceived Organizational Support (POS)**

Organizational support for healthcare workers also greatly influences their performance in providing healthcare services. According to Rhoades and Eisenberger, Perceived Organizational Support (POS) refers to employees' perceptions of the extent to which the organization values their contributions and cares about their well-being. Previous research by Putranti showed that POS has a significant effect on employee performance [20][21].

Rhoades and Eisenberger stated that three dimensions influence Perceived Organizational Support: fairness received by individuals, supervisor support, and organizational rewards and job conditions [22].

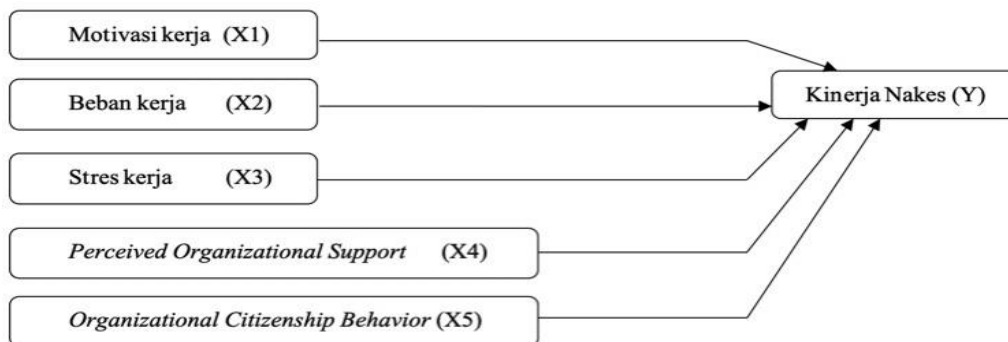
### **5. Organizational Citizenship Behavior (OCB)**

According to Markozy, employees referred to as "good citizens" are employees who are able to demonstrate Organizational Citizenship Behaviour (OCB) in their work [23]. Previous research by Mulya showed that OCB has a significant effect on employee performance. In contrast, research conducted by Fajrina explained that OCB as a whole does not have a significant effect on performance [24][25].

Employees with OCB certainly have a high sense of responsibility, loyalty, and willingness to carry out additional tasks without expecting rewards, all of which are performed to achieve the organization's vision and mission [26]. Organ explained that there are five indicators in assessing OCB: altruism, civic virtue, conscientiousness, courtesy, and sportsmanship [27]. The problem formulation in this study is as follows:

- The number of healthcare workers with excellent performance remains very low, and the number of healthcare workers with excellent performance has continued to decline each year, from 2022 (10.71%), 2023 (9.09%), to 2024 (6.06%). These data indicate a concerning negative trend.
- There is a theoretical gap due to differences in previous research findings regarding the variables that influence healthcare worker performance. Although many factors can affect healthcare worker performance, existing research findings have not yet shown consistent conclusions.
- Many studies on Perceived Organizational Support (POS) and Organizational Citizenship Behaviour (OCB) still focus on employee performance in general, while these variables have not been widely studied specifically among healthcare workers.

The purpose of this study is to determine the individual effects of motivation, workload, work stress, Perceived Organizational Support, and Organizational Citizenship Behaviour on the performance of healthcare workers at Dharmawangsa Specialized Hospital.



**Fig. 1.** Conceptual Diagram Model (Source: Processed Data, 2025)

## II. METHODS

This study falls under the category of quantitative research with a cross-sectional approach. The independent variables in this study are work motivation, workload, work stress, Perceived Organizational Support, and Organizational Citizenship Behaviour, while the dependent variable is healthcare worker performance. This study was conducted at Dharmawangsa specialized hospital Jakarta from June to July 2025.

The target population includes all healthcare workers employed in hospitals. The accessible population consists of all healthcare workers actively working at Dharmawangsa Specialized Hospital, where the scope of healthcare workers referred to in this study is in accordance with Article 199 of Law Number 17 of 2023 concerning Health [28].

The sampling method used in this study was total sampling because the population size at Dharmawangsa specialized hospital was relatively small, totalling 42 respondents. Saturated sampling is the main choice when the population size is less than 100 people, in order to ensure that the research findings are more representative of the population. The sample in this study was taken from all healthcare workers at Dharmawangsa specialized hospital.

Data collection in this study used a questionnaire as the measuring instrument, consisting of 66 question items: 17 items for the work motivation variable, 9 items for the workload variable, 8 items for the work stress variable, 13 items for the POS variable, 10 items for the OCB variable, and 9 items for the performance variable. The questionnaire used a Likert scale with four response options: STS (Strongly Disagree), TS (Disagree), S (Agree), and SS (Strongly Agree).

Primary data were obtained from the questionnaire, while secondary data were obtained from documentation derived from journals, books, published scientific articles, and laws relevant to the study. The data processing technique in this study involved editing, coding, and tabulating using Microsoft Excel

2013. Furthermore, the tabulated data were analysed using the Smart-PLS application with the SEM-PLS (Structural Equation Modelling–Partial Least Squares) method.

### III. RESULT AND DISCUSSION

#### Characteristics of Research Subjects

The subjects of this study were healthcare workers at Dharmawangsa specialized hospital who were willing to become respondents and complete the questionnaire form, totalling 42 people

	Description	Frequency	Percent
Gender	Male	13	30,95%
	Female	29	69,04%
Age	≤ 20 years	0	0%
	21 – 30 years	27	64,28%
	31 – 40 years	8	19,04%
	41 – 50 years	4	9,52%
	51 – 60 years	3	7,14%
	> 60 years	0	0%
Marital Status	Married	23	54,76%
	Unmarried	18	42,85%
	Widower/Widow	1	2,38%
Education	Senior High School	1	2,38%
	Diploma III	11	26,19%
	Diploma IV	0	0%
	Bachelor's Degree	14	33,33%
	Master/Professional Degree	16	38,09%
	Doctoral Degree	0	0%
<b>Total</b>		<b>42</b>	<b>100%</b>

**Table 1.** Characteristics of Research Subjects at Dharmawangsa Specialized Hospital.

Source: Processed data using MS. Excell (2025)

#### SEM-PLS Analysis Results

PLS testing requires several stages to assess a study. First, the outer model test is conducted, which includes convergent validity, Average Variance Extracted (AVE), composite reliability, Cronbach's alpha, and discriminant validity.

Second, the inner model test is conducted, which includes the R-square test, goodness of fit, direct effect, and path coefficient [29].

#### Measurement Model Analysis (Outer Model)

At this stage, the measurement model serves to test how well the indicators, or measured variables, represent the latent variables, or variables that are not directly measured [30].

##### 1. Convergent Validity Test

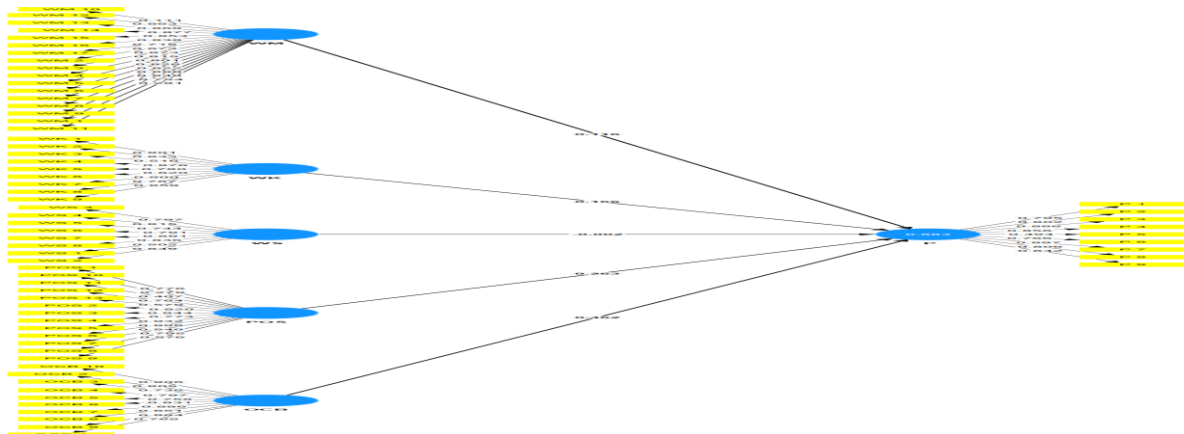
A loading factor greater than 0.7 indicates that the indicator has a strong relationship with the measured construct, meaning that the indicator significantly reflects the intended latent variable [31]. Based on data processing, it is known that a total of 11 question items were eliminated during the convergent validity process using the Smart-PLS application. These consisted of 3 question items related to work motivation (WM), 2 question items related to workload (WL), 1 question item related to work stress (WS), 4 question items related to POS, and 1 question item related to performance (P).

##### 2. Average Variance Extracted (AVE) Test

AVE measures the proportion of variance in the indicators that can be explained by the construct they represent. The normal value for Average Variance Extracted (AVE) in discriminant validity testing is greater than 0.5 [30]. Based on overall data processing, all constructs have AVE values greater than 0.50, indicating good validity. The Performance and Workload constructs have the highest AVE values, while Organizational Citizenship Behaviour (OCB) has the lowest AVE value, but remains valid.

**3. Discriminant Validity Test through the Heterotrait-Monotrait Ratio (HTMT) Test**

One method used to assess discriminant validity is the Heterotrait-Monotrait Ratio (HTMT). The acceptable HTMT value in research is less than 0.9, indicating that one construct does not overlap or is not too similar to another construct [32].



	WL	P	WM	OCB	POS	WS
WL						
P	0,878					
WM	0,897	0,845				
OCB	0,852	0,830	0,865			
POS	0,819	0,735	0,884	0,853		
WS	0,740	0,577	0,726	0,619	0,851	

**Fig. 2.** Initial PLS Algorithm Model (Source: Processed Data, 2025)

**Table 2.** Heterotrait-Monotrait Ratio (HTMT) Test Results

Source: Processed Data using Smart-PLS (2025)

Based on Table 2, overall, the HTMT values in this table show that all tested constructs have adequate discriminant validity, as none of the values exceed the threshold of 0.90. Therefore, the constructs in this model can be considered distinct from one another, with no indication of overlap between variables.

**4. Composite Reliability and Cronbach’s Alpha Test**

A variable or construct is considered reliable if it has a Cronbach’s Alpha value greater than 0.7 and a composite reliability value greater than 0.7, indicating that the measurement instrument can provide consistent and trustworthy results in this study [30].

	Cronbach Alpha	Composite reliability	Description
WL	0,934	0,938	Reliable
P	0,951	0,952	Reliable
WM	0,966	0,969	Reliable
OCB	0,948	0,955	Reliable
POS	0,947	0,955	Reliable
WS	0,878	0,888	Reliable

**Table 3.** Composite Reliability and Cronbach’s Alpha Test Results

Source: Processed Data using Smart-PLS (2025)

Based on Table 3, all Cronbach’s Alpha values are above the threshold of 0.6, indicating that each construct has good internal consistency. In addition, all values also show very good reliability, as they are greater than 0.7. This indicates that the constructs can explain variance well and are stable in measurement.

**Structural Model Analysis (Inner Model)**

The structural model serves to examine the relationships between latent variables, namely exogenous and endogenous variables in a study, to understand the direct and indirect effects among the constructs or variables in the study [33].

**R-Square (R<sup>2</sup>) Test**

The R-square value is used to measure the extent to which independent variables, or exogenous variables, influence the dependent variable, or endogenous variable, in a research model. The higher the R-

square value, the greater the influence of the independent latent variables on the dependent latent variable. The  $R^2$  value is categorized into three levels: 0.67, substantial; 0.33, moderate; and 0.19, weak [34]. In Table 4 below, the R-square ( $R^2$ ) value measured for the “Performance” construct is 0.828. An  $R^2$  value of 0.828 means that 82.8% of the variation in “Performance” can be explained by the factors included in the model. In comparison, the remaining 17.2% is influenced by other factors or variables not explained by this research model.

Construct	R-square ( $R^2$ )
Performance	0,828

**Table 4.** R-Square Test Result. Source: Processed Data using Smart-PLS (2025)

### Goodness of fit test

Model fit testing can be carried out by measuring the  $Q^2$  value, or Q-Square Predictive Relevance. A Q-square value  $\geq 0$  indicates that the model has good predictive relevance in the study [35]. Based on the data processing presented, it is known that the  $R^2$  value for the “Performance” construct is 0.828. The  $Q^2$  value, which is also 0.828, indicates that this model has very good predictive relevance because a Q-square value  $\geq 0$  shows that the model has predictive relevance. This means that the structural model in this study is considered “fit.” In addition to the Q-Square ( $Q^2$ ) test, model fit can also be assessed by measuring the SRMR (Standardized Root Mean Square Residual) value. If the SRMR value is less than 0.08, then the model is considered “not fit.” Therefore, the  $Q^2$  value can be calculated as follows:

$$Q^2 = 1 - (1 - 0,844) = 1 - 0,172 = 0,828$$

### Hypothesis Testing Using Path Coefficient Values

Hypothesis testing in Smart-PLS is carried out by examining the relationships between variables in the structural model using the path coefficient. After the model is developed, the analysis is conducted using bootstrapping, which is a resampling method performed repeatedly to test the stability and statistical significance of the path coefficient [36].

Testing through the bootstrapping method produces t-statistic and p-value results, which are used to determine whether the relationships between variables are significant or not. If the t-statistic value is greater than the critical value, for example 1.960 for  $\alpha = 0.05$ , or the p-value is less than 0.05, then the proposed hypothesis can be accepted.

H	Construct	Original Sample (O)	Simple Mean (M)	Standard Deviation (STDEV)	T-Statistics (  O/STDEV  )	P-value
H1	Work Motivation → Performance	- 0,078	- 0,097	0,202	0,389	0,697
H2	Work Load → Performance	0,434	0,388	0,198	2,189	0,029
H3	Work Stress → Performance	0,372	0,350	0,176	2,116	0,034
H4	Perceived organizational support → Performance	- 0,110	- 0,060	0,202	0,544	0,587
H5	Organizational citizenship behavior → Performance	0,326	0,358	0,134	2,424	0,015

**Table 5.** Hypothesis test using path coefficient values through bootstrapping  
Source: Processed Data using Smart-PLS (2025)

Based on Table 5, regarding the hypothesis testing indicated by the path coefficient values through the bootstrapping method, the following analysis was obtained:

- **H1:** The effect of work motivation on performance in the data shows that the T-statistic value is  $0.389 < 1.960$  and the p-value is  $0.697 > 0.05$ . Therefore, hypothesis **H1 is rejected**, indicating that work motivation has a negative and insignificant effect on performance.

- **H2:** The effect of workload on performance in the data shows that the T-statistic value is  $2.189 > 1.960$  and the p-value is  $0.029 < 0.05$ . Therefore, hypothesis **H2 is accepted**, indicating that workload has a positive and significant effect on performance.
- **H3:** The effect of work stress on performance in the data shows that the T-statistic value is  $2.116 > 1.960$  and the p-value is  $0.034 < 0.05$ . Therefore, hypothesis **H3 is accepted**, indicating that work stress has a positive and significant effect on performance.
- **H4:** The effect of Perceived Organizational Support on performance in the data shows that the T-statistic value is  $0.544 < 1.960$  and the p-value is  $0.587 > 0.05$ . Therefore, hypothesis **H4 is rejected**, indicating that POS has a negative and insignificant effect on performance.
- **H5:** The effect of Organizational Citizenship Behaviour on performance in the data shows that the T-statistic value is  $2.424 > 1.960$  and the p-value is  $0.015 < 0.05$ . Therefore, hypothesis **H5 is accepted**, indicating that OCB has a positive and significant effect on performance. The results of this study show a positive direction of influence.

Work motivation has a negative and insignificant effect on the performance of healthcare workers at Dharmawangsa Specialized Hospital. Based on the study, providing trust in the form of responsibility to healthcare workers is one of the factors that increases their work motivation.

Workload has a positive and significant effect on the performance of healthcare workers at Dharmawangsa Specialized Hospital. Based on the study, one of the key factors contributing to the highest increase in healthcare workers' workload is the mental burden they face, whether from patients, patients' families, colleagues, or supervisors.

Work stress has a positive and significant effect on the performance of healthcare workers at Dharmawangsa Specialized Hospital. Based on the study, one of the factors increasing work stress among healthcare workers at Dharmawangsa specialized hospital is interpersonal demands, such as support and assistance from colleagues.

Perceived Organizational Support (POS) has a negative and insignificant effect on the performance of healthcare workers at Dharmawangsa Specialized Hospital. Nevertheless, based on the study, one of the obstacles to improving POS in their work environment is the feeling of a lack of support from supervisors.

Organizational Citizenship Behaviour (OCB) has a positive and significant effect on the performance of healthcare workers at Dharmawangsa Specialized Hospital. Based on the study, one of the factors that increases Organizational Citizenship Behaviour (OCB) in the workplace is the willingness to prioritize organizational interests over personal interests, which is reflected in meetings or discussions aimed at improving organizational performance.

### III. RESULT AND DISCUSSION

#### Characteristics of Research Subjects

The high percentage of female respondents (69.04%) indicates that most healthcare workers at Dharmawangsa Specialized Hospital are women. This can serve as an important indicator in analysing the dynamics of healthcare workers in the facility. Based on age group, most respondents were between 21 and 30 years old (64.28%), indicating the dominance of young individuals among healthcare workers at Dharmawangsa Specialized Hospital. This may influence their work patterns, mindset, and ability to adapt to the latest medical technology.

Regarding marital status, most respondents were married (54.76%), which may affect factors such as job stability, commitment to duties, and their lifestyle patterns. Lastly, based on education level, most respondents had higher education, particularly at the bachelor's, master's/professional, and Diploma IV levels. This indicates that healthcare workers at Dharmawangsa Specialized Hospital have good competence and can provide quality medical services. This high level of education may also influence their understanding of medical procedures and current technology in healthcare practice.

### **The Effect of Work Motivation on the Performance of Healthcare Workers at Dharmawangsa Specialized Hospital**

Research at Dharmawangsa Specialized Hospital; shows that work motivation has a negative and insignificant effect on the performance of healthcare workers. This finding is in line with the study conducted by Kasyifillah, with a p-value of 0.178. However, it differs from studies conducted by [researcher name/year needed] in 2021, with a p-value of 0.000, and Widita, with a p-value of 0.009, which stated that work motivation has a significant effect on performance [37][38].

In this study, the effect of work motivation on performance showed a T-statistic value of  $0.389 < 1.960$  and a p-value of  $0.697 > 0.05$ . This indicates that the work motivation possessed by healthcare workers at Dharmawangsa Specialized Hospital does not have a direct significant effect on their performance as healthcare workers. Based on the pre-research survey conducted at Dharmawangsa Specialized Hospital, employee statements indicated the presence of psychological pressure that was quite disturbing, such as the delegation of tasks that should not have been assigned to them. This provides an illustration that increased motivation without role clarity can cause employees to work without focus or set the wrong priorities. As a result, their energy and work enthusiasm may be spent on activities that do not directly contribute to their performance.

### **The Effect of Workload on the Performance of Healthcare Workers at Dharmawangsa Specialized Hospital**

Research at Dharmawangsa specialized hospital shows that workload has a positive and significant effect on the performance of healthcare workers. This finding is in line with studies conducted by Siburian, with a p-value of 0.000, and Yuyun, with a p-value of 0.002. However, it differs from studies conducted by Luthan, with a p-value of 0.560, and Saifuddin, with a p-value of 0.280, which stated that workload does not have a significant effect on performance [39][40].

This study shows that workload has a direct and significant effect on the performance of healthcare workers at Dharmawangsa specialized hospital, with a T-statistic value of  $2.189 > 1.960$  and a p-value of  $0.029 < 0.05$ . Based on a random pre-research survey of healthcare workers at Dharmawangsa specialized hospital, it was found that the workload assigned was still in accordance with employees' abilities, interests, positions, and educational levels. Some employees also considered working in a specialized mental hospital to be a unique challenge, especially during the initial adaptation period. This finding is in line with Siburian's study, which stated that a high workload can become a challenge that encourages improved performance when properly managed. This is also supported by Robbins' theory, which explains that an appropriate and challenging workload, but not an excessive one, can motivate employees, increase commitment, and improve performance through greater effort intensity to achieve organizational targets.

### **The Effect of Work Stress on the Performance of Healthcare Workers at Dharmawangsa Specialized Hospital**

Research at Dharmawangsa specialized hospital shows that work stress has a positive and significant effect on the performance of healthcare workers. In this study, the effect of work stress on performance showed a T-statistic value of  $2.116 > 1.960$  and a p-value of  $0.034 < 0.05$ . This indicates that the work stress experienced by healthcare workers at Dharmawangsa specialized hospital has a direct and significant effect on their performance as healthcare workers.

Based on random pre-research survey data conducted among healthcare workers at Dharmawangsa specialized hospital, employee statements indicated that the stress they experienced mostly came from the work environment. Meanwhile, stress originating from outside the work environment was related to commuting conditions to and from the workplace and financial conditions. After the research questionnaire was completed, the highest mean related to the work environment was found to come from conflicts among workers.

However, based on the pre-research survey data, the work stress experienced by healthcare workers at Dharmawangsa specialized hospital was still manageable and did not cause organic symptoms in their

bodies. This is in line with the study conducted by Aulia M., which explains that work stress depends on how employees respond to work demands. When employees remain at a certain level of control, stress can be transformed into the actual energy needed to achieve organizational targets. This is also consistent which explains that a person can experience eustress and distress. The condition experienced by healthcare workers at Dharmawangsa specialized hospital is still categorized as eustress because it is positive and constructive stress, namely stress that arises when individuals face challenges that are still within their ability to overcome [18].

### **The Effect of Perceived Organizational Support on the Performance of Healthcare Workers at Dharmawangsa Specialized Hospital**

Research at Dharmawangsa Specialized Hospital shows that Perceived Organizational Support (POS) has a negative and insignificant effect on the performance of healthcare workers. In this study, the data show that POS does not have a direct significant effect on the performance of healthcare workers at Dharmawangsa Specialized Hospital, with a T-statistic value of  $0.544 < 1.960$  and a p-value of  $0.587 > 0.05$ . The pre-research survey results showed that although organizational support had been perceived, several employees considered that opportunities for self-development were not yet evenly distributed. In addition, although supervisors and management were open to opinions, some employees were still reluctant to express complaints or opinions because they felt uncomfortable, were still junior, did not yet trust their colleagues, or felt that they were not vocal enough. This finding is in line with what explains that although employees receive high compensation and fairness from supervisors, an unsatisfactory level of work comfort can lead to prolonged burnout and decreased performance.

This is in line with what explains that defensive silence is not only a communication issue but is also related to the alignment of values between individuals and the organization. When person–organization fit increases, defensive silence decreases. Person-organization fit (P-O Fit) refers to the alignment between individual values and organizational values. Organizational support needs to be aligned with the values applied within the organization so that individuals can demonstrate better performance. There is a possibility that although POS data are high, performance may decline because support from leaders or management is already good, but the organizational environment has not fully created a sense of comfort that supports performance improvement.

### **The Effect of Organizational Citizenship Behavior on Performance of Healthcare Workers at Dharmawangsa Specialized Hospital**

Research at Dharmawangsa Specialized Hospital shows that Organizational Citizenship Behaviour (OCB) has a positive and significant effect on healthcare worker performance. The data showed that OCB has a direct and significant effect on the performance of healthcare workers at Dharmawangsa Specialized Hospital, as indicated by a T-statistic value of  $2.424 > 1.960$  and a p-value of  $0.015 < 0.05$ . Based on the survey results, healthcare workers generally demonstrated good OCB, with civic virtue as the highest indicator, which explains that civic virtue emerges when employees actively follow policy developments, care about institutional conditions, and are willing to participate in activities beyond their core duties to improve service quality.

This finding is also in line with Rousseau's theory (1990) in the book *Psychological Contracts in Organizations: Understanding Written and Unwritten Agreements*, known as the "psychological contract" theory. This theory explains that mutual support within an organization arises from unwritten agreements between employees and the company regarding extra contributions. These positive feelings make employees more willing to perform tasks beyond their formal duties, including civic virtue.

However, based on the pre-research survey at Dharmawangsa Specialized Hospital, several employees felt that they had not received support from colleagues when facing difficulties, such as the absence of voluntary assistance. This explains why altruism became the lowest indicator of OCB. Although this has not yet become a major problem, this condition may become a threat in the future.

#### IV. CONCLUSION

Motivating employees is something that Dharmawangsa Specialized Hospital should implement. One possible program is a transparent point-based promotion system, so that promotions do not feel “subjective” but are open and transparent. A program that may be helpful is a brief burnout survey to monitor emotional exhaustion, peer and supervisor support, intention to leave, and other complaints every 1–2 months. The results can then be evaluated to identify which units receive the most complaints, followed by the development of an action plan.

One of the highest stress factors faced by healthcare workers at Dharmawangsa Specialized Hospital is the lack of a strong support system among colleagues. Therefore, a wellness day program can be implemented through low-impact activities, such as casual walking and stretching, which are not too physically demanding and are conducted outside the hospital environment.

A “supportive leadership” program is needed to train supervisors to take a more approachable approach, so that employees feel closer to them and more comfortable expressing opinions or submitting complaints. A “time-buffer shift” program can be implemented by arranging overlapping working hours among staff. This step aims to reduce the risk of staff shortages caused by lateness, absence, or other sudden situations, while ensuring continuity of service and good teamwork. This can also help prevent conflicts, as many frictions arise when the next shift feels that unresolved problems have been “left behind” for them.

#### V. ACKNOWLEDGMENTS

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