

The Influence of Work Morale and Motivation on the Organizational Citizenship Behavior of Civil Servants UPT Puskesmas Gang Sehat in Pontianak City

Rizky Rahmi Lestari¹, Irfan Mahdi²

^{1,2}Faculty of Economics and Business, Universitas Muhammadiyah Pontianak, Indonesia

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ABSTRACT

This research aims to investigate the influence of Work Morale and Motivation on the Organizational Citizenship Behavior of Civil Servants at the UPT Puskesmas Gang Sehat in Pontianak City. The research employs an associative research method. The population under study comprises Civil Servants working at UPT Puskesmas Gang Sehat, with a total sample size of 40 individuals. The data analysis techniques used include multiple linear regression analysis, simple correlation coefficient (R), coefficient of determination (R²), simultaneous influence test (F-test), and partial influence test (t-test). The research results indicate that the multiple linear regression equation is as follows: $Y = 4.865 + 0.459X_1 + 0.362X_2$. The results of the correlation coefficient (R) values for Work Morale are 0.668, these values indicate that the relationship between the variable Work Morale (X₁) and Motivation (X₂) with the variable Organizational Citizenship Behavior (Y) is significant. The coefficient of determination (R²) has a value of 0.446, indicating that 44.6% of Organizational Citizenship Behavior can be explained by Work Morale and Motivation, while the remaining 55.4% is influenced by unexamined variables in this study. The F-test results indicate a significant simultaneous influence of Work Morale and Motivation on Organizational Citizenship Behavior. The t-test results show a significant partial influence of Work Morale on Organizational Citizenship Behavior and a significant partial influence of Motivation on Organizational Citizenship Behavior.

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Corresponding Author:

Rizky Rahmi Lestari

Faculty of Economics and Business, Universitas Muhammadiyah Pontianak,

Jenderal Ahmad Yani Street No. 111, Pontianak, Indonesia

Email: rizkyrahmilestari11@gmail.com

1. INTRODUCTION

Puskesmas is a healthcare facility used to provide various health services, including promotive, preventive, curative, and rehabilitative care, which is administered by the local government or the community. One of the Puskesmas operating in the city of Pontianak is the "UPT Puskesmas Gang Sehat," located on Tani Makmur Street, South Pontianak District, Pontianak City. The services provided by UPT Puskesmas Gang Sehat include general outpatient services, pediatric outpatient services, dental services, maternal and child health services, family planning services, psychological services, physiotherapy services, tuberculosis services, nutritional clinic services, adolescent clinic services, sanitation clinic services, maternity clinic services,

HIV/AIDS services, laboratory services, and pharmacy services. The total number of employees working at UPT Puskesmas Gang Sehat is 51 individuals, consisting of 40 Civil Servants (PNS) and 11 Non-Civil Servants (Non-PNS). Based on the information obtained from the interview with the Head of Administration at UPT Puskesmas Gang Sehat, it is evident that the insufficient number of employees leads to job overlapping, resulting in employees performing tasks outside their expertise.

Based on the above description, the author is interested in conducting a research with the title "The Influence of Work Morale and Motivation on Organizational Citizenship Behavior of Civil Servants at UPT Puskesmas Gang Sehat, Pontianak City." Previous research studies that serve as references include:

- a. (Mariani et al., 2023) in the study titled "The Relationship between Work Motivation and Organizational Citizenship Behavior (OCB) in Employees." It states that work motivation contributes to Organizational Citizenship Behavior (OCB).
- b. (Hendrawan, 2020) in the research titled "Work Motivation and Organizational Citizenship Behavior in Employees of PT MK Semarang." It suggests that motivation is closely related to Organizational Citizenship Behavior (OCB).
- c. (Febriani & Fatmawati, 2016) in the study titled "The Influence of Work Motivation on Organizational Citizenship Behavior (OCB) in Employees of PT.Pelindo III (Persero) Tanjung Perak Branch, Surabaya." It indicates that there is an influence of work motivation on Organizational Citizenship Behavior (OCB) in employees of PT.Pelindo III (Persero) Tanjung Perak Branch, Surabaya.
- d. (Setyaningsih & Claudia, 2022) in the study titled "The Influence of Work Motivation on Employee Performance through Organizational Citizenship Behavior." It states that work motivation influences Organizational Citizenship Behavior.
- e. (Pangestika & Saragih, 2018) in the research titled "The Influence of Intrinsic Motivation on Organizational Citizenship Behavior in Employees of PT Inti." It suggests that intrinsic motivation has a positive and significant influence on Organizational Citizenship Behavior in employees of PT Inti.

Literatur Review

1. Work Morale

There are four aspects that indicate someone has a high Work Morale, according to Maier (1998) as cited in Bintoro & Daryanto, (2017):

- a. Enthusiasm
Someone who has enthusiasm in their work also has motivation and drive to work. This motivation will be formed if someone has a desire or interest in doing their job.
- b. Ability to withstand frustration
This aspect indicates a person's ability to always be constructive even when facing failures in their work. Someone with a high work morale will not have a pessimistic attitude when encountering difficulties in their job.
- c. Quality to endure
This aspect does not directly state that someone with a high work morale does not easily give up when facing difficulties in their work. It implies perseverance and full confidence in oneself.
- d. Group spirit
Group spirit describes the relationship among employees. With the presence of work morale, employees will collaborate, help each other, and not undermine each other."

2. Motivation

According to Priansa, (2017): The motivation theory developed by Abraham Maslow (1943-1970) is called "A theory of human motivation," which states that each human being consists of five levels or a hierarchy of needs, namely:

- a. Physiological Needs
These are the basic or lowest-level needs, including requirements for food, water, physical protection, breathing, and sexual needs.
- b. Safety Needs
The need for protection from threats, danger, conflicts, and the living environment. This extends beyond physical safety to encompass mental, psychological, and intellectual safety.
- c. Social Needs
The need for a sense of belonging, acceptance within a group, affiliation, interaction, and the need to love and be loved.

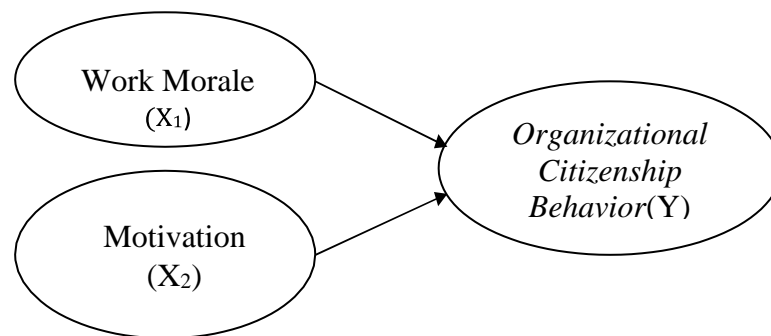
- d. Esteem Needs
This involves the need for respect and recognition from others.
- e. Self-Actualization Needs
The need to utilize one's abilities, skills, and potential, expressing ideas, providing judgments, and criticizing something.

3. Organizational Citizenship Behavior (OCB)

As for Organizational Citizenship Behavior (OCB), as described by Organ et al. in (Titisari, 2014), the dimensions are as follows:

- a. Altruism
Employee behavior of helping colleagues facing difficulties, whether related to organizational tasks or personal issues. This dimension involves providing assistance that is not one's obligated responsibility.
- b. Conscientiousness
Behavior demonstrated by efforts to exceed what the company expects. It involves voluntary actions that are not part of an employee's duties. This dimension goes far beyond and ahead of the call of duty.
- c. Sportsmanship
Behavior that shows tolerance for less-than-ideal situations in the organization without raising objections. Individuals with high levels of sportsmanship contribute to a positive climate among employees, fostering politeness and cooperation, thus creating a more pleasant work environment.
- d. Courtesy
Maintaining good relationships with colleagues to avoid interpersonal problems. Individuals with this dimension are those who value and pay attention to others.
- e. Civic Virtue
Behavior indicating responsibility in organizational life, such as adapting to changes in the organization, taking the initiative to recommend improvements to organizational operations or procedures, and protecting the resources owned by the organization. This dimension focuses on the responsibility given to individuals by the organization to enhance the quality of the field of work they are engaged in.

Figure 1. Theoretical Framework
The Influence of Work Morale and Motivation on Organizational Citizenship Behavior (OCB) of Civil Servants at UPT Puskesmas Gang Sehat in Pontianak City



2. RESEARCH METHOD

2.1. Research Type

The research type used is associative. Associative research in this study aims to determine the influence between the variables of Work Morale and Motivation on Organizational Citizenship Behavior (OCB). According to Siregar, (2020): "Associative research is a study that aims to identify the relationship between two or more variables. Through this research, a theory can be constructed to explain, predict, and control a phenomenon in the study".

2.2. Data Collection Techniques

The data used in this research include primary data and secondary data. Primary data are collected directly by the researcher from the research object, such as interviews and questionnaires. Secondary data are published or organization-used data, and the secondary data obtained from UPT Puskesmas Gang Sehat in Pontianak city include information on the number of employees by department, the employee staffing needs by department, employee attendance records, employee job performance ratings, inpatient and outpatient patient data.

2.3. Population and Sample

The population in this research consists of Civil Servants at UPT Puskesmas Gang Sehat in Pontianak city. The sample is selected using a saturation sampling technique, which means that the sample includes all 40 Civil Servants working at UPT Puskesmas Gang Sehat in Pontianak city.

2.4. Research Variables

The research variables are elements defined by the researcher to be studied in order to gather information about them and draw conclusions. This study uses three variables: Work Morale (X1), Motivation (X2), and Organizational Citizenship Behavior (Y).

2.5. Data Analysis Techniques

a. Multiple Linear Regression Analysis,

According to Siregar, (2020): "Multiple regression is a tool that can be used to predict future demand based on past data or to determine the influence of one or more independent variables on a dependent variable." The multiple linear regression equation in this study is as follows: $Y = a + b_1 X_1 + b_2 X_2$.

b. Correlation Coefficient (R)

According to Siregar, (2020): "Correlation coefficient is a number that indicates the strength of the relationship between two or more variables or can also determine the direction of both variables." The correlation coefficient used in this study is the simple correlation coefficient. The method used is the Pearson product-moment correlation. The Pearson product-moment correlation is used to find the relationship between the independent variable (X) and the dependent variable (Y), and the data are in interval and ratio forms. The level of correlation and the strength of the relationship between variables can be seen in Table 1 as follows:

Table 1. Correlation Level and Relationship Strength

No.	Correlation Value (r)	Relationship Level
1	0,00-0,199	Very Weak
2	0,20-0,399	Weak
3	0,40-0,599	Moderate
4	0,60-0,799	Strong
5	0,80-0,100	Very Strong

Source: Siregar, (2020)

c. Coefficient of Determination (R²)

According to (Siregar, 2020): "The coefficient of determination is a number that indicates or is used to determine the contribution or contribution given by one or more variables X (independent) to the variable Y (dependent)." The coefficient of determination in this study is used to determine the extent of the influence of Work Morale (X1) and Motivation (X2) on Organizational Citizenship Behavior (Y).

d. Simultaneous Influence Test (F-Test)

According to (Siregar, 2020): "The purpose of hypothesis testing on the application of multiple linear regression methods is to determine the extent of the simultaneous influence between data groups A and B (independent variables X1 and X2) on data group C (dependent variable Y)." The hypotheses used in this study are as follows; Formulating Hypotheses, Determining the Significance Level (α) = 5% or 0.05, Determining F Calculation and F Table, Testing Rule, Decision Making.

e. Partial Influence Test (t-Test)

According to (Siregar, 2020): "The purpose of conducting a partial significance test of two independent variables on the dependent variable is to separately measure the impact caused by each independent variable on the dependent variable." Steps in t-test are as follows; Formulating Hypotheses, Determining the Significance Level (α) = 5% or 0.05, Determining the t-test and t-table, Testing Rule, Making a Decision.

3. RESULT AND DISCUSSIONS

3.1. Characteristics of Respondents

Tabel 2 displays the characteristics of the respondents as follows:

Table 2. Characteristics of Respondents

No	Description	Number of Respondents	
		People	%
Gender			
1	Male	3	7.50%
2	Female	37	92.50%
	Total	40	100.00%
Age			
1	20 - 29 Years	3	7.50%
2	30 - 39 Years	14	35.00%
3	40 - 49 Years	10	25.00%
4	50 - 59 Years	13	32.50%
	Total	40	100.00%
Education			
1	High School	4	10.00%
2	Diploma I	1	2.50%
3	Diploma III	22	55.00%
4	Diploma IV	3	7.50%
5	Bachelor's Degree	10	25.00%
	Total	40	100.00%
Department			
1	Head of UPT Puskesmas	1	2.50%
2	Administration	14	35.00%
3	Essential UKM and Community Health Nursing	18	45.00%
4	UKM Development	3	7.50%
5	UKP Pharmacy and Laboratory	1	2.50%
6	Puskesmas Service Network and Puskesmas Network	1	2.50%
7	Buildings, Infrastructure, and Equipment	1	2.50%
8	Quality	1	2.50%
	Total	40	100.00%
Grade/Position			
1	Class I D	1	2.50%
2	Class II C	6	15.00%
3	Class II D	1	2.50%
4	Class III A	5	12.50%
5	Class III B	8	20.00%
6	Class III C	6	15.00%
7	Class III D	12	30.00%
8	Class IV A	1	2.50%
	Total	40	100.00%
Length of Service			
1	1 - 3 Years	8	20.00%
2	4 - 6 Years	1	2.50%
3	7 - 9 Years	6	15.00%
4	10 - 12 Years	3	7.50%
5	>12 Years	22	55.00%
	Total	40	100.00%

Table 2 shows that the majority of respondents are female, accounting for 92.50% of the total. The most common age group is between 30 and 39 years, making up 35.00% of the respondents. Regarding educational background, 55.00% of the respondents have a Diploma III qualification. A significant portion, 45.00%, work in the "Essential UKM and Community Health Nursing" department. In terms of grade/position, 30.00% are in grade/position III/D. Additionally, 55.00% of the respondents have been working for more than 12 years.

3.2. Multiple Linear Regression Analysis

The data processing results using the SPSS for Windows program can be seen in Table 3:

Table 3. Multiple Linear Regression Analysis Results
Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	4.865	7.373		.660	.513
Work Morale	.459	.137	.453	3.345	.002
Motivation	.362	.147	.334	2.466	.018

Based on Table 3, the multiple linear regression equation is as follows: $Y = 4.865 + 0.459X_1 + 0.362X_2$. The regression equation above can be explained as follows:

- The constant (a) is 4.865. This means that if the variables Work Morale (X1) and Motivation (X2) are both zero, the Organizational Citizenship Behavior (Y) is 4.865.
- The regression coefficient (b1) for the Work Morale variable is 0.459, which means that if the Work Morale variable increases by one unit, the Organizational Citizenship Behavior will increase by 0.459 units.
- The regression coefficient (b2) for the Motivation variable is 0.362, which means that if the Motivation variable increases by one unit, the Organizational Citizenship Behavior will increase by 0.362 units.

3.3. Correlation Coefficients (R) and Coefficient of Determination (R²)

The values of the simple correlation coefficients (R) and Coefficient of Determination (R²) can be seen in Table 4:

Table 4. Simple Correlation Coefficients (R) and Coefficients of determination (R²) Test Results
Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.668 ^a	.446	.416	2.296

Table 4 shows that the correlation coefficient (R) is 0.668, indicating that the variables of Work Morale (X1) and Motivation (X2) have a strong correlation with the variable Organizational Citizenship Behavior (Y) because the value is within the interval of 0.60-0.799 (Siregar, 2020). The coefficient of determination (R²) is 0.446. This means that 44.6% ($1 \times 0.446 \times 100\%$) of Organizational Citizenship Behavior can be explained by Work Morale and Motivation, while the remaining 55.4% ($100\% - 44.6\%$) of Organizational Citizenship Behavior is influenced by other variables not examined in this study.

3.4. Simultaneous Influence Test (F Test)

The results of the simultaneous influence test (F test) can be seen in Table 6:

Table 6. Simultaneous Influence Test (F Test) Results
ANOVA^b

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	156.910	2	78.455	14.887	.000 ^a
Residual	194.990	37	5.270		
Total	351.900	39			

The testing results in Table 6 show that the calculated F value is 14.887, which is greater than the tabulated F value of 3.24, and the significance value is 0.000, which is less than 0.05. Therefore, it can be concluded that there is a significant simultaneous influence (together) between Work Morale and Motivation on Organizational Citizenship Behavior.

3.5. Partial Influence Test (t Test)

The results of the partial influence test (t test) can be seen in Table 7:

Table 7. Partial Influence Test (t Test) Results
Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	4.865	7.373		.660	.513
Work Morale	.459	.137	.453	3.345	.002
Motivation	.362	.147	.334	2.466	.018

Table 7 can be explained as follows:

- The calculated t-value for the variable Work Morale (X1) is 3.345, which is greater than the tabulated t-value of 1.685, and the significance value is 0.002, which is less than 0.05. Therefore, it can be concluded that there is a significant partial influence between Work Morale and Organizational Citizenship Behavior.
- The calculated t-value for the variable Motivation (X2) is 2.466, which is greater than the tabulated t-value of 1.685, and the significance value is 0.018, which is less than 0.05. Therefore, it can be concluded that there is a significant partial influence of Motivation on Organizational Citizenship Behavior.

4. CONCLUSION AND RECOMMENDATION

Based on the results and discussion, it can be concluded that there is a significant relationship between Work Morale and Motivation towards Organizational Citizenship Behavior (OCB). This means that the higher the levels of Work Morale and Motivation, the higher the Organizational Citizenship Behavior (OCB) exhibited by employees. The research also indicates that the relationship between these three variables, namely Work Morale, Motivation, and Organizational Citizenship Behavior (OCB) of employees, is considered high. This aligns with the researcher's assumptions, and therefore, the research hypothesis is accepted.

Based on the above conclusions, the author would like to provide the following recommendations; To boost Work Morale, leaders should pay more attention to employees to understand their Work Morale in order to improve employee performance. To enhance employee motivation, leaders should acknowledge employees who remain loyal to the organization and their work by providing rewards for excellent performance. To improve Organizational Citizenship Behavior (OCB), it is advisable to foster good relationships among employees and leaders. Additionally, attention should be given to providing necessary facilities to make employees feel comfortable and more efficient in their work.

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