



## Governance of Healthcare Policy through the Optimization of Organizational Citizenship Behavior

Deviyantoro<sup>1\*</sup>, Muhammad Nurhuala Huddin<sup>1</sup>, Farid Wajdi<sup>2</sup>, Sheena Ramazanu<sup>3</sup>, Aras Nurbarich Agustin<sup>4</sup>

<sup>1</sup>Department of Management, Faculty Economic and Business, Universitas Serang Raya, Indonesia

<sup>2</sup>Department of Industrial Engineering, Faculty of Engineering, Universitas Serang Raya, Indonesia

<sup>3</sup>Department of Nursing, School of Nursing and Health Sciences, Hong Kong University, Hong Kong

<sup>4</sup>Pusat Kesehatan Masyarakat Cikande, Indonesia

\*corresponding author e-mail : deviyantoro@unsera.ac.id

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### Abstract

**Purpose** – This research aimed to identify person-organization (P-O) fit, person-job (P-J) fit, job satisfaction, and Organizational Citizenship Behavior (OCB).

**Methodology** – A quantitative method was adopted through an online survey applied to 323 respondents who were healthcare employees in Banten Province. The data obtained was later analyzed using Structural Equation Model (SEM) Amos.

**Results** – The results showed that P-O fit positively correlated with job satisfaction and OCB. Moreover, P-J fit had a positive effect on OCB. Job satisfaction also had a positive effect on OCB. The implication is that managers need to focus on ensuring a connection between organizational values and those held by healthcare professionals to achieve job satisfaction. There is also the need for management to emphasize ensuring the skills and abilities of healthcare professionals are in line with job roles in order to improve job satisfaction.

**Originality** – The novelty of this research was in the simultaneous examination of both P-O fit and P-J fit in order to provide a more comprehensive understanding of the combined influence on OCB and its dimensions. Furthermore, a novel exploration of the underlying psychological mechanisms was introduced based on social exchange theory to explain how perceptions of fit motivated employees to engage in OCB.

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## 1. Introduction

A contemporary and consistently progressing workplace is characterized by collaborative teamwork and a demand for adaptability. Therefore, organization requires personnel capable of exhibiting Organizational Citizenship Behavior (OCB) such as assisting fellow team members, willingly taking on additional responsibilities, preventing conflicts in workplace, adhering to regulations, and showing resilience in the face of occasional heavy workloads and interruptions. OCB is also described as the discretionary conduct of an individual that is not overtly recognized by the official reward system and collectively contributes to the effective operation of organization

(Podsakoff et al., 2000). Moreover, the concept is comprehensive to the extent of reaching beyond all the subtleties across diverse organizations and roles (Foote & Li-Ping, 2008) and has been identified as part of the important topics in organizational behavior research. OCB has been investigated from a multitude of perspectives and in different contexts, including theory and practice, as observed in the substantial body of evidence showing its association with numerous individual-level factors. Some of these factors include managerial evaluations of employee performance, decisions regarding rewards, and many withdrawal-related measures, as well as organizational-level outcomes such as enhanced productivity, efficiency, cost reduction, customer satisfaction, and reduced turnover at the unit level (Tufan & Wendt, 2020; Pandia et al., 2023). The research surge has also led to the exploration of the relationship between OCB and its antecedents and facets, including job satisfaction and organizational commitment (Foote & Li-Ping, 2008; Korda & Rachmawati, 2022).

Human resources are observed to be important in organizations such as hospitals that provide healthcare services to the community. The high demand for healthcare services is associated with the level of public health, specifically after Covid-19. The trend and the prevalence of low hospital bed-to-population ratio led to the potential development of hospitals in Indonesia. Moreover, optimal services can be achieved when a hospital is capable of providing round-the-clock services supported by competent resources, including doctors, nurses, and other healthcare professionals. This shows the need for hospitals to possess quality human resources willing to go the extra mile in delivering maximum satisfaction to patients. However, most were observed to have become disinterested in assisting co-workers through activities such as problem-solving, task execution, conflict resolution, or management of issues in different departments despite possessing the necessary skills. The primary concerns were associated with diminished energy, isolation, weariness, a lack of teamwork, and unfavorable working conditions that led to both mental and physical challenges (Dubey, Pathak & Sahu, 2023). Therefore, OCB is significantly valuable to healthcare professionals in order to ensure immediate attendance to the needs of patients and willingly take on tasks not in the official job descriptions. The concept is considered specifically important in the service sector due to the frequent shortage of staff. Furthermore, errors and delays in medical treatment by healthcare professionals can lead to irreparable harm capable of impacting health and lives of patients. The importance of OCB in the sector is related to the reduction in the high turnover rate often recorded by healthcare organization (Ng et al., 2021).

The high level of competition and the tight labor market require organization to gain a competitive edge through employees. This can be achieved through OCB which is considered very important for achieving organizational efficiency (Goetz & Wald, 2022). According to Qiu *et al.* (2019), organization that supports citizenship behaviors among employees tend to be more attractive workplaces. The status often leads to easy recruitment, retention, and training of a highly qualified workforce. This shows that the identification of predictors and factors capable of influencing OCB can assist organization in determining the potential of prospective candidates to participate in extra-role behaviors and contribute to organizational effectiveness. Previous research established a connection between the concept of fit and OCB but significant gaps requiring attention were also observed. For example, the focus on Person-Environment (P-E) fit has predominantly concentrated on person-organization (P-O) fit. However, there is an empirical gap related to the lack of simultaneous exploration of how P-O fit and person-job (P-J) fit systematically influence OCB. There is also a shortage of research addressing the psychological processes associated with the relationship between fit perceptions and engagement of employees in several dimensions of OCB. Most especially, previous research on Person-Environment (P-E)

fit has essentially concentrated on P-O fit (Kaur & Kang, 2021; Kim & Gatling, 2019; Amir & Astuti, 2023).

This present research examines the simultaneous impact of both P-O and P-J fit in order to provide more comprehensive support related to the systematic influence of both types of fit on different facets of OCB. The aim is to assess the relative influence of P-O and P-J fit on both OCB and its respective dimensions. Moreover, previous research did not significantly consider the underlying psychological processes through which perceptions of job and organization fit by employees correlated with OCB and its dimensions. This research intends to fill the gap by testing a multifaceted mediated mechanism through which the perceptions of P-O and P-J fit motivate employees to engage in different dimensions of OCB based on social exchange theory (Cohen, Tura & Vashdi, 2012).

OCB in the public sector has rarely been assessed despite the strong relevance of the concept in this context. Most previous research focused on the private sector, particularly profit-oriented organization. This has led to a gap in the literature regarding the application of OCB and the influence of specific factors in the public sector which has different dynamics, organizational structures, and work motivations. OCB is also considered important in improving the efficiency of public services but the influential factors are not fully understood or explored in depth. This is specifically evident in the Indonesian hospital sector, where the majority are government-managed. Therefore, this research aims to comprehensively explore the combined influence of both P-O and P-J fit on different aspects of OCB. The results are expected to guide managers in ensuring organizational values are in line with those held by healthcare professionals in order to improve job satisfaction. It is also intended to assist the management in making sure the skills and abilities of healthcare professionals are in line with job roles in order to improve job satisfaction.

## **2. Research Methods**

This research employed a quantitative method with primary data collected through a survey of respondents selected using a purposive sampling method. The criteria for selection were determined to achieve the research objectives, as outlined by (Cooper & Schindler, 2014). The respondents included healthcare professionals, such as doctors and nurses, working in healthcare services in Banten Province. The study was conducted from January to September 2023, and the data collected were analyzed using the Structural Equation Model (SEM) with the assistance of Amos software.

The sample size was determined based on the assumption that the number of statement items should be multiplied by a minimum of five. With 28 statements in the research instrument, the suggested minimum sample size was 140 respondents. This approach ensured the sample size was statistically sufficient to achieve reliable results and meet the requirements for SEM analysis.

To measure the research variables, a 5-point Likert scale was utilized. This scale allowed respondents to express varying levels of agreement or disagreement, providing ordinal data that captured the nuances of their responses. The use of the Likert scale ensured that the data were suitable for measuring perceptions and attitudes effectively.

**Table 1.** Operational Research Variables

Variable Concepts	Indicator
<b>P-O Fit</b>	I am able to maintain my values at this company. My values match or fit the values of this organization. My values prevent me from fitting in because they are different from those possessed by the company.
<b>P-J Fit</b> (Lauver & Kristof-Brown, 2001)	My skills are a good match for the requirements of this job. I am able to maintain my values in the project. My personal values allow me to integrate into the project because they are in line with its values.
<b>Job Satisfaction</b> (Macdonald & MacIntyre, 1997)	My view of work culture corresponds to work culture of my project. I feel fairly satisfied with my current job while working remotely. Most days I am enthusiastic while working remotely. While working remotely, each day seems like it will never end. I find real enjoyment in working remotely. While working remotely, I consider my job rather unpleasant.
<b>Organizational Citizenship Behavior</b> (Dubey et al., 2023)	Employees help subordinates on their own time Employees waste a lot of work time. Employees voluntarily help new employees. Employees volunteer to serve in new groups. Employees arrive at work and meeting on time. Employees take the initiative to introduce themselves to substitutes and assist them. Employees begin work promptly and use work time effectively. Employees give colleagues advanced notice of changes in the schedule or routine. Employees give an excessive amount of busy work. Employee groups in organization work effectively. Employees use personal time to complete work voluntarily. Employees make innovative suggestions to improve the overall quality of organizational products.

Source: preprocessed data

The study focused on assessing four research variables comprehensively, ensuring the data collected aligned with the research objectives. This approach followed the guidelines recommended by (Hair et al., 2009) which emphasize the importance of validity and reliability in data measurement. By adhering to these guidelines, the study maintained a high standard of accuracy in analyzing the relationships among variables.

### 3. Results and Discussions

Questionnaires were distributed through a link on different social media platforms, and a total of 323 respondents with varying characteristics participated. However, only 299 responses with the majority being female at 228 or 70,6% while the male was 95 or 29,4%. The data also showed that the 36-45 age group dominated with 123 or 38,1% followed by  $\geq 46$  with 115 participants or 35,6% and below 25-35 years old with 85 or 26,3%. In terms of profession, the highest were midwives with 156 or 48.3% followed by nurses with 110 or 34% and doctors with 57 or 17.7%.

Table 2 shows that the factor loading values for each questionnaire item or indicator of the latent variable exceeded 0,6, indicating the criteria for convergent validity required for SEM analysis were satisfied. This allowed the usage of the data for the next stage of analysis which was reliability assessment to determine the trustworthiness of the research instrument as an indicator of the variable or construct.

**Table 2.** Validity Test

Constructs and Question Items	Validity Test		Constructs and Question Items	Validity Test	
	Factor Loading	Note		Factor Loading	Note
<b>Person-Organization (P-O) Fit</b>			<b>Organizational Citizenship Behavior</b>		
POFit1	0,780	Valid	OCB1	0,742	Valid
POFit2	0,753	Valid	OCB2	0,683	Valid
POFit3	0,670	Valid	OCB3	0,758	Valid
<b>Person-Job (P-J) Fit</b>			OCB4	0,734	Valid
PJFit1	0,727	Valid	OCB5	0,712	Valid
PJFit2	0,784	Valid	OCB6	0,643	Valid
PJFit3	0,714	Valid	OCB7	0,768	Valid
PJFit4	0,725	Valid	OCB8	0,772	Valid
<b>Job Satisfaction</b>			OCB8	0,772	Valid
JS1	0,743	Valid	OCB10	0,678	Valid
JS2	0,721	Valid	OCB11	0,793	Valid
JS3	0,634	Valid	OCB12	0,705	Valid
JS4	0,776	Valid			

Source: processed data

The questionnaire was considered reliable when the responses of an individual to the question items were consistent or stable over time. The test is often used to show that the instrument is unbiased and the level of dependability across different times, places, and individuals (Hair et al., 2009). It also serves as a measure of internal consistency and the variance extracted from each construct.

**Table 3.** Reliability Test Results

Variable	Construct Reliability
Person-Organization (P-O) Fit	0,75
Person-Job (P-J) Fit	0,79
Job Satisfaction	0,77
Organizational Citizenship Behavior	0,72

Source: processed data

High reliability results provide confidence that the indicators used are all consistent with the measurements at the recommended threshold level of 0.7. This research applied construct reliability (CR) and all variables were believed to be reliable at values equal to or greater than 0.7. The values confirmed that all the variables were reliable.

### 3.1 Structural Modeling

The initial step before the hypotheses were tested was the evaluation of the structural model based on goodness-of-fit. The results showed that the proposed model was acceptable based on the favorable goodness-of-fit values. The evaluation, particularly the Chi-Square ( $\chi^2$ ) criteria, is important for assessing the model suitability with the data. A lower  $\chi^2$  value and a significance level above 0.05 show the absence of a significant difference between the observed and estimated covariance matrix but  $\chi^2$  is sensitive to sample size.  $\chi^2$  was found to be 2457 at a probability of 0.0 and this showed the model acceptability despite the high value which was attributable to the large sample size.

**Table 4.** Results of Goodness-of-Fit Full Model

Goodness of Fit index	Expected Value	Result	Evaluation
X <sup>2</sup> - Chi-Square	Minimize	2457	Marginal
Probabilities	≥ 0,05	0,000	Marginal
CMIN/DF	≤ 2	10,97	Marginal
GFI	≥ 0,90	0,553	Marginal
AGFI	≥ 0,90	0,485	Marginal
TLI	≥ 0,90	0,509	Marginal
CFI	≥ 0,90	0,565	Marginal
RMSEA	≤ 0,08	0,176	Marginal

Source: Processed data

Normed Chi-Square (CMIN/DF) was determined as 10.97 by dividing  $\chi^2$  by the degrees of freedom, showing a reasonably good fit for the model. Moreover, the closeness of Goodness of Fit Index (GFI) to 1 at 0.553 showed a well-fitting model and satisfied the recommended acceptance criterion of  $> 0.9$ . Adjusted Goodness of Fit Index (AGFI), adjusted for model complexity, was found to be 0.485 and affirmed adequacy. Tucker-Lewis Index (TLI) also recorded a decent fit at 0.509 while Comparative Fit Index (CFI), less influenced by sample size and model complexity, had a moderate fit at 0.565 which was higher than the recommended threshold of  $> 0.9$ . Lastly, Root Mean Square Error of Approximation (RMSEA) was found to be 0.176 which showed a reasonably good fit for the model.

### 3.3 Hypothesis Test

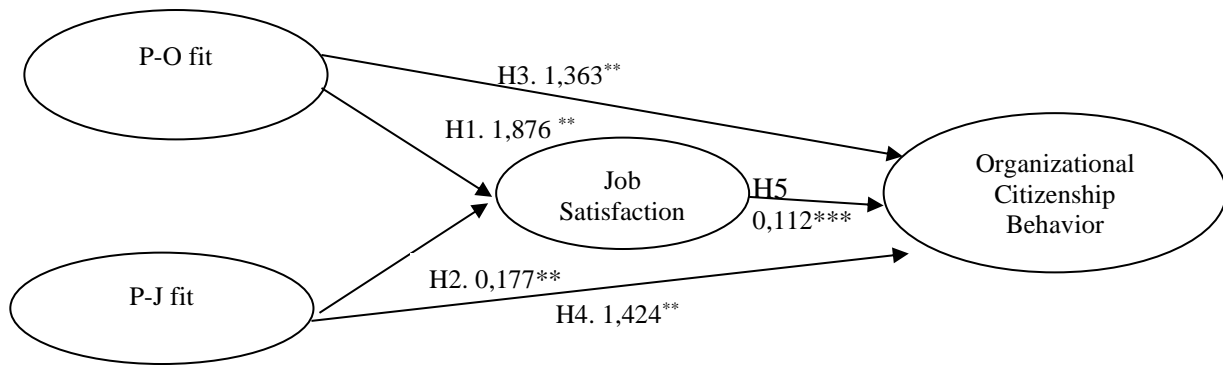
Hypotheses were tested based on the criterion that p-value less than 0.05 represented statistical significance. This threshold was used to determine the validity of the hypothesized relationships in the model based on random chance. SEM Amos 23 has significant p-values that suggest the structural paths and relationships specified in the model are supported by the data. Therefore, p-value below 0.05 shows all hypotheses being tested are accepted and represent a significant effect.

**Table 5.** Hypothesis Test Results

Regression Weight			Estimates	S.E.	C.R.	P	Information
Job_Satisfaction	<=	P O Fit	0,198	0,105	1,876	**	Accepted
Job_Satisfaction	<=	P J Fit	0,876	0,177	4,952	***	Accepted
OCB	<=	P O Fit	0,051	0,037	1,363	**	Accepted
OCB	<=	P J Fit	0,130	0,091	1,424	**	Accepted
OCB	<=	Job_Satisfaction	0,375	0,112	3,357	***	Accepted

Source: Processed data

All the variables had a significant effect because p-values were  $< 0.05$ , leading to the conclusion that all hypotheses were accepted. Moreover, the structural model analysis showed that the relationship between P-O fit and job satisfaction produced a standard regression weight value of 0.105 with a critical ratio of  $1.876 > \pm 1.96$ . This showed there was a significant effect of P-O fit on job satisfaction.



**Figure 2.** Hypothesis Test Model

The relationship between P-J fit and job satisfaction had a standard regression weight value of 0.177 with a critical ratio value of  $4.952 > \pm 1.96$ . This showed a significant effect of P-J fit on job satisfaction. Moreover, the relationship between P-O fit and OCB had 0.037 with 1.363, respectively, showing there was a significant effect of P-O fit on OCB. It was also observed that the effect of P-J fit on OCB had 0.091 with  $1.424 > \pm 1.96$ , showing a significant relationship between both variables. The structural model analysis further showed that the effect of job satisfaction on OCB had a standard regression weight value of 0.112 with a critical ratio value of  $3.357 > \pm 1.96$ , indicating a significant relationship between job satisfaction and OCB. The path developed based on theory and previous hypotheses is presented in Figure 2.

### 3.4 Results and Implications

The hypothesis test proved that P-O fit had a significant relationship with job satisfaction. This showed that the connection between the values held by healthcare professionals and those implemented by organization could influence job satisfaction. Therefore, the hypothesis stating that P-O fit has a positive and significant impact on job satisfaction is accepted. The trend shows that a higher perception of P-O fit among healthcare professionals in Banten can increase the level of job satisfaction.

The results explained that job satisfaction perceived by healthcare professionals could be influenced by the attendance variables considered more focused on the overall organizational values in the form of P-O fit. This can be associated with the fact that organizational values have a direct correlation with the satisfaction of individuals in their jobs as healthcare professionals (Chou, Hecker & Martin, 2012; Jufrizen et al., 2023). The result was in line with the observation of Brown et al., (2005) that there was empirical evidence supporting the positive consequences of P-O fit on job satisfaction. Moreover, the opinion of Cable and Judge was supported by the report of Podsakoff et al., (2000) that P-O fit had a significant influence on job satisfaction based on the data obtained from accountants. Iii et al. (1991) also found a correlation between P-O fit and job satisfaction and a similar observation was made by Cable & DeRue (2002) through the empirical research conducted on 11 catering service organizations in Beijing.

The consideration of the length of service showed that the majority of respondents with 1-3 years of experience were suspected to have a full understanding of the values in organization. This is supported by the theory mentioned by Saks (2006) that new individuals can only understand the values and culture of organization in a period of 10 months after entering. In the actual work environment, specifically for healthcare professionals in Banten the period of 1-3 years is sufficient to fully understand organization. This shows that the high value for the perception of P-O fit has an impact on job satisfaction. The final implication is associated with the relative accuracy of individual perceptions of fit. This is specifically true for P-O fit which can be accurately

assessed by an employee based on organizational characteristics, leading to a feeling of comfortable work experience and contributing to job satisfaction (Lauver & Brown, 2001).

**H<sub>1</sub>: There is a positive relationship between P-O fit and job satisfaction**

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**H<sub>2</sub>: There is a positive relationship between P-J fit and job satisfaction**

P-J fit is interpreted as the connection between the abilities of an individual and the demands of job. The concept is also defined as the compatibility between an individual and job or tasks performed in workplace. This definition includes compatibility or ability based on the needs of employees and job equipment available to meet the needs. P-J also covers job demands and the abilities to fulfill those demands (Cable & DeRue, 2002). The result showed that higher P-J fit, including compatibility with job based on education, fulfillment of needs, and suitability, can increase job satisfaction for permanent healthcare professionals in Banten, and vice versa. This is in line with the observation of Kaur & Kang, (2021) that higher P-J fit led to better job satisfaction (Syahrudin, 2020).

The answers provided by respondents showed that P-J fit had a high mean value. The trend was an indication that healthcare professionals perceived the compatibility in Knowledge, Skills, and Abilities (KSA) with job requirements as well as needs and fulfillment in healthcare professionals to be very important. The belief of healthcare professionals that the abilities possessed could meet job demands led to the feeling of more satisfaction in their performance and



subsequently the job. This was supported by the report of Saks & Ashforth (2006) that a positive perception of P-J fit was associated with job satisfaction. The trend was further confirmed through the answers of respondents to job satisfaction variable which was also in the high category (Korda & Rachmawati, 2022). Therefore, the positive relationship between P-J fit and job satisfaction was proven.

The results of the hypothesis test were in line with the statements of some doctors that reported the feeling of happiness with the profession and considered job as meaningful. This was observed from the indicator "I feel that work I do is very meaningful" which had the highest mean value. The position was undoubtedly supported by the knowledge and skills acquired during education and work experience. Moreover, healthcare professionals perceived that the possession of necessary knowledge and abilities allowed the process of conducting job duties, particularly the provision of services, to be easy. The efforts to enhance P-J fit for nurses have made human resource management provide rotating training for some to improve their skills and knowledge.

### **H3: P-O fit is positively related to OCB**

Hypothesis 3 posits that there is a positive correlation between P-O fit and OCB. The results presented in Figure 2 showed that P-O fit variable had a statistically significant positive impact on OCB based on the standard regression weight value of 0.037 with a critical ratio of  $1.363 > \pm 1.96$ . This showed that a higher level of P-O fit corresponded to an elevated manifestation of OCB among employees, and vice versa.

The results supported the idea that the perception of compatibility between individual and organizational values motivated the respondents to work more than the prescribed roles. The observation is in line with the position of conformity theory that there is a conformation when an individual evaluates two objects with the same intensity. In this context, compatibility is achieved when an employee believes organizational and personal values are similar. The trend can lead to engagement in behaviors beyond job duties, such as assisting colleagues without prompting which further leads to positive organizational citizenship. Moreover, organization benefit from having good citizens considered more adaptable to policy changes.

Beyond theoretical support, the result was consistent with the report of Amir and Astuti (2023) that there was a positive and significant impact of P-O fit on OCB. Another research by Astuti, Sari & Widiana, (2019) reported a positive but insignificant effect. The trend showed the significance of employees having a strong P-O fit to cultivate OCB due to the signs that the values possessed were in line with organizational culture. This emotional resonance contributes to a sense of importance in workplace. Furthermore, strong interpersonal relationships between individuals and organization facilitate the development of extra-role activities that benefit organization. This is possible because employees with a robust P-O fit are more inclined to assist colleagues outside initial job responsibilities, reflecting a deep trust in both organization and co-workers (Budiman et al., 2022).

### **H4: P-J fit is positively related to OCB**

The results showed a positive correlation between P-J fit and OCB as presented in the standard regression weight value of 0.091 with a critical ratio of  $1.424 > \pm 1.96$  in Figure 2. Therefore, Hypothesis 4 was inferred to have been substantiated and this showed the compatibility in the skills of healthcare professionals and job roles could motivate the engagement in extra-role activities. The rationale is also in line with the position of conformity theory that there is conformation when an individual evaluates two objects with the same intensity. The identification of similarities between the values of healthcare professionals and those set for job leads to the

establishment of a match. This compatibility further motivates participation in extra-role activities such as the provision of assistance to colleagues without specific requests.

Beyond theoretical support, the result supported the observation of Hatidja et al., (2022), Cable & Judge (1996), and Foote & Li-Ping (2008) that there was a positive and significant impact of P-J fit on OCB. The trend showed the significance of P-J fit in motivating healthcare professionals to exhibit OCB. In this context, healthcare professionals working in roles considered more compatible with expertise or skills tended to be more enthusiastic and invested in work environment. Moreover, a positive perception of work environment motivates positive behavior and engagement in OCB.

### **H<sub>5</sub>: Job satisfaction is positively related to OCB**

Job satisfaction is a sense of fulfillment and achievement derived from work that is unrelated to financial compensation, job features, or permission to leave. The concept is also explained as the contentment experienced by an employee directly due to work nature. Job satisfaction includes a combination of psychological, physiological, and environmental factors that lead an individual to genuinely express contentment with job. It represents a collection of elements contributing to a sense of satisfaction (Intaraprasong et al., 2012).

Previous research showed a significant relationship between job satisfaction and OCB (Mohammed et al., 2022). This further showed that job satisfaction significantly influenced the effectiveness of OCB (Ozluk & Baykal, 2020). Therefore, a high level of job satisfaction increases the possibility of engaging in organizational citizenship behavior. The analysis conducted in this research showed that the relationship between job satisfaction and OCB had a standard regression weight value of 0.112 with a critical ratio value of  $3,357 > \pm 1.96$ . This result signified a positive correlation between job satisfaction and OCB.

Job satisfaction of healthcare professionals which included work nature, payment system, promotion opportunities, and attitudes toward supervisors and colleagues, was observed to be important in determining OCB. The result was in line with the previous observation of different research that job satisfaction significantly influenced OCB (Kaur & Kang, 2021; Tran & Choi, 2019; Hatidja et al., 2022).

## **4. Conclusions**

This study examines the relationships between P-O fit, P-J fit, job satisfaction, and Organizational Citizenship Behavior (OCB) among healthcare professionals in Banten, finding positive and significant connections. It highlights the importance of aligning individual values and skills with organizational and job demands to enhance job satisfaction and foster OCB. The findings contribute to managerial practices by emphasizing the need for integrating organizational values into training, aligning roles with skills, and cultivating a culture of OCB to improve employee engagement and organizational performance. However, the study's scope is limited to Banten, restricting the generalizability of results to other regions with differing socio-cultural, economic, and organizational contexts. The reliance on a single organization's sample further limits the applicability of the findings. Future research should explore additional factors influencing job satisfaction, such as emotional labor, service complexity, and customer interactions, while expanding the population and employing mixed research methods. These efforts would provide broader insights and more robust strategies for enhancing healthcare workforce performance.

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