

THE RELATIONSHIP OF ORGANIZATIONAL CITIZENSHIP BEHAVIOR, ORGANIZATIONAL COMMITMENT, AND JOB SATISFACTION WITH NURSES' PERFORMANCE IN INPATIENT CARE SETTINGS

Sri Wahyuni Nasution¹, Saud Parulian Harianja², Chrismis Novalinda Ginting³

¹Department of Tropical Medicine, Universitas Prima Indonesia, Indonesia

^{2,3}Department Magister of Public Health, Universitas Prima Indonesia, Indonesia

Article Info

Article history:

Received : August 20, 2025

Revised : September 25, 2025

Accepted : October 30, 2025

Keywords:

And Nurse Performance;

Job Satisfaction;

Organizational Citizenship

Behavior;

Organizational Commitment.

ABSTRACT

This study investigates the relationship of organizational citizenship behavior, organizational commitment, and job satisfaction, with the performance of inpatient nurses at RSU Royal Prima Medan (RPMH). A quantitative correlational (explanatory) design was employed, involving a total sample of 151 nurses in 2024. Data analysis was conducted using univariate, bivariate, and multivariate techniques. The findings reveal that organizational citizenship behavior, organizational commitment, and job satisfaction are significantly associated with nurse performance, with job satisfaction demonstrating the strongest correlation. These results underscore the importance of strengthening job satisfaction and organizational factors to enhance nurse performance and improve overall hospital service quality.

This is an open access article under the [CC BY-SA](#) license.



Corresponding Author:

Sri Wahyuni Nasution,

Department of Tropical Medicine

Universitas Prima Indonesia

E-mail: sriwahyuninasution@unprimdn.ac.id

1. INTRODUCTION

Hospitals are essential healthcare facilities that play a crucial role in improving community health in Indonesia [1] [2]. To deliver responsible and high-quality services, hospitals must continually strengthen their capabilities across various areas Pearl [3] [4].

Central to every organizational activity are human resources, which serve as the primary factor influencing the effectiveness of operations [5] [6]. In today's dynamic and rapidly changing environment, organizations face increasing pressure to recruit, develop, and retain high-quality human resources [7] [8]. Within hospitals, nursing holds a particularly critical role, as nurses represent the majority of health professionals and are directly responsible for providing patient care [9]. Consequently, the role of nurses as frontline implementers is vital to achieving high-quality hospital services [10]. Hospital performance in delivering both health-related and non-health-related services is crucial to achieving organizational objectives [11]. The effectiveness of hospital services depends on the contributions of all medical staff, particularly nurses, who provide both clinical and non-clinical care to patients [12] [13]. Performance can be understood as the outcome of an individual's efforts, reflected in behaviors and actions evaluated against relevant standards within a specific time frame [14]. High-quality performance benefits the organization, while poor performance can hinder its success. In the hospital context, strong nurse performance directly enhances patient satisfaction, making satisfaction metrics a reliable indicator of nursing effectiveness [15] [16].

Nurse performance is influenced by several factors, including job satisfaction, organizational commitment, and organizational citizenship behavior (OCB). OCB refers to an individual's willingness to go beyond formal job requirements in the workplace [17] [15]. It encompasses actions such as assisting colleagues, volunteering for additional tasks, and adhering to organizational rules and procedures. As a form of prosocial behavior, OCB is constructive and beneficial to both the organization and its members [18] [19] [20].

Organizational citizenship behavior (OCB) refers to discretionary actions that fall outside the scope of an employee's formal role yet contribute significantly to organizational effectiveness [21]. When employees voluntarily act as exemplary organizational citizens, their behavior is recognized as OCB [22]. Successful organizations depend on workers who are willing to go beyond formal duties and deliver performance that exceeds expectations [23] [10]. This suggests that companies with employees who demonstrate strong OCB are more likely to achieve superior outcomes [24]. OCB includes behaviors such as helping colleagues, volunteering for additional tasks, and consistently adhering to workplace policies and procedures [25]. One of the challenges organizations often face in achieving their objectives is subpar employee performance. To overcome this, employers require individuals who are motivated, diligent, and proactive in striving for optimal results [4] [26].

In evaluating efforts to improve employee performance, organizations must consistently consider the quality of their existing human resources [27]. Factors such as organizational commitment and organizational culture play a vital role in enhancing performance [28] [29]. Organizational commitment is reflected in employees' trust in the organization's goals and their willingness to remain with the organization over time [30].

Organizational commitment refers to an attitude or initiative that demonstrates an employee's loyalty to the organization [31]. Indicators of this commitment include acceptance of organizational values and objectives, willingness to remain employed, and desire to contribute to the organization's success [32] [33] [34]. Organizational commitment also influences members' judgments and actions, thereby playing a critical role in shaping employee behavior and performance [5].

The daily expression of organizational values and traditions is another manifestation of organizational commitment [35]. It is reflected in employees' conduct, their expectations of the organization and colleagues, and the norms they display when carrying out their duties. As a motivating factor, organizational commitment is essential to organizational success, encouraging individuals to work both independently and collaboratively [36].

Job satisfaction, alongside organizational commitment and organizational citizenship behavior, is a key determinant of nurse performance [37]. It reflects employees' perceptions and attitudes toward their work, shaped by interactions with the work environment. High levels of job satisfaction indicate effective organizational management of employee behavior and contribute positively to performance outcomes [38]. Nurse performance tends to align with expectations when nurses are satisfied with their roles. A positive attitude toward one's occupation is characteristic of individuals with high job satisfaction, while dissatisfaction is associated with negative attitudes [39] [40]. Performance is influenced by job satisfaction, as the quality, quantity, and timeliness of work are positively correlated with satisfaction regarding salary, promotion opportunities, colleagues, supervisors, and the job itself [41].

Based on the preceding background and previous research, this study is conducted under the title: "The Relationship of Organizational Citizenship Behavior, Organizational Commitment, and Job Satisfaction with the Performance of Inpatient Nurses at Royal Prima Medan Hospital" [42].

2. RESEARCH METHOD

The researcher employed quantitative methods and a correlational approach, also referred to as Explanatory Research, to conduct this study [43] [44]. This type of research is designed to clarify the direction and relationship between the variables under investigation [45]. Quantitative research utilizes numerical data to generate structured

information and provide objective responses to research questions. The study was carried out at Royal Prima Medan Hospital (RPMH), located at Jl. Ayahanda No. 68A, Sei Putih Tengah, Medan Petisah District, Medan City, North Sumatra 20118.

Population refers to the entire set of elements that share specific characteristics and serve as the focus of a study, including individuals, events, or objects. In this study, the population consisted of 151 inpatient nurses at RPMH in 2024. A sample, by contrast, represents a subset of the population that reflects its characteristics [46].

Total sampling is a technique in which all members of the population are included as the sample, making the number of samples equivalent to the population size [47]. Accordingly, this study employed total sampling, with all 151 inpatient nurses at RPMH in 2024 serving as the research sample.

According to I Made et al. (2019), research variables are categorized into independent, dependent, intervening, moderating, and control variables. In this study, Organizational Citizenship Behavior (X_1), Organizational Commitment (X_2), and Job Satisfaction (X_3) function as the independent variables, while the performance of inpatient nurses at RPMH (Y) serves as the dependent variable.

The research instrument used was a questionnaire consisting of multiple items designed to measure these variables. Responses were evaluated using a Likert scale, which is commonly employed to identify social phenomena in research [47]. The development of research instruments must follow specific stages to ensure both reliability and validity, thereby strengthening the accuracy of the findings [48].

The preparation of research instruments in this study followed several stages:

- a. Planning - formulating research objectives, breaking down variables into sub-variables, and determining relevant indicators.
- b. Designing - creating a preparatory table (instrument grid) to guide the construction of research instruments
- c. Formulation - developing questionnaire and test items tailored to the identified indicators
- d. Editing - refining and finalizing the instrument in accordance with established guidelines
- e. Item Ranking - determining the order and priority of items to ensure clarity and coherence.

Validity refers to the degree of accuracy between the actual data of an object and the data collected by the researcher [49]. In this study, validity testing was conducted using SPSS version 25, with the criterion that an item is considered valid if the calculated r-value exceeds the r-table value, and invalid if it falls below.

Reliability, on the other hand, indicates the consistency of a questionnaire as a measurement instrument for a variable or construct [49]. A questionnaire is deemed reliable when respondents provide stable and consistent answers over time. This study employed a one-shot (single measurement) reliability test, which examined the correlation among item responses to determine the instrument's consistency.

According to [49], a construct or variable is considered reliable if it produces a Cronbach's alpha value greater than 0.60. This research procedure was carried out in three stages:

- a. Preparation Stage - developing the research instruments, namely the questionnaire items.
- b. Implementation Stage - conducting quantitative research activities, including determining the sample or respondents, obtaining permission for participation, collecting primary data through questionnaires, processing and analyzing the data, and documenting the research process as supporting evidence.
- c. Evaluation Stage - processing the quantitative research data. At this stage, univariate analysis was performed to generate frequency distributions and percentages for each variable (Notoatmodjo, 2018). This analysis was used to describe respondent characteristics, which were presented in the form of frequency and percentage tables.

$$p = \frac{f}{n} \times 100\%$$

Information :

p = Percentage of subjects in a particular category

f = Samples with certain characteristics

n = Total sample

Bivariate analysis is a statistical method used to examine the relationship between two variables [50]. Its purpose is to determine the influence of each independent variable on the dependent variable. In this study, the Pearson product-moment correlation was applied, as the data were measured on an interval scale [47].

Partial correlation analysis was also employed to assess the strength of the relationship between two variables while controlling for other influencing variables. A relationship is considered significant when the significance value (Sig.) is less than 0.05, whereas a value greater than 0.05 indicates no significant relationship. The Pearson product-moment method was further used to calculate the correlation coefficient.

$$r_{xy} = \frac{n \sum x_i y_i - (\sum x_i)(\sum y_i)}{\sqrt{\{n \sum x_i^2 - (\sum x_i)^2\} \{n \sum y_i^2 - (\sum y_i)^2\}}}$$

Information :

r_{xy} = Pearson Coefficient Correlation

x_i = Independent variable

y_i = Dependent variable

n = Total samples

From the results obtained using the formula above, the level of influence between variables X and Y can be determined. In essence, the correlation coefficient (r) ranges from -1 to $+1$, expressed mathematically as $-1 \leq r \leq +1$. The calculation results yield three possible interpretations. If $r = 0$ or close to 0, the correlation between the two variables is negligible or non-existent, indicating no meaningful relationship between variable X and variable Y .

- Positive Correlation - If $r = +1$ or approaches $+1$, the correlation between the two variables is strong and in the same direction.
- Negative Correlation - If $r = -1$ or approaches -1 , the correlation between the two variables is strong but inverse, indicating that as one variable increases, the other decreases.

The following guidelines can be used to interpret the magnitude of the correlation coefficient, whether it is substantial or minimal.

Table 1: Guidelines for Providing Interpretation of Correlation Coefficients

Interval Coefficient	Relationship Level
0.00 - 0.19	Very weak
0.20 - 0.39	Weak
0.40 - 0.59	Average
0.60 - 0.79	Strong
0.80 - 1.00	Very strong

The subsequent analysis employed in this study was the logistic regression test, which is used to examine the relationship among multiple independent variables and to identify the variable most strongly associated with specific outcomes. Logistic regression also helps determine whether the relationship between independent and dependent variables is influenced by extraneous factors. The procedure was carried out as follows:

- Variable Selection - Variables eligible for inclusion in the multivariate analysis were those with a p-value less than 0.25. However, variables with a p-value greater than 0.25, if deemed meaningful, could also be incorporated in the next stage.
- Multivariate Testing - The selected outcome variables were collectively analyzed using the enter technique, with variables exceeding a p-value of 0.05 sequentially eliminated.
- Risk Analysis - An additional analysis was conducted to determine the extent of individual risk opportunities based on the conditions of the independent variables.

This framework provided the conceptual foundation for the study's analytical approach.

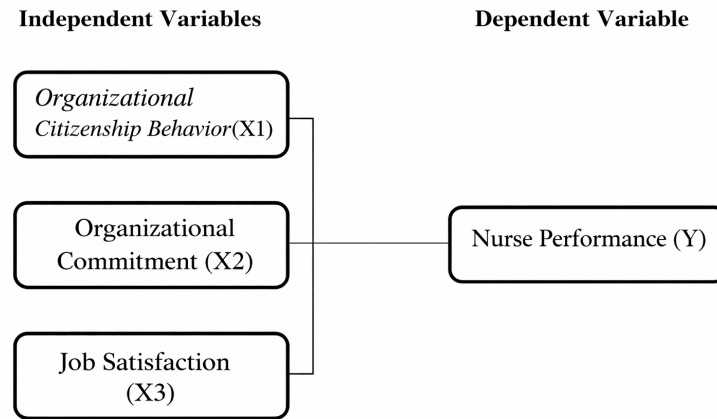


Figure 1: Research Concept Framework

The hypotheses in this study are formulated as follows:

- a. H_{01} : Organizational Citizenship Behavior is related to the performance of inpatient nurses.
- b. H_{a1} : Organizational Citizenship Behavior is not related to the performance of inpatient nurses.
- c. H_{02} : Organizational Commitment is related to the performance of inpatient nurses.
- d. H_{a2} : Organizational Commitment is not related to the performance of inpatient nurses.
- e. H_{03} : Job Satisfaction is related to the performance of inpatient nurses.
- f. H_{a3} : Job Satisfaction is not related to the performance of inpatient nurses.
- g. H_{04} : Organizational Citizenship Behavior, Organizational Commitment, and Job Satisfaction collectively are related to the performance of inpatient nurses.
- h. H_{a4} : Organizational Citizenship Behavior, Organizational Commitment, and Job Satisfaction collectively are not related to the performance of inpatient nurses.

3. RESULT AND ANALYSIS

3.1 Validity and Reliability Test Results

The validity and reliability of the questionnaire questions were assessed before their implementation in this study. The results of the validity testing are presented in the following section:

Table 2: Validity Test Results

X1	r count	r table	Information
P1	0.864	0.361	V
P2	0.864	0.361	V
P3	0.851	0.361	V
P4	0.862	0.361	V
P5	0.866	0.361	V
P6	0.426	0.361	V
P7	0.548	0.361	V
P8	0.401	0.361	V
P9	0.389	0.361	V
P10	0.605	0.361	V

X2	r count	r table	Information
P1	0.948	0.361	V
P2	0.839	0.361	V
P3	0.914	0.361	V
P4	0.902	0.361	V
P5	0.959	0.361	V
P6	0.926	0.361	V
P7	0.888	0.361	V
P8	0.954	0.361	V
P9	0.924	0.361	V
P10	0.966	0.361	V
X3	r count	r table	Information
P1	0.814	0.361	V
P2	0.744	0.361	V
P3	0.778	0.361	V
P4	0.656	0.361	V
P5	0.478	0.361	V
P6	0.811	0.361	V
P7	0.808	0.361	V
P8	0.539	0.361	V
P9	0.618	0.361	V
P10	0.591	0.361	V
Y	r count	r table	Information
P1	0.759	0.361	V
P2	0.411	0.361	V
P3	0.624	0.361	V
P4	0.790	0.361	V
P5	0.539	0.361	V
P6	0.862	0.361	V
P7	0.915	0.361	V
P8	0.864	0.361	V
P9	0.884	0.361	V
P10	0.906	0.361	V

Table 2 presents the outcomes of the validity test; the results indicate that all computed r values exceed the r table, signifying that all inquiries within each research variable are valid.

Table 3: Reliability Test Results

Variables	Cronbach Alpha	Information
X1	0.834	Relib
X2	0.980	Relib
X3	0.863	Relib
Y	0.907	Relib

The Cronbach Alpha value of all variable queries in this study is greater than 0.60, as evidenced by the reliability test results in Table 3. As a result, the inquiries in this investigation are dependable. Age, gender, education, and duration of service comprised the respondents' attributes examined in this investigation. Table 4 illustrates the findings of the investigation.

Table 4: Frequency Distribution of Respondent Characteristics

Age	n	%
20-30 Years	68	45
31-40 Years	42	27.8
> 40 Years	41	27.2
Total	151	100

Gender	n	%
Male	57	37.7
Female	94	62.3
Total	151	100
Education	n	%
Diploma	51	33.8
S1	98	64.9
S2	2	1.3
Total	151	100
Length of Work	n	%
1-2 Years	53	35.1
> 2 Years	98	64.9
Total	151	100

In this study, 68 respondents (45%) were between the ages of 20 and 30, 42 respondents (27.8%) were between 31 and 40, and 41 respondents (27.2%) were over the age of 40. By gender, the sample consisted of 57 male respondents (37.7%) and 94 female respondents (62.3%). In terms of educational background, 51 respondents (33.8%) held a Diploma, 98 respondents (64.9%) held a Bachelor's degree, and 2 respondents (1.3%) held a Master's degree.

In this study, 53 respondents (35.1%) had worked for 1-2 years, while 98 respondents (64.9%) had more than 2 years of work experience.

3.2 Univariate Analysis Results

The results of the univariate analysis of the nurses' assessment of OCB at RPMH are as follows.

Table 5: Organizational Citizenship Behavior

Organizational Citizenship Behavior	n	%
Good	136	90.1
Not good	15	9.9
Total	151	100

Table 5 presents the evaluation of nurses' Organizational Citizenship Behavior (OCB) at RPMH. The findings indicate that 136 nurses (90.1%) demonstrated good OCB, while 15 nurses (9.9%) exhibited poor OCB. The results of the univariate analysis of nurses' organizational commitment at RPMH are as follows.

Table 6: Organizational Commitment

Organizational Commitment	n	%
Good	132	87.4
Not good	19	12.6
Total	151	100

Table 6 presents the evaluation of organizational commitment among nurses at RPMH. The findings show that 132 nurses (87.4%) rated organizational commitment at the hospital as good, while 19 nurses (12.6%) rated it as not good. The results of the univariate analysis of nurses' job satisfaction at RPMH are as follows.

Table 7: Job Satisfaction

Job Satisfaction	n	%
Satisfied	127	84.1
Less satisfied	24	15.9
Total	151	100

Table 7 presents the evaluation of nurses' job satisfaction at RPMH. The findings reveal that 127 nurses (84.1%) reported being satisfied, while 24 nurses (15.9%) expressed dissatisfaction.

3.3 Performance

The subsequent data pertain to the univariate analysis of nursing performance at RPMH.

Table 8: Nurses' Performance

Performance	n	%
Good	131	86.8
Not good	20	13.2
Total	151	100

Table 8 presents the evaluation of nurses' performance at RPMH. The findings show that 131 nurses (86.8%) demonstrated good performance, while 20 nurses (13.2%) exhibited poor performance.

3.4 Bivariate Analysis Results

The findings of the bivariate analysis, conducted using the Pearson Product-Moment correlation to examine the relationship between the performance of inpatient nurses at RPMH and their Organizational Citizenship Behavior (OCB), are presented as follows.

Table 9: Relationship between OCB and Inpatient Nurse Performance at RPMH

Variables	Sig. (2-tailed)	Pearson Correlation
OCB on Nurse Performance	0.001	0.677

Table 9 presents the relationship between Organizational Citizenship Behavior (OCB) and the performance of inpatient nurses at RPMH. The correlation coefficient ($r = 0.677$) indicates a strong positive association, and the correlation is statistically significant since $p < 0.05$ ($0.001 < 0.05$). These findings confirm that OCB has a meaningful influence on the performance of inpatient nurses at RPMH.

3.5 The Relationship between Organizational Commitment and Inpatient Nurse Performance at RPMH

To examine the correlation between Organizational Commitment and the performance of inpatient nurses at RPMH, the bivariate analysis was conducted using the Pearson Product-Moment correlation. The findings are presented as follows:

Table 10: The Relationship between Organizational Commitment and Inpatient Nurse Performance at RPMH

Variables	Sig. (2-tailed)	Pearson Correlation
Organizational Commitment to Nurse Performance	0.000	0.818

Table 10 presents the correlation between Organizational Commitment and the performance of inpatient nurses at RPMH. The correlation coefficient ($r = 0.818$) indicates a very strong positive relationship, and the correlation is statistically significant since $p < 0.05$ ($0.000 < 0.05$). These findings confirm a strong association between organizational commitment and the performance of inpatient nurses at RPMH.

Subsequently, the bivariate analysis using the Pearson Product Moment correlation was conducted to examine the relationship between job satisfaction and the performance of inpatient nurses at RPMH. The results are as follows.

Table 11: The Relationship between Job Satisfaction and Inpatient Nurse Performance at Royal Prima Medan Hospital

Variables	Sig. (2-tailed)	Pearson Correlation
Job Satisfaction Towards Nurse Performance	0.000	0.884

Table 11 presents the correlation between job satisfaction and the performance of inpatient nurses at RPMH. The correlation coefficient ($r = 0.818$) indicates a very strong positive relationship, and the correlation is statistically significant since $p < 0.05$ ($0.000 < 0.05$). These findings demonstrate a robust association between job satisfaction and the performance of inpatient nurses at RPMH.

3.6 Multivariate Analysis Results

Organizational Citizenship Behavior, Organizational Commitment, and Job Satisfaction are all factors that influence the performance of inpatient nurses at RPMH. Table 12 presents the results of variable selection for the multivariate analysis.

Table 12: Variable Selection for Multivariate Analysis

Variables	P-Value	Candidate
OCB (X1)	0.001	Yes
Organizational Commitment (X2)	0.000	Yes
Job Satisfaction (X3)	0.000	Yes

The p-values of all independent variables in this study Organizational Commitment, Job Satisfaction, and Organizational Citizenship Behavior were found to be less than 0.05, as shown in Table 12. Based on these results, the multivariate testing model presented in Table 13 incorporates all independent variables.

Table 13: Multivariate Analysis Results

Variables	Sig
Organizational Citizenship Behavior (X1)	
Organizational Commitment (X2)	0.000
Job Satisfaction (X3)	

Table 13 summarizes the results of the multivariate analysis for Organizational Citizenship Behavior, Organizational Commitment, and Job Satisfaction in relation to the performance of inpatient nurses at RPMH. The significance value was found to be $p = 0.000$, which is below the threshold of 0.05. This indicates that the performance of inpatient nurses at RPMH is significantly and simultaneously correlated with the independent variables examined in this study.

Table 14: Variables The Most Influential Independent Variable on the Dependent Variable

Variables	Odds Ratio
OCB (X1)	1.144
Organizational Commitment (X2)	6.012
Job Satisfaction (X3)	8.728

Table 14 presents the results regarding the independent variables most closely associated with the dependent variable. Among these, the Job Satisfaction variable (X3) recorded the highest odds ratio value of 8.728. Based on these findings, Job Satisfaction (X3) is identified as the independent variable most strongly associated with the dependent variable.

3.7 Relationship between OCB and the Performance of Inpatient Nurses at RPMH

The study conducted at RPMH examining the correlation between organizational citizenship behavior (OCB) and the performance of inpatient nurse, revealed that 136 (90.1%) demonstrated good OCB, while 15 nurses (9.9%) exhibited poor OCB. According to the bivariate analysis conducted using the Pearson Product Moment Correlation, there is significant relationship between OCB and the performance of inpatient nurses at RSU Royal Prima Medan. The correlation coefficient ($r = 0.677$) reflects a strong positive association, and the correlation is statistically significant since $p < 0.05$ ($0.001 < 0.05$). These findings indicate that the performance of inpatient nurses at RPMH is positively influenced by their level of organizational citizenship behavior.

Organizational Citizenship Behavior (OCB) refers to an individual's voluntary contributions that go beyond the formal requirements of their position in the workplace. This behavior includes actions such as assisting colleagues, volunteering for additional responsibilities, and adhering to organizational policies and procedures. OCB

is recognized as a constructive and meaningful form of prosocial behavior intended to support the organization (Muryati, 2022). The study's findings on the correlation between organizational commitment and the performance of inpatient nurses at RPMH revealed that 132 nurses (87.4%) rated organizational commitment as good, while 19 nurses (12.6%) rated it as poor. According to the bivariate analysis conducted using the Pearson Product Moment correlation, there is a significant relationship between organizational commitment and the performance of inpatient nurses at RPMH. The correlation coefficient ($r = 0.818$) indicates a very strong positive association, and the correlation is statistically significant since $p < 0.05$ ($0.000 < 0.05$). These findings demonstrate that organizational commitment has a substantial influence on the performance of inpatient nurses at RPMH. Organizational commitment reflects an individual's dedication to the organization in which they are employed, encompassing willingness to work within the organization, desire to remain affiliated, and acceptance of its values and objectives.

Moreover, organizational commitment can shape the actions and decisions of members, thereby exerting a significant impact on both their behavior and performance (Aulia, 2023). The findings of the analysis on the correlation between job satisfaction and the performance of inpatient nurses at RPMH showed that 127 nurses (84.1%) reported being satisfied, while 24 nurses (15.9%) reported dissatisfaction. According to the bivariate analysis conducted using the Pearson Product Moment correlation, there is a significant relationship between job satisfaction and the performance of inpatient nurses at RSU Royal Prima Medan. The correlation coefficient ($r=0.818$) indicates a very strong positive association, and the correlation is statistically significant since $p < 0.05$ ($0.000 < 0.05$). These findings demonstrate that job satisfaction has a substantial influence on the performance of inpatient nurses at RPMH. Job satisfaction reflects an employee's perception of their work, encompassing aspects such as workplace conditions, cooperation among colleagues, rewards, and both physical and psychological factors (The Greatest Showman, 2019). Employees who are satisfied with their work tend to be more productive, as job satisfaction generates positive emotions in response to their responsibilities. Indicators of satisfaction include the nature of the work itself, wages, opportunities for promotion, supervision, and relationships with colleagues.

4. CONCLUSION

In conclusion, the present study demonstrates that the performance of inpatient nurses at RPMH is significantly influenced by organizational citizenship behavior, organizational commitment, and job satisfaction. While OCB showed a strong correlation with performance, both organizational commitment and job satisfaction exhibited very strong associations. Among these factors, job satisfaction (X3) emerged as the most significant predictor, with the highest odds ratio, underscoring its critical role in shaping nurse performance. These findings highlight the importance of fostering job satisfaction alongside organizational commitment and citizenship behavior to enhance the overall effectiveness of inpatient nursing services at RPMH.

REFERENCES

- [1] R. Ananda, "Relationship between job satisfaction and organizational citizenship behavior (ocb) of employees of pt sinar pahala utama," 2023.
- [2] R. P. Angga, "The influence of work stress and work environment on the performance of nurses at the regional mental hospital (rsj) of jambi province," 2023.
- [3] P. Afandi, *Human Resource Management: Theory, Concept and Indicators*. Yogyakarta: Zanava, 2018.
- [4] D. R. Aldarizma, "The influence of organizational commitment and work motivation on employee performance with organizational citizenship behavior (ocb) as an intervening variable," 2023.
- [5] F. B. Aulia, "The role of job satisfaction and organizational commitment on intention to quit and organizational citizenship behavior," *Journal of Social Sciences and Education (JISIP)*, vol. 7, no. 1, 2023.
- [6] S. Arikunto, *Research Procedures*. Jakarta: Rineka Cipta, 2019.
- [7] S. T. Ivana, "The influence of work ethic and organizational commitment on employee performance," 2023.
- [8] S. Bahri, *Complete Business Research Methodology with SPSS Data Processing Techniques*. Yogyakarta: CV Andi Offset, 2018.
- [9] M. Busro, *Theories of Human Resource Management*. Jakarta: Prenadamedia Group, 2018.
- [10] D. Hadinata, S. Wahyuni, and D. I. N. Putri, "The relationship between education and training on nurse performance," *Jurnal Keperawatan dan Kesehatan*, vol. 10, pp. 1–12, 2019.
- [11] X. e. a. Hu, "Relationship between proactive personality and job performance of chinese nurses," *Frontiers in Psychology*, vol. 12, 2021.
- [12] S. Utami, A. Sanusi, and H. Respati, "The effect of organizational citizenship behavior on nurses performance," *International Journal of Advances in Scientific Research and Engineering*, vol. 6, pp. 65–74, 2020.
- [13] M. Damanik, "The influence of leadership, motivation, and remuneration on work culture and employee performance," *Journal of Educational Management and Social Sciences*, 2021.
- [14] B. P. Tarigan, H. Wau, and M. Siagian, "The relationship between nurses work motivation and nurse performance," *Jurnal Keperawatan dan Fisioterapi*, vol. 2, no. 1, pp. 26–34, 2019.
- [15] L. M. Y. Dennison, "The relationship between organizational citizenship behavior, organizational commitment, job satisfaction and nurse performance," *Indonesian Health Management Journal*, vol. 11, no. 1, 2023.
- [16] Darmadi, *Human Resource Management to School Principals*. Deepublish, 2018.
- [17] B. Dedi, *Leadership and Management of Nursing Services*. Jakarta: Trans Info Media, 2020.
- [18] N. Mutiara, K. T. Dalimunthe, and G. Supriadi, "Relationship between job satisfaction and nurse performance," *Miracle Journal*, vol. 2, no. 2, 2022.
- [19] M. Enny, *Human Resource Management*. Surabaya: UBHARA Management Press, 2019.
- [20] F. Fanka, "The influence of job stress and workload on nurses work performance at sansani hospital," 2021.
- [21] Priansa, *Leadership and Organizational Behavior*. Bandung: Refika Aditama, 2018.
- [22] W. Wijiharta, I. N. Unais, and S. N. Hadi, "Identification of important dimensions to maximize organizational citizenship behavior," *Journal of Economics and Management*, vol. 1, no. 3, pp. 45–50, 2022.
- [23] C. E. M. Ginting, "Factors related to nurse performance in providing nursing process in inpatient room," 2020.
- [24] J. F. e. a. Hair, *A Primer on Partial Least Squares Structural Equation Modeling (PLS-SEM)*. Los Angeles: SAGE Publications, 2018.
- [25] R. Handayani, *Social Research Methodology*. Yogyakarta: Trussmedia Grafika, 2020.
- [26] I. M. Indra and I. Cahyaningrum, *Easy Ways to Understand Research Methodology*. Yogyakarta: Deepublish, 2019.

- [27] M. Munir, *Organizational Citizenship Behavior on Nurse Performance*. Banyumas: CV Pena Persada, 2020.
- [28] S. Kaltsum and Hamdan, "Analysis of nurse performance in inpatient rooms on patient satisfaction," *Jurnal Pendidikan Tambusai*, vol. 7, no. 1, 2023.
- [29] M. et al., "The influence of organizational culture and motivation on employee performance," *National Journal of Marketing and HR Management*, vol. 3, no. 1, 2022.
- [30] S. Teguh, S. Sundari, and M. Pahpahan, "The influence of organizational culture and organizational commitment on employee performance," *Journal of Management and Social Sciences*, vol. 3, no. 1, pp. 16–25, 2024.
- [31] *Organizational Behavior*. Malang: CV Literasi Nusantara Abadi.
- [32] M. Riadi, "Performance assessment (definition, objectives, criteria and methods)," <https://www.kajianpustaka.com/2020/03/penilaian-kinerja-pengertian-tujuan-kriteria-dan-metode.html>, 2020, accessed: 2026.
- [33] C. T. Rumondang, "The importance of performance seen from the knowledge characteristic factor, meaningful work and job satisfaction of nurses," *Asia Pacific Journal of Management Studies*, vol. 9, no. 1, 2022.
- [34] H. Samsuddin, *Employee Performance Review of Leadership Style Dimensions, Organizational Culture and Organizational Commitment*. Sidoarjo: Indomedia Pustaka, 2018.
- [35] M. Shaleh, *Organizational Commitment to Employee Performance*. Aksara Timur, 2018.
- [36] Sumarni and A. Pramuntadi, "The influence of organizational commitment on nurse performance at pku muhammadiyah hospital bantul," *Journal of Health Management of Dr. Soetomo Hospital Foundation*, vol. 5, no. 2, pp. 154–164, 2019.
- [37] N. R. Silaen, Syamsuransyah, and R. e. a. Chairunnisah, *Employee Performance*, 1st ed. Bandung: Widina Bhakti Persada, 2021.
- [38] D. Julindrastuti and I. Karyadi, "The influence of employee status on job satisfaction and organizational commitment," *Equilibrium Journal of Economics*, vol. 17, no. 1, pp. 21–26, 2021.
- [39] L. P. Sinambela and S. Sinambela, *Quantitative Research Methodology: Theory and Practice*. Depok: Rajawali Pers, 2021.
- [40] S. Silaen, *Social Research Methodology for Writing Thesis and Dissertation*. Bogor: In Media, 2018.
- [41] S. Waqid and F. M. Sari, "The relationship between job satisfaction and nurse performance," *Jurnal Health Society*, vol. 12, no. 1, 2023.
- [42] V. W. Sujarweni, *Business and Economic Research Methodology*. Yogyakarta: Pustaka Baru Press, 2020.
- [43] E. Sutrisno, *Human Resource Management*. Prenadamedia Group, 2019.
- [44] A. Wafiatul, "The relationship between individual characteristics, leadership style and attitude with nurse performance," 2023.
- [45] A. S. Supriyanto and V. M. Ekowati, *Human Resource Management Research*. Media Intelligence, 2019.
- [46] I. K. Widiana, "The influence of work environment and work motivation on employee performance," *Prospek: Journal of Management and Business*, vol. 5, no. 1, 2023.
- [47] Sugiyono, *Quantitative and Qualitative Research Methodology and R&D*. Bandung: Alfabeta, 2019.
- [48] H. et al., *Qualitative and Quantitative Research Methods*. Yogyakarta: Pustaka Ilmu, 2020.
- [49] I. Ghozali, *Multivariate Analysis Application with IBM SPSS 25*. Semarang: Diponegoro University, 2018.
- [50] S. Notoatmodjo, *Health Research Methodology*. Jakarta: Rineka Cipta, 2018.