Research Article

The Influence of Work Motivation and Organizational Commitment on Organizational Citizenship Behavior (OCB) in RRI Bandar Lampung Employees

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Abstract: Motivating human resources is essential for enhancing organizational performance and achieving company objectives. This study explores the influence of work motivation and organizational commitment on organizational citizenship behavior among employees at RRI Bandar Lampung. Data were collected through a Likert-scale questionnaire from 84 respondents and analyzed using multiple linear regression. The findings support the first hypothesis, indicating that work motivation positively and significantly affects organizational citizenship behavior. However, the second hypothesis reveals that organizational commitment has a negative and statistically insignificant impact on organizational citizenship behavior. The study recommends that organizations actively engage employees in decision-making processes and ensure equal opportunities for all. Additionally, providing employee training programs to support career development is advised. A limitation of this research is its relatively small sample and population size. Future studies should consider incorporating additional variables that could affect motivation, commitment, and citizenship behavior.

Keywords: Organizational Citizenship Behavior; Organizational Commitment; Work Motivation.

1. Introduction

Human resources play a crucial role in the operation and development of an organization, serving as its primary driver through delegated authority and responsibilities. To perform effectively, employees need motivation, which directly contributes to improved organizational performance and the achievement of company goals. High performance often leads to the emergence of Organizational Citizenship Behavior (OCB), a concept introduced by [1], describing employees who go beyond formal job duties to support the organization. According to [2], OCB is a voluntary behavior not formally required but essential for organizational effectiveness. [3] emphasizes that OCB arises once employees fulfill their main tasks and begin contributing beyond their roles. OCB is vital for long-term organizational success, fostering loyalty, sustained performance, and a positive public image.

To encourage OCB, companies can offer organizational support [4], promote work-life balance (Deery et al., 2016), and involve employees in decision-making processes [5]. These factors increase job satisfaction and promote positive behaviors such as OCB, which significantly benefits organizational growth and employee effectiveness [6]. [7] highlights the benefits of OCB, including stable company performance, reduced employee turnover, adaptability to environmental changes, and increased productivity. Enhancing OCB requires strong work motivation and organizational commitment. When employees are satisfied and believe in the organization's goals, they are more likely to exhibit OCB, not because of external pressures or rewards, but due to their internalized trust and alignment with the company's mission.

Work motivation is a multidimensional concept reflecting how employees interact with their organization and the extent to which they feel a sense of connection, obligation, and appreciation from it [8]. Motivation derived from the work environment serves as a key driver for employees to fully utilize their potential in helping the organization achieve its goals. Several studies have identified factors influencing work motivation, including effective leadership [9], a supportive work environment [10], employee training programs [11], clear career paths, task clarity, and recognition for performance [12]. These factors significantly enhance employee motivation, leading to improved work quality and organizational performance.

To foster motivation, companies can encourage employee participation in organizational activities, provide equal opportunities to voice opinions, and involve them in decision-making processes. These efforts promote a sense of responsibility and belonging. According to [13], motivation leads to increased employee productivity, stronger team performance, and a positive corporate reputation. Therefore, employee motivation not only affects individual outcomes but also enhances teamwork and organizational dynamics. A supportive environment that nurtures motivation boosts productivity and fosters innovative collaboration. [14] highlights that motivated employees stay focused on organizational goals despite potential distractions, while [15] found that work motivation has a positive and significant effect on organizational commitment.

Organizational commitment is a crucial factor in achieving an organization's goals, vision, and mission [16]. High commitment from individuals in an organization is expected to result in strong performance, while lack of commitment may hinder organizational success. As commitment increases, so does employee productivity and work quality. Employees with strong commitment tend to be more loyal, responsible, and productive [17]. High organizational commitment contributes to goal achievement, lower training costs, reduced turnover, and higher job satisfaction. Committed employees are less likely to take leave or resign.

Many studies have examined the relationship between work motivation, organizational commitment, and Organizational Citizenship Behavior (OCB). Research by [18] found that work motivation positively and significantly influences OCB. Providing employees with proper motivation, such as competitive salaries and a supportive environment, can enhance OCB. Similarly, [19] and [20] highlighted the positive influence of organizational commitment on OCB. However, [21] found no significant effect, suggesting that employees may fulfill organizational goals due to job descriptions rather than discretionary behavior. These inconsistencies indicate a need for further research. Employees who are highly committed are more likely to take initiative beyond their formal duties, especially when they also receive appropriate motivation.

Radio Republik Indonesia (RRI), as the nation's sole public broadcasting institution, is funded through the state and regional budgets and is expected to be staffed by individuals with strong motivation and organizational commitment to ensure optimal performance. In Bandar Lampung, RRI has maintained its relevance due to employees' ability to deliver well-designed programs and effective communication with listeners. With 84 employees across various departments, the station motivates staff through promotions, recognition as change agents, and leave policies. Promotions are based on performance and typically granted to fill positions left by retirees. These efforts, along with training and participation in organizational events, contribute to enhancing employee motivation and performance.

To further strengthen employee commitment, RRI Bandar Lampung provides training programs to develop managerial and technical skills. Recognizing role model employees as change agents fosters a culture of engagement and encourages others to become more involved. Consistent employee attendance above 90% from January to June 2024 demonstrates a high level of dedication and responsibility. Prior studies suggest that motivation and commitment significantly influence positive organizational behaviors. However, inconsistencies in previous findings highlight the need for further investigation, particularly in public institutions like RRI, where understanding these factors can provide insights into employee performance and long-term organizational success.

2. Preliminaries or Related Work or Literature Review

2.1. Work Motivation

Motivation is a set of energetic forces that originate both within and outside an individual, directing work-related effort, behavior, intensity, and persistence [22]. Work motivation refers to the desire and driving force that stimulates enthusiasm, encouraging individuals to work effectively and align their efforts toward satisfaction. In organizational life, especially in business, employee motivation is a key focus for managers. It influences employees' attitudes and behaviors to act according to established patterns, rules, and norms. With strong motivation, employees gain confidence, think positively, and take responsibility in facing challenges and making decisions calmly.

2.2. Organizational Commitment

Organizational commitment is described as an individual's attitude toward the organization, reflecting their identification with and sense of belonging to it. According to [8], organizational commitment arises when both employees and the organization develop a strong interest in maintaining their working relationship. It involves emotional attachment, identification, and involvement with the organization, along with a desire to remain part of it.

2.3 Organizational Citizenship Behavior (OCB)

Organizational Citizenship Behavior (OCB) refers to extra-role behavior that is not formally recognized in a work system but contributes to overall organizational effectiveness [23]. Organizations generally believe that achieving excellence requires high individual performance, as it directly impacts overall organizational success. [24] define OCB as contextual performance that is not part of formal job descriptions but still supports organizational functioning. OCB as discretionary employee behavior that promotes effective organizational operations without being formally rewarded.

2.4. Hypotheses

H1: Work motivation has a positive and significant effect on Organizational Citizenship Behavior (OCB) among employees at RRI Bandar Lampung.

H2: Organizational commitment has a positive and significant effect on Organizational Citizenship Behavior (OCB) among employees at RRI Bandar Lampung.

3. Proposed Method

3.1. Research Design

This study focuses on the employees of RRI Bandar Lampung, totaling 84 individuals, and uses an associative research method to examine the relationship between work motivation and organizational commitment toward Organizational Citizenship Behavior (OCB). Data sources include both primary data, collected through interviews and questionnaires, and secondary data, such as company documents and organizational structure. Data collection methods include questionnaires, targeting variables of work motivation (X1), organizational commitment (X2), and OCB (Y), and literature studies from journals and other relevant publications. An interval scale with a 1–5 Likert rating is used to measure responses. The study applies a total sampling technique, involving all 84 employees as the research sample.

3.2. Operational Definition

Table 1. Operational Definition.

Variable	Definition	Indicator	Scale
Work Motivation (X1)	Work motivation is the desire and driving force that creates a person's passion for work so that they are willing to work effectively and integrated with all their efforts to achieve satisfaction [25].	1. **Need for Achievement** 2. **Need for Power** 3. **Need for Relationships** McClelland (in Dinibutun, 2012)	Likert
Organizational Commitment (X2)	Organizational commitment is described as an individual's attitude towards an organization that shows	1. **Affective Commitment** 2. **Continuing Commitment**	

Variable	Definition	Indicator	Scale
	his/her identity with the organization and a feeling of belonging to the organization (Gautam et al., 2004)	**3. Normative Commitment** (Allen & Meyer, 1990)	
Organizational Citizenship Behavior (OCB) (Y1)	Organizational Citizenship Behavior is voluntary behavior, not forced action towards things that prioritize the interests of the organization (Niehoff et al., 1993)	**1. Altruism** **2. Politeness** **3. Sportsmanship** **4. Civil policy** **5. Accuracy** (Niehoff & Walz, 2000)	

3.3. Instrument Test

Validity testing ensures the research instrument accurately measures the intended concepts, using Confirmatory Factor Analysis (CFA) with the KMO value needing to exceed 0.5 and factor loadings above 0.5 for questionnaire items to be considered valid. Reliability testing checks the consistency of the instrument, with a Cronbach's alpha above 0.60 indicating reliability. Both tests are conducted using SPSS software to ensure the questionnaire is valid and reliable before data collection.

3.4. Data Analysis Technique

Multiple linear regression analysis is used to examine the influence of independent variables, Work Motivation (X_1) and Organizational Commitment (X_2), on the dependent variable, Organizational Citizenship Behavior (OCB) (Y). This analysis is conducted with SPSS software using the regression equation:

$Y = a + b_1X_1 + b_2X_2 + e$, where a is the constant, b_1 and b_2 are regression coefficients, and e is the error term.

For hypothesis testing, a partial t-test is applied to determine the significance of each independent variable's effect on the dependent variable at a 0.05 significance level. The decision criteria are: if the significance value > 0.05 or t-value < t-table, the hypothesis is rejected (no significant effect); if significance < 0.05 or t-value > t-table, the hypothesis is accepted (significant effect). The t-table value for this study, with degrees of freedom (df) = 81 (calculated as n - k - 1 = 84 - 2 - 1), is 1.990.

4. Results and Discussion

4.1. Instrument Test Result

Table 2. Validitas KMO and Bartlett's Test Result.

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.568
Bartlett's Test of Sphericity	Approx. Chi-Square	885.871
	df	496
	Sig.	0.001

Table 2 shows a KMO value of 0.568 (>0.5) and Bartlett's test at 0.001 (<0.05), indicating the data is suitable for further analysis.

Table 3. Anti Image Matrix Test Result.

Variable	Indicator	Anti Image Correlation	Reference Value	Result
Work Motivation (X1)	MK1	0.6	0.5	Valid
	MK2	0.637		Valid
	MK3	0.695		Valid

Variable	Indicator	Anti Image Correlation	Reference Value	Result
	MK4	0.567		Valid
	MK5	0.645		Valid
	MK6	0.692		Valid
	MK7	0.684		Valid
	MK8	0.715		Valid
	MK9	0.713		Valid
	MK10	0.614		Valid
	MK11	0.643		Valid
	MK12	0.71		Valid
Organizational Commitment (X2)	KO1	0.737	0.5	Valid
	KO2	0.591		Valid
	KO3	0.743		Valid
	KO4	0.632		Valid
	KO5	0.644		Valid
	KO6	0.669		Valid
	KO7	0.692		Valid
	KO8	0.736		Valid
	KO9	0.723		Valid
	KO10	0.63		Valid
Organizational Citizenship Behavior (Y)	OCB1	0.657	0.5	Valid
	OCB2	0.678		Valid
	OCB3	0.763		Valid
	OCB4	0.588		Valid
	OCB5	0.721		Valid
	OCB6	0.711		Valid
	OCB7	0.667		Valid
	OCB8	0.676		Valid
	OCB9	0.603		Valid
	OCB10	0.665		Valid

The anti-image matrix results show all items have correlations above 0.50, indicating all questionnaire items are valid and can be used in the study.

Table 4. Reliability Test Result.

Variable	Chronbach Alpha	Coefficient r	Result
Work Motivation	0.665	0.600	Reliable
Organizational Commitment	0.709	0.600	Reliable
Organizational Citizenship Behavior	0.630	0.600	Reliable

Table 4 shows Cronbach's alpha values above 0.60 for both independent and dependent variables, indicating all variables are reliable and the questionnaire items can be trusted for further analysis.

4.2. Regression and Hypotheses Test Result

Table 5. Multiple Linear Regression Test Result.

Coefficients^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	19.210	3.829		5.016	<.001
	Work Motivation (X1)	.520	.080	.633	6.516	<.001
	Organizational Commitment (X2)	-.050	.066	-.074	-.764	.447
a. Dependent Variable: Organizational Citizenship Behavior (Y)						

Based on Table 5, the Standardized Coefficients (Beta) show that:
- Work motivation has a positive effect on Organizational Citizenship Behavior, with a Beta value of 0.633.
- Organizational commitment has a negative effect on Organizational Citizenship Behavior, with a Beta value of -0.074.

Based on Table 5, the t-test results show:
- Work motivation significantly affects Organizational Citizenship Behavior, with a significance value of 0.001 (<0.05) and t-value of 6.516 (>1.990), supporting hypothesis H1.
- Organizational commitment does not significantly affect Organizational Citizenship Behavior, with a significance value of 0.447 (>0.05) and t-value of -0.764 (<1.990), so hypothesis H2 is not supported.

4.3. Discussion

4.3.1 The Influence of Work Motivation on Organizational Citizenship Behavior

The first hypothesis states that work motivation positively and significantly affects Organizational Citizenship Behavior (OCB) among RRI Bandar Lampung employees. Data analysis shows a significance value of 0.001 (<0.05) and a t-value of 6.516 (>1.990), confirming that higher work motivation leads to stronger OCB. Respondents' average motivation score was 4.28, highlighting overall strong motivation, especially in cooperation with colleagues (mean 4.61), which aligns with [30] on the importance of positive coworker relationships. However, lower scores on participation in company decisions (mean 3.90) and willingness to voice disagreements (mean 3.80) suggest some motivational hesitations, consistent with [31]'s findings on social courage and motivation. This study supports previous research by [32], both showing that work motivation directly enhances OCB by influencing employees' behavior direction, intensity, and persistence, ultimately encouraging enthusiasm to help the organization achieve its goals.

4.3.2 The Influence of Organizational Commitment on Organizational Citizenship Behavior

The second hypothesis posits that organizational commitment has a positive and significant effect on Organizational Citizenship Behavior (OCB) among RRI Bandar Lampung employees. However, the data analysis reveals a significance value of 0.447 (>0.05) and a t-value of -0.764 (<1.990), indicating a negative and insignificant relationship; thus, the hypothesis is not supported. Although prior studies [33] found a positive correlation between commitment and OCB, this study aligns with findings by [21], who suggested that organizational commitment may influence other factors instead. The average respondent score on organizational commitment was 3.38, suggesting moderate commitment. The highest mean was 4.19 for the item "I fear what might happen if I quit my job," implying a commitment driven by security concerns. In contrast, low means for items like "I consider company problems my own" (3.33) and "I would not leave even if offered another job" (3.38) suggest weak emotional attachment and loyalty. These findings support studies by [34], which also reported no significant effect of organizational commitment on OCB. Overall, the results imply that strong organizational commitment does not necessarily lead to higher OCB, as OCB is voluntary and beyond formal job duties.

5. Conclusions

The results of this study indicate that work motivation has a positive and significant effect on Organizational Citizenship Behavior (OCB), suggesting that higher levels of employee motivation lead to increased willingness to engage in extra-role behaviors. On the other hand, organizational commitment shows a negative and insignificant effect on OCB, meaning that committed employees do not necessarily perform beyond their formal responsibilities. However, the study has several limitations, including its focus on a single organization (RRI Bandar Lampung), a limited sample size, and the exclusion of other potential influencing factors such as leadership style, organizational culture, or job satisfaction. Moreover, reliance on self-reported data may introduce response bias. Future research should consider expanding the sample across different organizations or sectors, incorporating additional variables that may influence OCB, employing mixed-method approaches for richer insights, and examining moderating or mediating factors that could further explain the relationship between motivation, commitment, and OCB.

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