



THE EFFECT OF PSYCHOLOGICAL CAPITAL AND AFFECTIVE COMMITMENT ON OCB MEDIATED BY WORK MOTIVATION AND JOB SATISFACTION

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Abstract

This study aims to analyze and explain the Influence of Psychological Capital and Affective Commitment on Organizational Citizenship Behavior Mediated by Work Motivation and Job Satisfaction (Study in the Medical and Health Sector of the Southeast Sulawesi Regional Police). This study was conducted by distributing questionnaires to employees of the Medical and Health Sector of the Southeast Sulawesi Regional Police, totaling 143 respondents. The analysis tool used in this study is the Structural Equation Model with the help of SmartPLS 4.0 software. The results of the study indicate that psychological capital directly has a positive and significant effect on employee motivation and job satisfaction, psychological capital does not have a significant effect on OCB. The results of this study also indicate that affective commitment has a positive and significant effect on work motivation, job satisfaction and OCB. Work motivation and job satisfaction directly have a positive and significant effect on OCB. Based on the results of this study, it was found that work motivation and job satisfaction mediate the effect of psychological capital on OCB where work motivation and job satisfaction act as perfect mediation. This study also found that work motivation significantly mediates the effect of affective commitment on OCB but work motivation acts as a pseudo mediation. Job satisfaction significantly mediates the influence of affective commitment on OCB, job satisfaction acts as a partial mediator.

Keywords: Psychological capital, affective commitment, work motivation, job satisfaction, organizational citizenship behavior, Medical and Health Division of the Southeast Sulawesi Regional Police (BIDDOKKES POLDA SULTRA).

INTRODUCTION

The Medical and Health Division (Biddokkes) of the Southeast Sulawesi Regional Police (Polda Sultra) plays a very important role in supporting the implementation of police duties and functions in the region. As an integral part of the police organizational structure, Biddokkes is responsible for providing health services to police members, as well as supporting investigative activities, forensic identification, and the physical and mental health recovery process for police members involved in often challenging police duties. As part of the organizational structure, Biddokkes' performance depends not only on technical factors and medical expertise, but also on the internal dynamics of the organization, one of which is Organizational Citizenship Behavior (OCB). OCB refers to voluntary and unstructured behavior carried out by individuals in an organization, which is not directly regulated or rewarded by the formal system (Organ, 1988), but which contributes to the smoothness, well-being, and overall performance of the organization (Mahadewi and Muchtaddin, 2024). In the context of the Southeast Sulawesi Regional Police's Biddokkes, OCB can be manifested in the form of inter-divisional collaboration, readiness to help colleagues without being asked, and active participation in activities that support organizational goals and policies. The role of OCB in the organization, including in Biddokkes, cannot be underestimated, because this behavior can strengthen synergy between members, create a more productive work climate, and increase efficiency in carrying out tasks that require precision and timeliness (Farh et al., 2004; Su and Hahn,



2023) such as in health services, forensic examinations, and handling medical cases related to investigations. On the other hand, OCB can also improve communication between members, speed up the decision-making process, and minimize conflicts that may occur in a stressful work environment (Williams & Anderson, 1991; Bateman & Organ, 1983; Podsakoff et al., 2000).

The importance of the role of organizational citizenship behavior (OCB) in the internal dynamics of the medical and health organization of the Southeast Sulawesi Regional Police (Biddokkes Polda Sultra) needs to be a concern for organizational leaders so that they can provide a positive contribution in carrying out the important role of Biddokkes Polda Sultra in Southeast Sulawesi. Therefore, leaders need to know and understand the factors that can influence the Organizational Citizenship Behavior (OCB) of Biddokkes Polda Sultra residents.

Referring to the research results of Mahadewi and Muchataddin (2024) which show that Organizational Citizenship Behavior (OCB) is influenced by psychological capital and affective commitment from members of the organization. Mahadewi and Muchataddin (2024) in their research explain that organizations can increase the voluntary behavior of their employees in working beyond formal rules by increasing the psychological capital and affective commitment of members of their organization. However, based on the results of the literature search conducted by researchers, it was found that psychological capital and affective commitment were not always able to play a role in increasing Organizational Citizenship Behavior (OCB), this was shown by Apriliana et al (2024) in their research which revealed that psychological capital and affective commitment were not able to increase Organizational Citizenship Behavior (OCB).

The research findings of Mahadewi and Muchataddin (2024) and Apriliana et al (2024) show that the influence of psychological capital and affective commitment on organizational citizenship behavior (OCB) is still inconsistent and has research gaps that need to be studied further.

In this study, the research gap on the influence of psychological capital and affective commitment on organizational citizenship behavior (OCB) that has been explained above, the researcher developed research from the research model of Mahadewi and Muchataddin (2024) which recommends that future researchers add work motivation and job satisfaction variables as mediator variables to fill the research gap between Mahadewi and Muchataddin (2024) and Apriliana et al (2024).

Work motivation is used as a mediator variable in the influence of psychological capital on OCB based on the results of Fidelis et al's (2021) study which shows that psychological capital has a significant influence in increasing work motivation and the results of Sylviana et al's (2020) study which shows that work motivation has a significant influence in increasing OCB. Based on the findings of Fidelis et al (2021) and Sylviana et al (2020), it shows that work motivation can be used as a mediator variable in the influence of psychological capital on OCB.

Job satisfaction is also used as a mediator variable in the influence of psychological capital on OCB based on the results of research by Sen et al (2017) which shows that psychological capital has a significant influence in increasing job satisfaction and the results of research by Fathiyah and Pasla (2021) which shows that job satisfaction has a significant influence in increasing OCB. Based on the findings of Sen et al (2017) and Fathiyah and Pasla (2021), it shows that job satisfaction can be used as a mediator variable in the influence of psychological capital on OCB.

The object of the research chosen is the employees of the Medical and Health Division of the Southeast Sulawesi Regional Police, this is based on the phenomenon observed by researchers in the field which shows that employees of the Medical and Health Division of the Southeast Sulawesi Regional Police in carrying out their duties in the field often experience obstacles due to lack of operational personnel in the field, such as in field physical test activities, there are often many participants who faint or need quick treatment even though the number of personnel on the committee is limited so that additional personnel are needed suddenly. Conditions like this often occur in the Biddokkes Polda Sultra where the incident is very urgent and requires additional personnel. In reality, this condition can still run because every employee in the Biddokkes is always alert and ready without having to be appointed or waiting for a letter of assignment to get involved. This shows that employees of the Biddokkes Polda Sultra have high organizational citizenship behavior.



Likewise with several past incidents when the Covid 19 outbreak hit Indonesia, especially in the province of Southeast Sulawesi. At that time, a quick response was needed in distributing health materials and equipment throughout the Southeast Sulawesi region which was the location of the handling of the Indonesian Republic Police. However, the vast area of Southeast Sulawesi and the many handling locations made Biddokkes as the backbone of the Southeast Sulawesi Regional Police overwhelmed due to limited operational personnel, but this was also able to be dealt with well. This shows that Biddokkes Polda Sultra employees have high OCB.

This phenomenon is interesting for researchers because with a relatively high workload and often risky for employees of Biddokkes Polda Sultra, they still have high OCB. Psychological capital and affective commitment seem to have an important role in Biddokkes Polda Sultra employees which makes them have high OCB. However, it could be different if it is associated with work motivation and employee job satisfaction with working conditions at Biddokkes Polda Sultra as explained above. Therefore, researchers are interested in conducting a study entitled "The Effect of Psychological Capital and Affective Commitment on OCB Mediated by Work Motivation and Job Satisfaction (Study in the Field of Medicine and Health Polda Sultra)".

THEORY STUDY AND RESEARCH HYPOTHESIS

Theoretical review

This study is entitled the influence of psychological capital and affective commitment to OCB mediated by work motivation and job satisfaction (a study in the field of medicine and health of the Southeast Sulawesi Regional Police). The concept of the relationship between the research variables was developed based on the theory of human resource management and organizational behavior.

Human resource management is the planning, organizing, directing and controlling of the workforce, development, compensation, integration, maintenance, and termination of employment with human resources to achieve individual, organizational and community goals. The same opinion was expressed by Ivancevich (2014:34) that human resource management is specifically required to focus on all activities related to humans.

Individual performance issues are important in every organization, one of which is related to organizational behavior related to actions taken by individuals or groups. Therefore, it is necessary for leaders to try to influence this behavior towards meeting the needs of their personnel. Several factors that exist are related to personality or individual characteristics such as commitment, job satisfaction and work stress, for that it is necessary to know the type of subordinates. So it can be said that the nature of behaving or interacting with someone has differences according to different ways and situations. In the organization they are influenced by values or norms, management styles and policies related to salary, recognition, promotion, quality of work life, group reference influences.

Organizational behavior is a discipline that studies the behavior of individuals, groups and organizations and the impact of good performance (individual, group and organizational performance). Organizational behavior can play an important role in organizational development and work success (Robbins and Judge, 2015). In the context of organizational change, employee behavior plays an important role in managing organizational change effectively, (Oktavia and Tine, 2023). Because of the uncertainty and complexity associated with organizational change, an employee/staff feels fearful, cynical and shows fatigue, detachment and reluctance to engage in the organizational change process (Robbins and Judge, 2015).

Based on the concept of human resource management theory and organizational behavior theory, a research model was developed which is aimed at analyzing the influence of psychological capital and affective commitment on OCB mediated by work motivation and job satisfaction (a study in the field of medicine and health at the Southeast Sulawesi Regional Police), namely as follows:

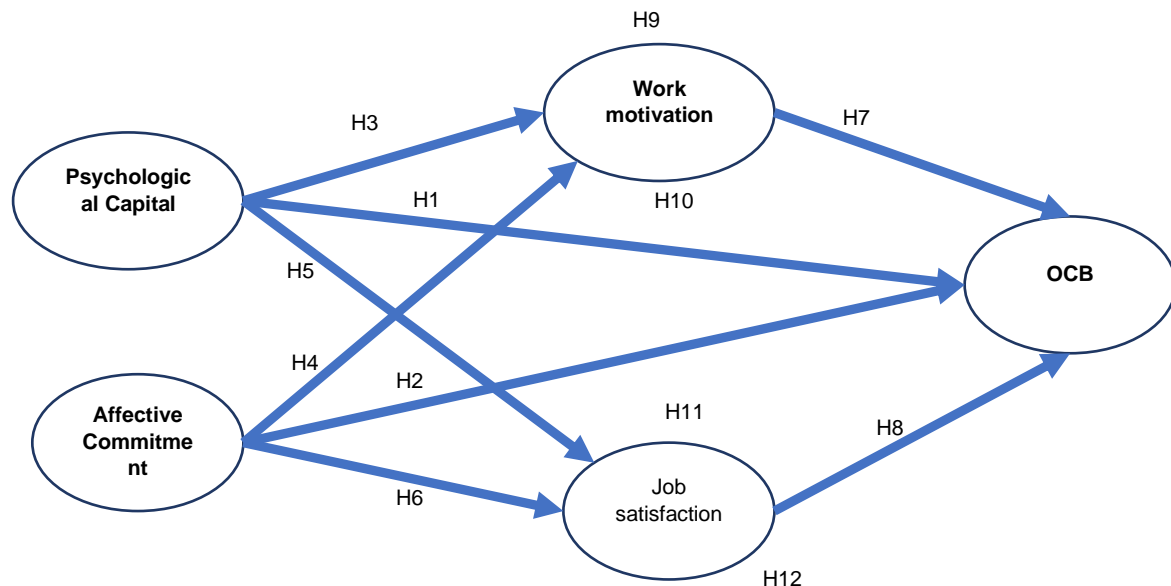


Figure 1. Research Concept Framework

Hypothesis

- H 1: Psychological capital has a positive and significant effect on OCB.
- H 2: Affective commitment has a positive and significant effect on OCB.
- H 3: Psychological capital has a positive and significant effect on work motivation.
- H 4: Affective commitment has a positive and significant effect on work motivation.
- H 5: Psychological capital has a positive and significant effect on job satisfaction.
- H 6: Affective commitment has a positive and significant effect on job satisfaction.
- H 7: Work motivation has a positive and significant effect on OCB.
- H 8: Job satisfaction has a positive and significant effect on OCB.
- H 9: Psychological capital has a positive and significant effect on OCB mediated by work motivation.
- H10: Affective commitment has a positive and significant effect on OCB mediated by work motivation.
- H11: Psychological capital has a positive and significant effect on OCB mediated by job satisfaction.
- H12: Affective commitment has a positive and significant effect on OCB mediated by job satisfaction.

RESEARCH METHODS

This study uses descriptive research with a quantitative approach, namely to reveal the influence of psychological capital and affective commitment on organizational citizenship behavior mediated by work motivation and job satisfaction. This study was conducted on all employees of the Medical and Health Division of the Southeast Sulawesi Regional Police, totaling 143 people. The data analysis used is a structural equation model with smart PLS.

RESULTS

Evaluation of Measurement Model (Outer Model)



The results of the evaluation of the measurement model for each latent variable are presented and explained as follows:

Table 1. Outer Model

Variables	Indicator	Outer Loadings	T-Statistic	P-value	Mean (Rerata)
Psychological Capital	Self-efficacy	0.955	80.704	0	3.86
	Optimism	0.936	54.32	0	3.84
	Hope	0.929	49.098	0	3.85
	Resilience	0.92	45.426	0	3.9
Affective Commitment	identification with the organization	0.949	59.903	0	3.84
	emotional involvement	0.948	72.459	0	3.76
	the desire to survive	0.935	58.389	0	3.92
Work motivation	driving force (intensity)	0.961	97.761	0	3.9
	business direction (direction)	0.97	113.505	0	3.85
	Persistence (persistence).	0.965	95.075	0	3.87
Job satisfaction	the nature of the work	0.933	44.819	0	3.89
	the working conditions	0.895	59.448	0	3.95
	supervision and management	0.905	58.908	0	3.81
	co-workers and teamwork	0.941	48.69	0	3.9
	opportunities for growth and development	0.899	44.249	0	3.86
Organizational Citizenship Behaviour	altruism	0.9	38.761	0	3.82
	conscientiousness	0.941	49.581	0	3.9
	civic virtue	0.942	48.871	0	3.9
	sportsmanship	0.928	46.358	0	3.81
	courtesy	0.925	37.057	0	3.83

The results of the SEM PLS test show that all outer loading values on all indicator variables obtain values greater than 0.7 and P Value values are smaller than 0.05 so that it can be stated that all indicator variables are valid and significant as variable measurements. These results also show that the indicator with the greatest contribution to the psychological capital variable based on the outer loading value is self-efficacy but on average (mean) the respondent's answer is resilience. The indicator with the greatest contribution to the affective commitment variable based on the outer loading value is identification with the organization but on average (mean) the respondent's answer is the desire to survive. The indicator with the greatest contribution to the work motivation variable based on the outer loading value is the direction of effort but on average (mean) the respondent's answer is the strength of drive. The indicator with the greatest contribution to the job satisfaction variable based on the outer loading value is co-workers and teamwork but on average (mean) the respondent's answer is the working condition. The indicator with the greatest contribution to the OCB variable based on the outer loading value is civic virtue but on average (mean) the respondent's answer is conscientiousness and civic virtue.

Average Variance Extracted (AVE)

The results of the AVE value calculation are presented in Table 2 as follows:



Table 2. Average Variance Extracted (AVE)

Variables	AVE
Psychological Capital (X1)	0.874
Affective Commitment (X2)	0.891
Work Motivation (Y1)	0.932
Job Satisfaction (Y2)	0.837
Organizational Citizenship Behavior (Y3)	0.845

Table 2 shows that the Average Variance Extracted (AVE) value is above 0.5 so that the requirements for convergent validity testing have been met.

Composite Reliability

The results of composite reliability between constructs and their indicators can be seen in Table 3 as follows:

Table 3. Composite Reliability

Variables	<i>Composite Reliability</i>
Psychological Capital (X1)	0.965
Affective Commitment (X2)	0,961
Work Motivation (Y1)	0,975
Job Satisfaction (Y2)	0.962
Organizational Citizenship Behavior (Y3)	0.965

The results of the PLS 4 test show that the Composite Reliability Value of each variable obtained a value above 0.7. Referring to Chin's opinion (1998), the results of the composite reliability of each construct are considered good and can be used in the analysis process because they meet the reliability requirements.

Structural Model Testing (Inner Model)

Goodness of fit model in PLS analysis is done by using Q-Square predictive relevance (Q2). The results of the Goodness of fit Model are summarized in Table 4 below:

Tabel 4. R Square

Variables	R-Square
Psychological Capital (X1)	
Affective Commitment (X2)	
Work motivation (Y1)	0,793
Job satisfaction (Y2)	0,879
Organizational Citizenship Behaviour (Y3)	0,931

$$Q^2 = 1 - (1 - R_1^2) * (1 - R_2^2) * (1 - R_3^2)$$

The calculation of Q-square using the R-square data in the two models above can be done as follows:

$$Q2 = 1 - (1 - 0,793) * (1 - 0,879) * (1 - 0,931)$$

$$Q^2 = \mathbf{0,998}$$

The model of the influence of psychological capital and affective commitment on OCB mediated by work motivation and job satisfaction provides a Q-square value of 0.989 which can be interpreted that the OCB variable can be explained by the direct influence of psychological capital and affective commitment on OCB and the mediating role of work motivation and job satisfaction of 99.8% while the remaining 0.2% is explained by other variables outside the model.



Hypothesis Testing

In this hypothesis testing, it is divided into 2 (two), namely testing the direct effect hypothesis and testing the indirect effect hypothesis (indirect effect / mediation).

Direct Effect Testing

Based on the results of the bootstrapping process, the value of the direct path coefficient (direct effect) in this research model is obtained. A summary of the results of the path analysis calculations in this study can be presented through the table below:

Table 5. Summary of Results of Direct Influence Path Analysis

Research Variables			Path coefficient	P-Value	Information
Psychological Capital	→	OCB	0.107	0.079	Rejected
Affective Commitment	→	OCB	0.150	0.004	Accepted
Psychological Capital	→	Work motivation	0.454	0.000	Accepted
Affective Commitment	→	Work motivation	0.455	0.000	Accepted
Psychological Capital	→	Job satisfaction	0.476	0.000	Accepted
Affective Commitment	→	Job satisfaction	0.480	0.000	Accepted
Work motivation	→	OCB	0.279	0.000	Accepted
Job satisfaction	→	OCB	0.462	0.000	Accepted

Indirect Effect Testing

The results of the indirect influence path analysis are presented in the following table:

Table 6. Summary of Results of Indirect Influence Path Analysis

Exogenous Variables	Intervening Variables	Variabel Endogen	Path Coefficient	P-value	Information
Psychological Capital	Work motivation	OCB	0.127	0.001	Accepted
Affective Commitment	Work motivation	OCB	0.127	0.004	Accepted
Psychological Capital	Job satisfaction	OCB	0.220	0.000	Accepted
Affective Commitment	Job satisfaction	OCB	0.222	0.000	Accepted

DISCUSSION

The Influence of Psychological Capital on OCB

The results of the study indicate that psychological capital has a positive but not significant effect on the OCB of employees of the Southeast Sulawesi Regional Police Medical Service. The



results of this study reveal that the psychological capital of employees of the Southeast Sulawesi Regional Police Medical Service is relatively good and this is quite helpful for employees in carrying out their work, especially on tasks in the field that require a quick response, but work is often hampered by the constraints of a lack of personnel on duty and this is overcome by employees of the Southeast Sulawesi Regional Police Medical Service who are not on duty are always ready to help friends who are on duty but lack personnel or need additional manpower to speed up the response to services and handling in emergencies. This employee behavior is actually an OCB behavior that has been developed in the Southeast Sulawesi Regional Police Medical Service, but the findings of this study indicate that the psychological capital possessed by employees of the Southeast Sulawesi Regional Police Medical Service such as self-confidence in working and optimistic to succeed and be able to survive all challenges and obstacles so that the psychological capital of these employees encourages employees to help others in order to achieve success together, but this positive behavior has not been able to optimally improve OCB behavior. The suboptimal increase in OCB can be seen from the fact that there are still several Biddokkes Polda Sultra employees who complain about the workload they face.

The Influence of Affective Commitment on OCB

The results of this study indicate that the affective commitment of employees of Biddokkes Polda Sultra is an important driving factor to improve organizational citizenship behavior. The findings of this study explain that the commitment of employees of Biddokkes Polda Sultra which includes employees identifying themselves with the organization, employees feeling an emotional attachment to their work and organization and the desire of employees to remain in Biddokkes Polda Sultra, the affective commitment of these employees has influenced their positive behavior to voluntarily help the work of other employees so that the organization's performance is not disturbed.

The results of this study found that according to the respondents' perceptions, the most dominant indicator in reflecting the affective commitment of employees of the Southeast Sulawesi Regional Police Medical Service Agency is the emotional involvement of employees in the Southeast Sulawesi Regional Police Medical Service Agency, but based on the outer loading value, it shows that the most dominant indicator in reflecting the affective commitment of employees of the Southeast Sulawesi Regional Police Medical Service Agency is self-identification with the organization. These results explain that the most prominent affective commitment of employees of the Southeast Sulawesi Regional Police Medical Service Agency is reflected by employees who identify themselves with the organization where employees of the Southeast Sulawesi Regional Police Medical Service Agency are very proud of their status as employees in the Southeast Sulawesi Regional Police Medical Service Agency, have a strong emotional attachment to the Southeast Sulawesi Regional Police Medical Service Agency and the employee's identity as a member of the Southeast Sulawesi Regional Police Medical Service Agency is an important part for employees.

The Influence of Psychological Capital on Work Motivation

The results of this study indicate that psychological capital has a positive and significant effect on the work motivation of employees of the Southeast Sulawesi Regional Police Medical Service, meaning that it increases the psychological capital of employees which is reflected through aspects of self-efficacy, optimism (positive views of success), hope (ability to set goals and achieve them) and resilience (ability to rise from difficulties). will significantly increase employee work motivation which is reflected by the strength of drive (intensity), direction of effort (direction) and persistence (persistence).

The results of this study found that psychological capital can significantly increase employee work motivation as reflected by the strength of the drive (intensity), direction of effort (direction) and persistence (persistence). The findings of this study are supported by the results of the study by Dewantara et al (2024) which also found that work motivation is an important factor in increasing employee work motivation. The results of this study are also supported by the findings of the study by Sylviana et al (2020) which found that psychological capital is very important for



organizations to pay attention to because psychological capital is a dominant determining factor in increasing employee work motivation.

The Influence of Affective Commitment on Work Motivation

The results of this study found that the affective commitment of Biddokkes employees consisting of employees identifying themselves with the organization, employees feeling an emotional attachment to their work and organization and employees' desire to remain at Biddokkes Polda Sultra has an impact on increasing the work motivation of Biddokkes Polda Sultra employees which is indicated by the strength of drive (intensity), direction of effort (direction) and persistence (persistence).

The results of this study explain that the increase in affective commitment of Biddokkes employees is reflected in employees who identify themselves with the organization where Biddokkes Polda Sultra employees are very proud of their status as employees at Biddokkes Polda Sultra, have a strong emotional attachment to Biddokkes Polda Sultra and employee identity as members of Biddokkes Polda Sultra is an important part for employees significantly has an important role in increasing employee work motivation which is reflected in the strength of drive (intensity), direction of effort (direction) and persistence (persistence).

The Influence of Psychological Capital on Job Satisfaction

The results of this study found that affective commitment has a positive and significant effect on organizational citizenship behavior. These results explain that the higher the affective commitment of employees of the Southeast Sulawesi Regional Police's Biddokkes, the more it can significantly increase employee work motivation, which is reflected in the strength of the drive (intensity), direction of effort (direction) and persistence (persistence).

The results of this study found that the most dominant indicator in reflecting work motivation based on respondents' perceptions is the strength of drive (intensity) as the main aspect that is a priority for employees at the Southeast Sulawesi Regional Police Medical Center in carrying out their work. This value means that in carrying out their work, the Southeast Sulawesi Regional Police Medical Center employees are always very enthusiastic about providing the best results in providing services in the Southeast Sulawesi Regional Police environment. The high strength of drive (intensity) is reflected in the attitudes and behavior of employees who always try to provide the best performance in every task given at the Southeast Sulawesi Regional Police Medical Center, always work enthusiastically to complete every job on time and are always motivated to exceed the targets set in health services at the Medical Center. According to the results of outer loading, it shows that the direction indicator is the indicator that has the greatest contribution in reflecting the work motivation of the Southeast Sulawesi Regional Police Medical Center employees. This means that the results of data processing show that the work motivation of employees of the Southeast Sulawesi Regional Police's Biddokkes is reflected in employees ensuring that every decision taken is in line with the vision and mission of Biddokkes, trying to prioritize tasks that have a direct impact on improving the quality of health services and always directing my efforts to complete tasks in accordance with applicable operational standards.

The Influence of Affective Commitment on Job Satisfaction

The results of this study found that the most dominant indicator in reflecting work motivation based on respondents' perceptions is the strength of drive (intensity) as the main aspect that is a priority for employees at the Southeast Sulawesi Regional Police Medical Center in carrying out their work. This value means that in carrying out their work, the Southeast Sulawesi Regional Police Medical Center employees are always very enthusiastic about providing the best results in providing services in the Southeast Sulawesi Regional Police environment. The high strength of drive (intensity) is reflected in the attitudes and behavior of employees who always try to provide the best performance in every task given at the Southeast Sulawesi Regional Police Medical Center, always work enthusiastically to complete every job on time and are always motivated to exceed the targets set in health services at the Medical Center. According to the results of outer loading, it shows that the direction indicator is the indicator that has the greatest contribution in



reflecting the work motivation of the Southeast Sulawesi Regional Police Medical Center employees. This means that the results of data processing show that the work motivation of employees of the Southeast Sulawesi Regional Police's Biddokkes is reflected in employees ensuring that every decision taken is in line with the vision and mission of Biddokkes, trying to prioritize tasks that have a direct impact on improving the quality of health services and always directing my efforts to complete tasks in accordance with applicable operational standards.

The Influence of Work Motivation on OCB

The results of this study found that the work motivation of employees of Biddokkes Polda Sultra which is perceived as high is significantly able to increase the organizational citizenship behavior of employees of Biddokkes Polda Sultra which is reflected in altruism, conscientiousness, civic virtue, sportsmanship and courtesy. which is already good. The results of this study found that the most dominant indicator in reflecting work motivation based on respondents' perceptions is the strength of drive (intensity) which is the main aspect that is a priority for employees at Biddokkes Polda Sultra in carrying out their work. This value means that in carrying out their work, employees of Biddokkes Polda Sultra are always very enthusiastic to provide the best results in providing services in the Polda Sultra environment. The high strength of drive (intensity) is reflected in the attitudes and behavior of employees who always try to provide the best performance in every task given at Biddokkes Polda Sultra, always work enthusiastically to complete every job on time and are always motivated to exceed the targets set in health services at Biddokkes. According to the results of outer loading, it shows that the direction indicator is the indicator that has the greatest contribution in reflecting the work motivation of employees of the Southeast Sulawesi Regional Police Medical Service. This means that the results of data processing show that the work motivation of employees of the Southeast Sulawesi Regional Police Medical Service is reflected in employees ensuring that every decision taken is in line with the vision and mission of the Medical Service, trying to prioritize tasks that have a direct impact on improving the quality of health services and always directing my efforts to complete tasks in accordance with applicable operational standards.

The Influence of Job Satisfaction on OCB

The results of this study indicate that job satisfaction is an important factor in improving organizational citizenship behavior, where job satisfaction of employees of Biddokkes Polda Sultra is reflected in the job satisfaction of employees of Biddokkes Polda Sultra more because employees feel satisfied with their superiors and the way the organization is managed as indicated by Biddokkes employees being satisfied with superiors who always provide constructive feedback to help improve employee performance, feeling satisfied being appreciated by Biddokkes management for the contribution I have made to the organization and being satisfied with the leadership style in Biddokkes. The increase in job satisfaction is significantly high and is able to improve the organizational citizenship behavior of employees of Biddokkes Polda Sultra which is reflected in altruism, conscientiousness, civic virtue, sportsmanship and courtesy. which are already good.

The Influence of Psychological Capital on OCB Through Work Motivation

The results of this study reveal that the psychological capital of Biddokkes Polda Sultra employees is relatively good and this is quite helpful for employees in carrying out their work, especially on field tasks that require a quick response, but work is often hampered by the constraint of a lack of personnel on duty and this is overcome by Biddokkes Polda Sultra employees who are not on duty are always ready to help friends who are on duty but lack personnel or need additional personnel to speed up service responses and handling in emergencies. Conditions like this often occur in every employee so that they will be motivated to provide assistance to colleagues who are on duty when experiencing a shortage of personnel in the field. This is explained by Çavuş & Gökçen (2015), psychological capital as a positive situation that is useful for self-development which is characterized by independence in facing challenges, positive expectations for future success, full of determination, and trying to achieve success despite obstacles.

The results of this study found that employee psychological capital can increase employee OCB by increasing employee work motivation. The results of this study are in line with the statement



of Luthans et al (2007) which states that psychological capital is a positive psychological state of an individual characterized by self-confidence, optimism, hope, and resilience in facing challenges to achieve success. Psychological capital according to Luthans et al (2007) can improve individual and organizational performance because it helps employees of the Southeast Sulawesi Regional Police Medical Service have a positive outlook in facing challenges and achieving goals. The results of the study by Mahadewi and Muchtaddin (2024) support this finding by stating that organizations can increase the voluntary behavior of employees of the Southeast Sulawesi Regional Police Medical Service in working beyond formal rules by increasing psychological capital such as self-efficacy, hope, optimism by increasing the motivation of employees of the Southeast Sulawesi Regional Police Medical Service.

The Influence of Affective Commitment on OCB Through Work Motivation

The results of the study indicate that affective commitment has a positive and significant influence on organizational citizenship behavior through work motivation. This finding can be explained that the affective commitment of employees of the Southeast Sulawesi Regional Police Medical Service Unit is reflected through employees who identify themselves with the organization where employees of the Southeast Sulawesi Regional Police Medical Service Unit are very proud of their status as employees at the Southeast Sulawesi Regional Police Medical Service Unit, have a strong emotional attachment to the Southeast Sulawesi Regional Police Medical Service Unit and employee identity as members of the Southeast Sulawesi Regional Police Medical Service Unit is an important part for employees significantly has an important role in increasing employee work motivation which is reflected in the strength of encouragement (intensity), direction of effort (direction) and persistence (persistence), with the increase in work motivation of employees of the Southeast Sulawesi Regional Police Medical Service Unit which is perceived as high significantly has implications for increasing organizational citizenship behavior of employees of the Southeast Sulawesi Regional Police Medical Service Unit which is reflected in altruism, conscientiousness, civic virtue, sportsmanship and courtesy. which are already good.

Individuals with high affective commitment will stay in the organization because they really want to be there. They feel that the organization is part of themselves and enjoy being members of the organization (Meyer and Allen, 1991). Individuals who have a high attachment to the organization will have behavior that is concerned with the interests of the organization (Smith et al., 1983), voluntary behavior that supports organizational performance and helps coworkers without getting direct compensation (Williams & Anderson, 1991). The commitment of individuals who have high affective commitment will have a driving force that influences the extent to which the individual tries to achieve organizational goals (Ryan and Deci, 2020). Ryan and Deci (2020) distinguish these driving forces between intrinsic motivation (drives that come from within the individual, such as personal satisfaction) and extrinsic motivation (drives that come from outside, such as rewards or recognition). Work motivation is the process that initiates, directs, and maintains individual behavior in their work. This is influenced by internal and external factors that can be basic needs, personal goals, and the context and rewards given by the organization (Latham and Pinder, 2022). The results of this study strengthen the statements of Meyer and Allen (1991), Smith et al. (1983), Williams & Anderson (1991), Ryan and Deci (2020) and Latham and Pinder (2022) by showing that the affective commitment of the Biddokkes Poldas Sultra is significantly able to increase employee organizational citizenship behavior by increasing work motivation.

The Influence of Psychological Capital on OCB Through Job Satisfaction

The results of the study indicate that psychological capital has a positive and significant influence on Organizational Citizenship Behavior (OCB) through job satisfaction. Psychological capital, which includes self-efficacy, hope, optimism, and resilience, is an important factor that influences the attitudes and behavior of Biddokkes Poldas Sultra employees in the work environment. When Biddokkes Poldas Sultra employees have a high level of psychological capital, they are better able to face work challenges with a positive and proactive attitude, which ultimately increases their job satisfaction..



Job satisfaction acts as a mediator in the relationship between psychological capital and OCB. Employees of Biddokkes Polda Sultra who are satisfied with their jobs tend to have more positive attitudes towards the organization and exhibit extra-role behaviors, such as helping coworkers, working outside their primary duties, and supporting organizational goals voluntarily. Thus, psychological capital not only contributes directly to OCB but also indirectly through increased job satisfaction. From a managerial perspective, improving the psychological capital of Biddokkes Polda Sultra employees can be done through various interventions, such as leadership skills training, self-development programs, and creating a supportive work culture. In addition, organizations need to ensure that Biddokkes Polda Sultra employees' job satisfaction is maintained through welfare policies, career development opportunities, and a fair and inclusive work environment.

The Influence of Affective Commitment on OCB Through Job Satisfaction

The results of the study show that affective commitment has a positive and significant influence on organizational citizenship behavior through job satisfaction. This finding can be explained that the affective commitment of employees of Biddokkes Polda Sultra which is reflected through employees who identify themselves with the organization where employees of Biddokkes Polda Sultra are very proud of their status as employees at Biddokkes Polda Sultra, have a strong emotional attachment to Biddokkes Polda Sultra and employee identity as members of Biddokkes Polda Sultra is an important part for employees significantly has an important role in increasing employee job satisfaction which is reflected by employees feeling satisfied with their superiors and the way the organization is managed which is shown by Biddokkes employees being satisfied with their superiors who always provide constructive feedback to help improve employee performance, feeling satisfied being appreciated by Biddokkes management for the contribution I have made to the organization and being satisfied with the leadership style at Biddokkes and increasing employee job satisfaction significantly has implications for increasing organizational citizenship behavior of Biddokkes Polda Sultra employees which is reflected in altruism, conscientiousness, civic virtue, sportsmanship and courtesy which are already good..

This study also shows that job satisfaction has a partial mediation role in mediating the influence of affective commitment on organizational citizenship behavior of employees of Biddokkes Polda Sultra. This finding explains that job satisfaction has an important role for employees of Biddokkes Polda Sultra where employees with high job satisfaction reflected by employees feel satisfied with their superiors and the way the organization is managed as indicated by Biddokkes employees being satisfied with superiors who always provide constructive feedback to help improve employee performance, feeling satisfied being appreciated by Biddokkes management for the contribution I have made to the organization and being satisfied with the leadership style at Biddokkes. Employees who are satisfied with their work will be happy and willing to try to help so that their organization can develop further.

CONCLUSION

The researcher has made the best possible effort to complete this research starting from the stage of compiling the research proposal to compiling the research report, but of course the expected results to approach the direction of perfection have not been realized. Based on the results of the research that has been conducted, it was found that this research has limitations, namely this research examines variables regarding positive feelings of employees and has not provided an explanation of how important the positive feelings are for the performance and achievements of individuals and organizations of the Southeast Sulawesi Regional Police Medical Service. Therefore, the researcher recommends adding a dependent variable, namely employee performance, in this research model.

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