



Research/Review

Influence of Support, Career Development, and Teamwork on Nurses' OCB Through Commitment at Duta Indah Hospital

Devy Winata^{1*}, Rina Anindita², Sandra Dewi³

¹ Universitas Esa Unggul, Indonesia : devywinata91@gmail.com

² Universitas Esa Unggul, Indonesia: rina.anindita@esaunggul.ac.id

³ Universitas Esa Unggul, Indonesia: sandra.dewi@esaunggul.ac.id

* Corresponding Author : Devy Winata

Abstract: Nurses who have the willingness to do work beyond their obligations due to nurses high commitment to the hospital are an advantage for hospitals to improve performance effectiveness and efficiency, but factors that can create such behavior such as hospital support for nurses, nurse career development and teamwork atmosphere are less considered, making nurses unable to realize citizenship behavior towards the hospital. This study aims to analyze the effect of perceived organizational support, career development, and teamwork on organizational citizenship behavior with organizational commitment as an intervening variable in nurses at Duta Indah Hospital. This research method is quantitative with a cross-sectional approach. The sample in this study were nurses at Duta Indah Hospital totaling 95 respondents. Data collection with questionnaires and analysis techniques with SEM-PLS. The results showed that organizational commitment is able to mediate the effect of perceived organizational support, career development and teamwork on organizational citizenship behavior, perceived organizational support has no significant effect on organizational citizenship behavior, career development has no significant effect on organizational citizenship behavior, teamwork has a positive and significant effect on organizational citizenship behavior, perceived organizational support has a positive and significant effect on organizational commitment, career development has a positive and significant effect on organizational commitment, teamwork has a positive and significant effect on organizational commitment, and organizational commitment has a positive and significant effect on organizational citizenship behavior. Organizational commitment is able to mediate the effect of perceived organizational support, career development and teamwork on organizational citizenship behavior.

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1. Introduction

Organizational Citizenship Behavior, also known as organizational citizenship behavior, is individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system and in aggregate promotes efficient and effective organizational functioning (MacKenzie, Podsakoff, and Organ, 2006). OCB can be simplified into a behavior of employees who perform positive actions outside of their job obligations, such as helping the work of other colleagues, always being ready to help if needed, providing input in the organization, maintaining a clean and orderly environment, maintaining a positive work atmosphere, and other activities without any special reward for their actions. With the creation of OCB in an organization, it can increase the chances of success of the organization.

In the context of hospitals, where hospitals are organizations that have high complexity, making existing human resources face many tasks and problems that become the workload of each individual who intersect with each other. OCB created within the scope of the hospital will greatly help the productivity, efficiency and effectiveness of all efforts made in hospital services to patients and the community (Nejad, 2018). So, understanding the crucial



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factors in influencing Organizational Citizenship Behavior is very relevant to be studied by hospital management.

One of the factors that influence the formation of OCB is the support of the organization towards the employees themselves, which can be referred to as Perceived Organizational Support (POS). POS makes an employee feel valued for his contribution and is concerned about his welfare by the organization so that it can increase organizational commitment, job performance, job satisfaction and create OCB, where employees will voluntarily do additional work outside of their main duties (Eisenberger et al, 1986). Likewise in Apriliani and Ratnawati's research (2023) shows the results that POS has a positive and significant influence on OCB, where employees with high perceived organizational support will have stronger social and emotional attachment to the organization, which leads to increased OCB behavior.

Another factor that can also influence OCB behavior is career development. Career development is a personal improvement that a person seeks to achieve a personal career plan (Castetter and Keith Davis, 1982). This career development is an employee's effort to improve his status to get a higher income or position. Career development is also defined as an activity that helps employees plan their future careers in the organization so that the organization and the employees concerned can develop themselves to the maximum (Andre J. Dubrin, 2000). As with research by Erika (2018) which states that conducive work environment conditions, companies that carry out path selection planning in accordance with employee expectations and the willingness of management to provide and explain information about career planning will lead to increased OCB.

Cooperation can be one of the interventions that can be used to instill and improve OCB. This is supported by the opinion of Mangkuprawira (2009), one way to maintain and sustain OCB in employees is by building cooperation between employees. This is supported by the opinion of Mangkuprawira (2009), the cooperation between employees will create a culture where self-oriented employee behavior will decrease and turn into task-oriented behavior and the maintenance of the company so that this behavior motivates someone to take the initiative to do extra work which is a reflection of OCB behavior. Research conducted by Nur Fachmi Budi Setyawan and Alimatus Sahrah (2012) suggests that the existence of cooperation training between employees is effective for increasing OCB behavior. As is the case in hospitals, where teamwork is needed in the implementation of hospital services. Hospitals have a very high workload and complexity in work, so it is very necessary for employees to be able to work together with their coworkers because facing hospital conditions requires cohesiveness and togetherness in a team so that work becomes lighter and there should be no mutual reliance.

The importance of building OCB is also inseparable from employee commitment in the organization. Organizational commitment is a psychological form of employee relationship with the organization that will have implications for the sustainability of the relationship (Meyer et al., 1993). This is important because employee commitment will affect organizational efficiency and productivity. There are 3 dimensions of organizational commitment, namely affective commitment, normative commitment and continuous commitment (Allen and Meyer, 1990). In previous research conducted by Wahyono, Suswati, Alhasani (2021), it shows that organizational commitment also has a positive influence on OCB, because with a strong organizational commitment from employees, they will have attitudes and behaviors with high awareness in serving the organization. In the context of hospitals, health workers are required to be able to carry out their duties with full commitment in line with the hospital. This is in line with what is in research by Hamzah, Muhammad, Noor, Maidin, Apriliani (2021) which shows the results that employees who are committed to the organization will show good performance. And good performance will encourage OCB, which is behavior that exceeds what has been standardized by the organization.

An employee who feels the support of facilities, both physical, psychological and competence from the hospital, has a work team that is able to work well together and get career development opportunities as an employee at the hospital will foster high organizational commitment so as to create citizenship behavior towards the hospital. Based on the description above, more research is needed using 5 (five) variables, namely perceived organizational support, career development, teamwork, organizational citizenship behavior, and organizational commitment.

Duta Indah Hospital as a class C hospital is the choice of research with nurse subjects because there is a phenomenon of nurse behavior that does not reflect a sense of belonging to the hospital, not maximizing nurses' commitment to the hospital, with several complaints

related to hospital support that nurses feel is lacking, an uneven atmosphere of teamwork in all nursing units, and lack of enthusiasm for nurses due to hospital career development that nurses still feel is lacking.

By looking at the employee satisfaction survey that the hospital has conducted and interviews with several nurses in the hospital and hospital management, it shows that there are several obstacles to improving nurses' organizational citizenship behavior which is influenced by factors, namely perceived organizational support, career development, teamwork and organizational commitment. So further analysis is needed so that it is raised in this study is the effect of perceived organizational support, career development, and teamwork on organizational citizenship behavior through organizational commitment as an intervening variable in nurses at Duta Indah Hospital.

H1 : There is an effect of POS, career development and teamwork on OCB through organizational commitment as an intervening variable in nurses at Duta Indah Hospital.

H2 : There is an effect of POS on organizational commitment in nurses at Duta Indah Hospital.

H3: There is an effect of career development on organizational commitment in nurses at Duta Indah Hospital.

H4 : There is an effect of teamwork on organizational commitment in nurses at Duta Indah Hospital.

H5 : There is an effect of POS on OCB in nurses at Duta Indah Hospital.

H6 : There is an effect of career development on OCB in nurses at Duta Indah Hospital.

H7 : There is an effect of teamwork on OCB in nurses at Duta Indah Hospital.

H8 : There is an effect of organizational commitment on OCB in nurses at Duta Indah Hospital

2. Literature Review

Organizational Citizenship Behavior (OCB)

Organizational Citizenship Behavior (OCB) refers to discretionary individual behavior that is not directly or explicitly recognized by formal reward systems but contributes to the effective and efficient functioning of the organization (MacKenzie, Podsakoff, & Organ, 2006). OCB encompasses actions such as helping colleagues, maintaining a positive workplace environment, and offering constructive suggestions, all performed without direct compensation. In hospital settings, which are inherently complex and involve high workloads, the presence of OCB enhances service quality, efficiency, and patient outcomes (Nejad, 2018).

Perceived Organizational Support (POS) and Its Relationship to OCB

Perceived Organizational Support (POS) describes employees' perception of how much the organization values their contributions and cares about their well-being (Eisenberger et al., 1986). High POS fosters positive attitudes such as organizational commitment, job satisfaction, and willingness to engage in extra-role behaviors such as OCB. Apriliani and Ratnawati (2023) found that employees with high POS exhibit greater emotional attachment to their organizations, which significantly enhances their likelihood to perform OCB. This is consistent with social exchange theory, which posits that employees reciprocate favorable treatment from the organization through discretionary positive behaviors.

Career Development and Its Influence on OCB

Career development encompasses planned efforts by the organization to support employees in pursuing long-term career goals (Castetter & Davis, 1982; Dubrin, 2000). It includes mentorship, promotions, and training opportunities. Erika (2018) found that when organizations align career development efforts with employee expectations, it fosters a sense of satisfaction and loyalty, which in turn promotes OCB. Employees who perceive clear career progression tend to be more proactive, cooperative, and engaged in their work environments.

Teamwork and the Formation of OCB

This section must contain a state-of-the-art explanation. It can be explained in several ways. First, you can discuss several related papers, both about objects, methods, and their results. From there, you can explain and emphasize gaps or differences between your research

and previous research. The second way is to combine theory with related literature and explain each theory in one sub-chapter.

Organizational Commitment as a Mediating Variable

Organizational commitment reflects the psychological attachment of employees to their organization, which influences their willingness to exert effort and remain with the organization (Meyer et al., 1993). Allen and Meyer (1990) conceptualized it into three components: affective, normative, and continuance commitment. Wahyono, Suswati, and Alhasani (2021) confirmed that strong organizational commitment leads to heightened levels of OCB, as committed employees are more likely to go beyond their prescribed roles. Similarly, Hamzah et al. (2021) observed that committed healthcare workers demonstrate superior performance and more frequent engagement in OCB.

3. Proposed Method

This study adopts a quantitative research approach using a causal research design to examine the influence of perceived organizational support, career development, and teamwork on organizational citizenship behavior (OCB), mediated by organizational commitment among nurses at Duta Indah Hospital.

Research Framework

The conceptual model is constructed to analyze both direct and indirect relationships among the five variables:

- Independent Variables: Perceived Organizational Support (POS), Career Development (CD), and Teamwork (TW)
- Mediating Variable: Organizational Commitment (OC)
- Dependent Variable: Organizational Citizenship Behavior (OCB)

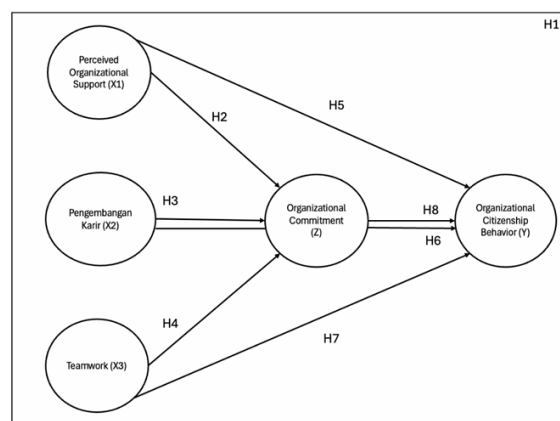


Figure 1. The Conceptual Framework

Population and Sample

The population consists of all nurses at Duta Indah Hospital, with the sample determined using the saturated sampling technique due to the manageable size of the nursing population. All available nurses who meet inclusion criteria are selected as respondents

Data Analysis Technique

Data analysis is conducted using Structural Equation Modeling (SEM) with the Partial Least Squares (PLS) approach via the SmartPLS software. SEM-PLS is chosen due to its robustness in handling small sample sizes and complex models.

The following steps are followed:

Step 1: Outer Model Evaluation

Convergent Validity: Evaluated using factor loadings (≥ 0.70), AVE (≥ 0.50).

Discriminant Validity: Evaluated using Fornell-Larcker Criterion and HTMT ratio.

Reliability: Evaluated using Cronbach's Alpha (≥ 0.70) and Composite Reliability (≥ 0.70).

Step 2: Inner Model Evaluation

Path Coefficients: To test the hypothesized relationships between constructs.

R² (Coefficient of Determination): To assess the explanatory power of the model.

Q² Predictive Relevance: Using blindfolding procedures.

f² Effect Size: To evaluate the individual contribution of predictor variables.

Step 3: Mediation Analysis

The indirect effects are tested to confirm whether organizational commitment significantly mediates the relationships between POS, career development, teamwork, and OCB.

Significance is determined using bootstrapping technique (5,000 resamples) to obtain t-values and p-values.

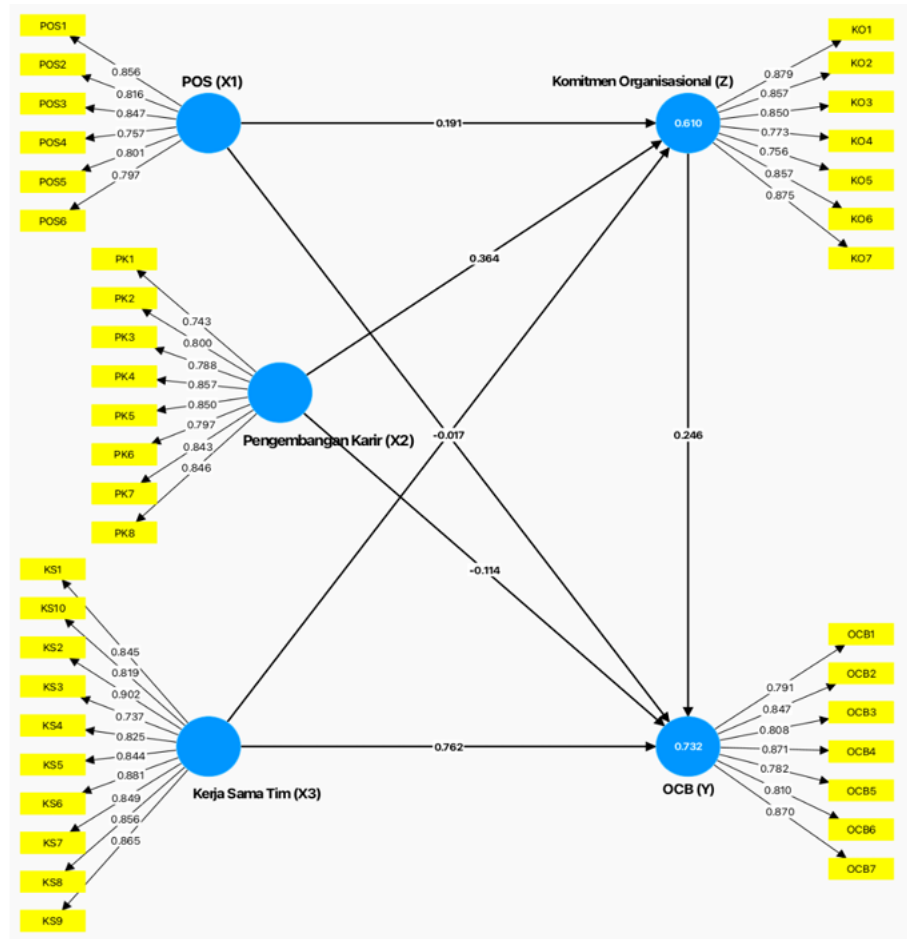


Figure 2. Outer Model Analysis

Hypothesis Testing Criteria

- Accepted Hypotheses: p-value < 0.05 and t-value > 1.96 (for 95% confidence level)
- Mediation: Confirmed if both indirect and total effects are significant

Research Methods

The research was conducted at Duta Indah Hospital on Jl. Teluk Gong no. 12, North Jakarta with the research time being December 2024 to January 2025. This research is quantitative research and the research method used is associative causality. In this study, researchers conducted a survey with a questionnaire to analyze the relationship between variables. The population of reference in this study were nurses of Duta Indah Hospital as many as 95 respondents. In this study, the sample taken was a saturated sample, namely the entire population of nurses at Duta Indah Hospital, namely 95 respondents. This study uses a four-point rating scale or commonly referred to as a Likert scale. Data analysis was carried out using the Partial Least Square (PLS) method using SmartPLS software version 4.0.

4. Results

Perceived Organizational Support

The POS variable consists of three dimensions with six statement items.

Table 1. Three Box Method Results Variable Perceived Organizational Support (X₁)

Variable	Index	Category
Justice	71,50	High
Supervisor Support	72,25	High
Rewards and Working Conditions	70,33	Medium
Average Perceived Organizational Support Index Value	72,16	High

Source : primary data, 2025

Based on table 1, it is known that the measurement indicators of the perceived organizational support variable, the indicator that has the lowest value is in the dimension of appreciation and working conditions, namely the statements "I get appreciation for the achievements obtained" and "I get adequate facilities in supporting work" which have an index value of 67.50 which is in the moderate category. This illustrates that nurses have higher expectations of the form of appreciation that should be received and adequate facilities provided from the hospital. However, the reality faced does not match these expectations, resulting in the lowest perception compared to other indicators.

The three dimensions of the perceived organizational support variable have an average index value of 72.16 which is in the high category. This condition shows that nurses feel that the hospital has implemented practices that support the welfare and interests of nurses while working. This can include the implementation of a fair system for nurses, superior support that does not differentiate between nurses, a clear career development system that is accessible to all nurses, and the provision of appreciation for nurse performance as well as the provision of adequate facilities to support nurse performance. nurses. The hospital is able to build a good perception of nurses towards the support provided by the hospital.

Career Development

The Career Development variable consists of two dimensions with eight statement items.

Table 2. Three Box Method Results Career Development Variable (X₂)

Variable	Index	Category
Career Planning	71,62	High
Manajemen Karir	72,82	High
Average Career Development Index Score	72,22	High

Source : primary data, 2025

Based on Table 2, it is known that the measurement indicator for the career development variable, the indicator with the lowest value is in the dimension of "career planning," which states "Hospital management helps in adjusting nursing career needs" with a value of 70.00, falling into the moderate category. This illustrates that the perception is that the hospital management has not yet met expectations in helping to align nursing career needs, so it still needs improvement. This can be felt by nurses with the availability of nursing career paths that have been planned by management, allowing nurses to advance their careers in the positions provided by management.

Overall, the average career development variable index is 72.22, which falls into the high category. This condition shows that the hospital contributes significantly to the career development of nurses and is felt by the nurses with the improvement of their careers as nurses.

Teamwork

The Teamwork variable consists of five dimensions with ten statement items.

Table 3. Three Box Method Results Teamwork Variable (X₃)

Variable	Index	Category
Communication	76,50	High
Coordination	76,25	High
Balancing	76,87	High
Support	76,62	High

Variable	Index	Category
Effort	76,62	High
Average Teamwork Index Score	76,57	High

Source : primary data, 2025

Based on Table 3, it is known that the indicator measuring the team cooperation variable, the indicator with the lowest value is in the "communication" dimension which states "My nursing team members and I can communicate well and openly for all the information needed in performing our work" with a value of 75.75, which falls into the high category, but is the lowest compared to other indicators. This indicates that some nurses face difficulties in communicating well and still feel a lack of openness in communication at work. This condition can affect the performance of nurses because communication is crucial.

Overall, the average index of the team cooperation variable is 76.57, which falls into the high category. This condition shows that nurses feel capable of working well together in their work teams. This is demonstrated by open communication, a good coordination system, and a balance of contributions from members in carrying out their respective tasks and roles within a team, as well as good support among team members for one another, and the maximum effort exerted by each individual to achieve the same goals for the hospital.

Organizational Commitment

The Organizational Commitment variable consists of three dimensions with seven statement items.

Tabel 4. Three Box Method Results Organizational Commitment Variable (Z)

Variable	Index	Category
Affective Commitment	72,50	High
Continuance Commitment	69,00	High
Normative Commitment	69,50	High
Average Organizational Commitment Index Score	70,21	Medium

Source : primary data, 2025

Based on Table 4, it is known that the measurement indicators for the organizational commitment variable, the indicator with the lowest value is in the "normative commitment" dimension which states "I want to spend my career at the hospital" with a value of 63.00, which falls into the moderate category. This indicates that nurses still do not feel the desire to spend more of their career time at this hospital. This could be caused by many factors, such as the lack of value provided by the hospital to the nurses, which makes the nurses' desire to commit to the hospital normatively not fully formed.

Overall, the average index of the organizational commitment variable is 70.21, which falls into the moderate category. This condition indicates a decline in nurses' commitment to the hospital as the organization where they work. However, overall, the nurses still have the desire to commit to the hospital by feeling proud of the hospital and being aware of the need to advance the hospital. This condition indeed still needs to be improved further.

Organizational Citizenship Behavior

Organizational Citizenship Behavior variable consists of five dimensions with seven statement items.

Tabel 5. Three Box Method Results Organizational Citizenship Behavior Variable (Y)

Variable	Index	Category
Altruism	77,00	High
Kindness	75,50	High
Sportsmanship	77,75	High
Work Consciousness	79,75	High
Civic Virtue	76,50	High
Average Organizational Citizenship Behavior Index Score	76,96	High

Source : data primer, 2025

Based on table 5, it is known that the indicator that has the lowest index value in the kindness dimension states "I ask about the obstacles and problems faced by coworkers". The index value of this statement is 75.50 which is in the high category, even so this value is among the lowest compared to other dimensional statements. This illustrates that nurses' sense of

concern for the constraints and problems of coworkers is still lower than other indicators. This means that nurses' behavior in carrying out their work is still within the limits of the obligations required of them, not enough concern to deal with obstacles outside their responsibilities.

Overall, the average index score of the Organizational Citizenship Behavior variable answers is obtained at 76.96 which is in the high category. This condition shows that nurses have enough conscious self-will to behave to help coworkers and hospitals beyond the expectations given to them without expecting formal rewards for themselves from the hospital.

5. Discussion

The effect of POS career development and teamwork on OCB through organizational commitment as an intervening variable

The results of this study indicate that there is an effect of perceived organizational support, career development and teamwork on organizational citizenship behavior through organizational commitment as an intervening variable in nurses at Duta Indah Hospital simultaneously. The combination of these three factors can play a role in determining the level of organizational commitment of a nurse, which ultimately has an impact on behavior that reflects organizational citizenship behavior.

This result can be interpreted that the higher the organizational support felt by nurses, the actual career development applied to nurses and the conducive, supportive and pleasant atmosphere of teamwork will make a nurse feel committed to his organization so as to foster a willingness to behave more than what is expected of him and do work beyond his responsibilities without expecting formal rewards from his organization.

When viewed from the answers of nurses at Duta Indah Hospital as outlined in the three box method, it can be found that the variables of perceived organizational support, career development and teamwork with high index values are able to jointly make nurses' desire to behave in accordance with the definition of organizational citizenship behavior also has a high index value. In the index value of perceived organizational support, there are still medium category indicator values, especially in terms of appropriate rewards and adequate facilities felt by nurses at Duta Indah Hospital. Even so, perceived organizational support is still able to influence Duta Indah Hospital nurses to commit to the organization, even though the index value of organizational commitment is still in the moderate category, but it is still able to influence organizational citizenship behavior in nurses.

In the career development index value, overall career development planning and management at Duta Indah Hospital is felt to have a good value by nurses in the hospital, but there are still several indicators that tend to be moderate in value such as preparation of position needs in accordance with competencies and information related to career needs and promotion opportunities. However, this deficiency is still able to build organizational commitment in nurses even though the index value is not high, but still in the moderate category, and is still able to influence organizational citizenship behavior in nurses. This can happen because career development in hospitals is still not maximized in some aspects. In the teamwork variable, this provides the highest value because all of its indicators show a high index value, this means that the teamwork formed among Duta Indah Hospital nurses is very good so that it can form organizational commitment and make nurses want to behave OCB. This can also be influenced by the majority of nurses at Duta Indah Hospital being female. According to Carol Gilligan's (1982) moral and attachment theory, women are more likely to develop deep emotional attachments in their relationships because they focus more on the values of care and relationship maintenance. Women are considered more responsive to the emotional needs of others and are more likely to form stronger bonds in interpersonal relationships. This is what makes high teamwork can make nurses more committed and do not hesitate to help their friends beyond their own responsibilities.

The effect of perceived organizational support on organizational commitment

The results of this study indicate that perceived organizational support has a positive and significant effect on organizational commitment. This means that the better the organizational support felt by nurses, the higher the nurses' commitment to their organization, and vice versa, the lower the organizational support felt by nurses, the lower the level of commitment of nurses to the organization.

Theory of Organizational Support mentioned by Eisenberger et al. (1992) states that when employees feel the organization supports them, they will tend to develop a greater commitment to the organization. Perceived organizational support can also reduce feelings of uncertainty or threat that employees may feel towards their jobs. Employees who feel supported by the organization will feel more secure and motivated to increase their contribution, which results in an increase in their commitment to the organization.

When associated with the situation at Duta Indah Hospital, where the initial survey of nurses found the highest number of nurses' dissatisfaction with organizational support was in facilities and infrastructure at 36.8% and the work environment at 26.3%. This is in line with the index value of the POS variable in the dimensions of rewards and working conditions which get the lowest index value of 70.33 in the moderate category, especially in statements about the rewards obtained for the achievements felt by nurses and the adequate facilities felt by nurses. Both statements are in line with the initial survey which illustrates that nurses feel that the hospital is not good enough in appreciating their contribution to the hospital and the hospital is still lacking in providing adequate facilities for nurses to use. Then, if it is related to the index value of organizational commitment, where the dimensions of continuance commitment and normative commitment dimensions have a medium index value, especially in statements about nurses' willingness to stay in this hospital because of the benefits they get and the desire to spend more of their career time in this hospital. This is in line with the condition of the low POS index value due to the hospital's lack of appreciation for nurses' contributions, making nurses not feel the need to try to stay longer in this hospital. In addition, it is also in line with the low POS index value due to the lack of adequate facilities felt by nurses so that nurses feel no need to linger in a career in this hospital. However, overall, the average POS index value is in the high category. This means that nurses can feel the organization's support for them in the dimensions of justice and superior support, although there is still organizational support that they have not felt optimally, especially in the dimensions of rewards and working conditions. Therefore, Duta Indah Hospital needs to improve the system related to rewards for nurses and good facility management to be adequately used by nurses, so that nurses feel comfortable and appreciated will make nurses more committed to the hospital.

The effect of career development on organizational commitment

The results of this study indicate that career development has a positive and significant effect on organizational commitment. This means that the more career development felt by nurses, the higher the nurses' commitment to their organization, and vice versa, the less career development felt by nurses, the lower the level of commitment of nurses to the organization.

Becker's Human Capital Theory (1962) focuses on investment in individual skills and abilities, which are considered as capital that increases productivity and contribution to the organization. When organizations provide opportunities for training, further education, or advancement, employees see this as a form of investment that allows them to grow. Employees will consider the career development they receive to be part of a long-term "exchange", which increases their commitment to stay and contribute more to the organization.

The career development situation at Duta Indah Hospital also has the potential to increase nurses' commitment because looking at the data shows that the most recent education in nurses is D3 Nursing, which is 79% and the career level at PK I is 57% which still requires further career development. In line with the Human Capital theory mentioned by Becker (1962) that with the opportunity for nurses to further improve their careers, nurses will see it as a form of "exchange" or long-term investment, which makes them committed to keep working and contribute more to the hospital because of career development during their work. This is in line with the results of the study that there is an effect of career development on organizational commitment in nurses at Duta Indah Hospital. Therefore, Duta Indah Hospital needs to improve the nursing career path system with standardized procedures that can be informed to all existing nurses transparently.

The effect of teamwork on organizational commitment

The results of this study indicate that teamwork has a positive and significant effect on organizational commitment. This means that the better the teamwork relationship between nurses, the higher the nurses' commitment to the organization, and vice versa, the worse the teamwork relationship between nurses, the lower the nurses' commitment to the organization.

The results of this study are in line with Maslow's Hierarchy of Needs Theory by Maslow (1954) which suggests that individual needs ranging from basic needs to self-actualization needs can be met in the work environment. Solid teamwork can fulfill employees' social needs, providing a sense of belonging and support from fellow coworkers. In addition, successful cooperation can provide social rewards and recognition of team achievements, which in turn increases individual commitment to their organization. In addition, a well-functioning team allows its members to develop their potential, providing a sense of accomplishment and self-development. Employees who feel they have a team that allows them to achieve personal and professional goals tend to be more committed to the organization.

In addition, when viewed from the situation of Duta Indah Hospital when the research was conducted, the majority of nurses were female, which amounted to 93%. According to Carol Gilligan's (1982) moral and attachment theory, women are more likely to develop deep emotional attachments in their relationships because they focus more on the values of care and relationship maintenance. Women are considered more responsive to the emotional needs of others and are more likely to form stronger bonds in interpersonal relationships. This theory relates to the effect of teamwork on organizational commitment that is formed to be higher in value because the majority of nurses are female who tend to develop more emotional attachments that are intertwined due to the dimensions that reflect teamwork such as communication, coordination, balance of contributions, support and effort, so as to form affective, sustainable and normative commitments in nurses in hospitals.

The effect of perceived organizational support on organizational citizenship behavior

The results showed that a nurse who was given support from the hospital and felt by the nurse herself, did not necessarily make her form OCB. Many other factors support organizational citizenship behavior in nurses.

Social Exchange Theory by Blau (1964) suggests that the relationship between individuals and organizations or coworkers is based on the principle of reciprocity. When employees feel valued and supported by the organization, they tend to behave in ways that benefit the organization such as OCB. However, if employees do not feel that organizational support is real or continuous, high perceived organizational support may not be enough to motivate them to perform OCB. For example, if they feel that organizational support is temporary or more related to the short-term interests of the organization, then employees will not feel bound to do more than expected.

When reviewing the situation of Duta Indah Hospital, where Duta Indah Hospital has a form of PT ownership, which tends to be profit-oriented. This is indicated by the minimal organizational support provided to nurses such as providing the minimum facilities possible to achieve the greatest possible profit, so that the results of a survey of nurses showed that 67% of nurses were dissatisfied with the support provided by the hospital, especially in terms of facilities and infrastructure and work environment. Therefore, the results showed that there was no effect of POS on OCB. Because it is in line with social exchange theory, where when hospitals do not provide rewards or benefits that are not equivalent to the contributions made by nurses, they will reduce efforts to behave OCB.

The effect of career development on organizational citizenship behavior

The results showed that good career development of nurses in a hospital, does not always make nurses willing to apply OCB in themselves towards the hospital.

Some influencing factors include dissatisfaction with development opportunities, unfairness in career development, lack of linkage between career development and voluntary contribution to the organization as well as lack of social needs and rewards in the career development process itself. If career development does not meet employees' psychological or social needs, or is not directly related to organizational tasks, then its effect on OCB may be insignificant.

In addition, career development at Duta Indah Hospital also has the potential to increase nurses' commitment because looking at the data that shows the most recent education in nurses is D3 Nursing, which is 79% and a career level at PK I, which is 57% which still requires further career development. However, career development that can increase nurses' commitment to the hospital does not necessarily make nurses want to do OCB in their work for the hospital.

The effect of teamwork on organizational citizenship behavior

The results of this study indicate that teamwork has a positive and significant effect on organizational citizenship behavior. This means that the better the teamwork between nurses, the higher the willingness of nurses to do OCB, and vice versa, the worse the teamwork relationship that is established, the lower the level of willingness of nurses to do OCB.

In addition, when viewed from the situation of Duta Indah Hospital when the research was conducted, the majority of nurses were female, namely 93%. According to the moral and attachment theory mentioned by Carol Gilligan (1982), women are more likely to develop deep emotional attachments in their relationships because they focus more on the values of care and maintenance of relationships. Women are thought to be more responsive to the emotional needs of others and are more likely to form stronger bonds in interpersonal relationships. This relates to socio-cultural influences that encourage women to be more empathetic and maintain close relationships.

Nurses at Duta Indah Hospital have a fairly high work intensity and a high frequency of interaction with each other at work. With good teamwork between nurses, they are able to build emotional bonds with each other, so that OCB behavior will be formed in the nurse team.

The effect of organizational commitment on organizational citizenship behavior

The results of this study indicate that organizational commitment has a positive and significant effect on organizational citizenship behavior. This means that the tighter the nurses' commitment to their organization, the better the application of organizational citizenship behavior in the nurses, and vice versa, the lower the nurses' commitment to their organization, the less the application of organizational citizenship behavior by the nurses.

Ajzen's Planned Behavior Theory (1991) suggests that a person's attitudes, social norms, and behavioral control influence their intentions and actions. Organizational commitment can influence employee attitudes towards behaviors that support the organization including OCB. Employees who feel committed to the organization will follow this normal and feel encouraged to behave more altruistically such as helping colleagues or participating in extra activities.

The results of this study are in line with research by Mochamad Soelton (2023) which also shows a significant and positive effect of organizational commitment on organizational citizenship behavior. OCB can arise from various factors in the organization, one of which is organizational commitment. When an employee has a high commitment to the organization, the employee will make the best contribution and have a good impact on the organization because he believes in the organization where he works. This research is in line with research conducted by Syamsuddin (2017), Rini et al. (2013), Blau (2017), Florence and Christian (2003), Wang and Sung (2016) which prove that organizational commitment simultaneously has a positive and significant effect on OCB.

In this section, the author needs to explain the hardware and software used, dataset sources, initial data analysis, results, and results analysis/discussion. Presenting the results with pictures, graphs and tables is highly recommended. Formulas or evaluation measuring tools also need to be included here. There must be discussion/analysis, and you can't just rewrite the results in sentence form, but you need to provide an explanation of their relationship to the initial hypothesis. In addition, this section needs to discuss and elaborate on important findings.

6. Comparison

The findings of this study are consistent with and expand upon prior research in several key ways. The observed positive effect of perceived organizational support (POS) on organizational commitment and OCB among nurses aligns with the foundational work of Eisenberger et al. [7] and the meta-analysis by Kurtessis et al. [12], both of which affirm that employees who feel valued by their organization tend to reciprocate with higher commitment and extra-role behavior. This relationship is further supported by more recent studies such as Claudia [4] and Della et al. [5], which demonstrate similar outcomes in academic and healthcare contexts.

In terms of career development, this study confirms the findings of Khaled Al-Shawabkeh [13] and Hamzah et al. [10], who emphasized that structured career path planning and growth opportunities positively influence employee commitment and OCB. However, unlike those studies that were conducted in governmental or corporate sectors, this research

focuses specifically on the hospital environment, where career stagnation among nurses can have direct implications on service quality and morale.

The impact of teamwork on both organizational commitment and OCB also echoes previous findings by Akturan et al. [2] and Judeh [14], who highlighted that cohesive teamwork fosters prosocial behavior. Yet, this study uniquely emphasizes the critical role of teamwork within hospital settings, particularly due to the interdependence and intensity of tasks in nursing care.

Finally, this research contributes to the literature by validating the mediating role of organizational commitment, in line with studies by Ni Putu Ayu Windy Asih et al. [15] and Grego-Planer [6], but does so within a Class C private hospital in Indonesia, which has received limited attention in existing studies. This adds a novel contextual dimension to the understanding of OCB dynamics, particularly in healthcare organizations facing issues of resource limitation, uneven teamwork, and perceived organizational neglect.

7. Conclusions

Based on the results of the study, the conclusions in this study are :

- There is an effect of perceived organizational support, career development and teamwork on organizational citizenship behavior through organizational commitment as an intervening variable in nurses at Duta Indah Hospital simultaneously. This means that efforts to improve perceived organizational support, career development and teamwork can help increase organizational commitment, which in turn will increase the organizational citizenship behavior of nurses at Duta Indah Hospital.
- There is a positive and significant effect of perceived organizational support on organizational commitment in nurses at Duta Indah Hospital. This means that the higher the organizational support felt by nurses, the higher the nurses' commitment to the organization. Conversely, the lower the organizational support felt by nurses, the lower the nurses' commitment to the organization.
- There is a positive and significant effect of career development on organizational commitment in nurses at Duta Indah Hospital. This means that the more attention the career development of nurses by hospital management, the higher the level of commitment of nurses to the hospital. Conversely, if the career development of nurses is not considered and not well facilitated by the hospital, the level of commitment of nurses to the hospital will be lower.
- There is a positive and significant effect of teamwork on organizational commitment in nurses at Duta Indah Hospital. This shows that the more teamwork that occurs between nurses and with other health workers, the more commitment nurses will have to the hospital. Conversely, if teamwork between nurses does not go well, it can reduce nurses' commitment to the hospital.
- Perceived organizational support has no significant effect on organizational citizenship behavior in nurses at Duta Indah Hospital. The results showed that a nurse who is given support from the hospital and is felt by the nurse herself, does not necessarily make her form organizational citizenship behavior. Many other factors support organizational citizenship behavior in nurses.
- Career development has no significant effect on organizational citizenship behavior in nurses at Duta Indah Hospital. The results showed that good career development of nurses in a hospital does not always make nurses want to apply organizational citizenship behavior in themselves to the hospital. There are many factors such as personal desires, individual characteristics or expectations of each nurse.
- There is a positive and significant effect of teamwork on organizational citizenship behavior in nurses at Duta Indah Hospital. This shows that good teamwork between nurses can increase the organizational citizenship behavior found in nurses towards the hospital. Conversely, if there is poor teamwork between fellow nurses, it will tend to make it difficult for nurses to apply organizational citizenship behavior.
- There is a positive and significant effect of organizational commitment on organizational citizenship behavior in nurses at Duta Indah Hospital. This means that a high level of nurse commitment to the hospital is able to create better organizational citizenship behavior in nurses. Conversely, if nurses are unable to commit to the hospital, it is difficult to form organizational citizenship behavior in nurses.

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