



# The Effects of Public Service Motivation to Medical Specialist's Organizational Citizenship Behavior at Haji Makassar Hospital and Kota Makassar Hospital

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## Abstract

**BACKGROUND:** Public service motivation (PSM) aims to underline the individual appreciation associated with public interest. If PSM is connected with organizational citizenship behavior (OCB), then the effectiveness is expected to be manifested in the increase of service quality.

**AIM:** This study aimed to analyze the effect of PSM to the medical specialist's OCB of Haji Makassar Regional Public Hospital and Makassar Regional Public Hospital.

**METHODS:** This research is quantitative research using analytic observational design with cross-sectional approach. The population in this research are all medical specialists at Haji Makassar Regional Public Hospital and Makassar Regional Public Hospital with the total of 72 people. Meanwhile, the samples of medical specialists in this research are exhaustive sampling. This research uses questionnaires and the data are tested using logistic regression test.

**RESULTS:** The logistic regression test shows that there is an effect of PSM on OCB ( $p = 0.000$ ). This research is expected to be an input for hospital management to pay attention about the human resources, in this case medical specialist so that in the future, it will create good quality services.

**CONCLUSION:** Based on the research conducted, it can be concluded that there is an effect between PSM and the doctor's OCB at Haji Regional Public Hospital and Makassar Regional Public Hospital. The higher the doctor's PSM is then the OCB will be higher too to doctors in Haji Regional Public Hospital and Makassar Regional Public Hospital.

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## Introduction

Hospital is a health service institution that provides complete individual health service and also inpatient service, outpatient service, and emergency service [1]. Therefore, hospital is demanded to provide good quality service which is very determined by the human resources in there.

Good quality must be maintained by taking measurements continuously so that strengths and weaknesses from the service provided can be known, and follow-up according to its problem priority can be made [2].

One of the alternatives to manage the organization to improve the quality service is by applying good utilization of human resources will help the organization in running expected service system [3]. In accordance to what stated by Andrew [4] the organization ability to achieve it's goal depended on it's employees willingness to contribute. Houston [5] then made a research in public sector in which individual contribution will be useful for the organization.

Doctor is regarded as the main key in health service system in the hospital [6]. The doctor is also a key stakeholder responsible for providing health service to the patients as a doctor in charge of service. Employees motivation is considered important in any organizations because with the motivation inside the employees, the hospital will no longer need to increase human resources. In public service sector, a concept called public service motivation (PSM). PSM can be defined as an individual tendency to respond on unique basic motives in the institutions and public organizations [7]. Efforts to achieve good service quality demand the employee behavior to not only behave according to formal responsibilities but also to non-formal responsibilities or called by organizational citizenship behavior (OCB). The behavior that is being demanded by the organization today is not only in-role behavior or according to formal responsibilities but also extra-role behavior that is outside of formal responsibility [8]. OCB can describe "good soldier syndrome" [9] so that this research aims to analyze the effect of PSM to the medical specialist's OCB of Haji Makassar Regional Public Hospital and Makassar Regional Public Hospital.

## Materials and Methods

This research is conducted at Haji Makassar Regional Public Hospital and Makassar Regional Public Hospital. Both of these hospitals are Class B regional public hospital located in Makassar. The research design used is quantitative using analytic observational design with cross-sectional approach.

All doctors who provide services and serve in regional public hospital in Makassar in this research, this is consisted of two Class B regional public hospitals in Makassar, that is, Haji Makassar Regional Public Hospital and Makassar Regional Public Hospital with total 72 medical specialists. Meanwhile, the samples of this research are exhaustive sampling, which is a sampling technique with all members of the population that fulfill inclusion criteria in this research as the samples.

The researcher uses data questionnaires as the data collection method in this research, by distributing questionnaires to respondents and the respondents fill in the questions contained in that questionnaires. The data are collected using structured questionnaires which must be filled by the respondents. The measurement is done using Likert scale. For the respondent's answer for all questions in each variable will be given score from scale 1 to 4.

PSM variable is measured using the instrument developed by [10]. Its indicator is consisted of commitment to public interest and public value, compassion, and self-sacrifice. OCB uses the most recent indicator stated by Dekas [11] with five indicators such as employee sustainability, social participation, civic virtue, voice, and helping.

Data analysis in this research uses univariate analysis and multivariate analysis. Univariate analysis is consisted of descriptive analysis of respondent characteristic, descriptive analysis of research variables, and cross-tabulation analysis between respondent characteristic and research variable. This research uses numeric data so that it uses the mean, median, and standard deviation value. Meanwhile, multivariate analysis uses simple logistic regression test analysis.

## Results

The data in Table 1 show that based on age group, the respondents appeared to spread in five age groups. Nevertheless, the age group between 51 and 60 years old has the highest percentage (38.9%) and the age group <30 years old has the lowest percentage (1.4%). Then, from the table above, the respondents with female gender are the most (65.3%).

**Table 1: Frequency distribution of medical specialist respondent characteristics at Haji Regional Public Hospital and Makassar Regional Public Hospital in 2019**

Respondent characteristic	Total	
	n	%
Age		
<30 years old	1	1.4
30–40 years old	13	18.1
41–50 years old	27	37.5
51–60 years old	28	38.9
60 years old	3	4.2
Gender		
Male	25	34.7
Female	47	65.3
Work time		
<1 year old	4	5.6
1–10 years old	34	47.2
11–20 years old	20	27.8
>20 years old	14	19.4
Professional education		
Sub-specialist doctor	3	4.2
Medical specialist	67	93.1
Specialist dentist	2	2.8
Employment status		
Government employees	61	84.7
Others	11	15.3

Table 1 also shows work time, can be seen that the highest percentage (47.2%) who have worked 1–10 years and the lowest percentage (5.6%) lies on the group who have worked in the research hospital for <1 year. The average respondents only reached the level of education of medical doctors (93.1%) and the lowest percentage (2.8%) lies on the specialist dental profession. Finally, the respondent characteristic is based on employment status. It appeared that the respondent with civil servant status holds the highest percentage (84.7%).

Data in Table 1 show that based on age group, it appeared that the respondents spread to four age groups. Nevertheless, age group >45 years old has the highest percentage (58.3%) and age group 15–25 years old has the lowest percentage (12.5%). Then, from the table above, it appeared that the respondents with female gender hold the highest (55.6%) and others (44.4%) are respondents with male gender.

Data in Table 1 show for respondent's occupational group, it can be seen that the highest percentage (43.1%) is respondent group with other jobs, meanwhile, the lowest respondent occupational group is laborers group with 6.9%. Based on the respondent education group, the highest is senior high school education level with the percentage (40.3%) and the lowest is respondent group with junior high school education level with 9.7%.

Finally, data in Table 1 show that respondent group with a guarantee status which the respondent group average uses health insurance guarantee status with 81.9% and the rest uses general guarantee status with 18.1%.

Based on Table 2, it can be known that the respondent's PSM level at Makassar Regional Public Hospital and Haji Regional Public Hospital dominates high PSM category level which each of them with 70.7% and 67.7%. Meanwhile, the rest are in adequate PSM level with each 29.3% and 32.3%.

**Table 2: Distribution of doctor public service motivation level frequency difference between Haji Regional Public Hospital and Makassar Regional Public Hospital in 2019**

Public service motivation	City Regional Public Hospital			
	Haji Regional Public Hospital		City Regional Public Hospital	
	n	%	n	%
Low PSM	0	0	0	0
Adequate PSM	10	32,3	12	29,3
High PSM	21	67,7	29	70,7

Based on Table 3, it can be known that the level of OCB in respondents at Haji Regional Public Hospital and Makassar Regional Public Hospital has almost equal number of distributions in dominating the category of high OCB level with 74.2% and 73.2%. The rest lies on adequate OCB level with 25.8% and 26.8%.

**Table 3: Distribution of doctor organizational citizen behavior frequency difference between Haji Regional Public Hospital and Makassar Regional Public Hospital in 2019**

Organizational citizenship behavior	Hospital			
	Haji Regional Public Hospital		Kota Regional Public Hospital	
	n	%	n	%
Low OCB	0	0	0	0
Adequate OCB	8	25.8	11	26.8
High OCB	23	74.2	30	73.2

Based on Table 4, the test result between the variable of PSM on OCB obtains Sig. value (0.000) < 0.05 which means that there is an effect between PSM and OCB.

**Table 4: Test result of research variable logistic regression in doctors at Haji Regional Public Hospital and Makassar Regional Public Hospital in 2019**

Variable	Nagelkerke R square	Constant	B	Sig.	Exp (B)
PSM-OCB	0.441	-15.347	0.529	0.000	1.697

## Discussion

PSM has an effect on the doctor's OCB at Haji Regional Public Hospital and Makassar Regional Public Hospital. This relationship shows that the higher PSM owned by a doctor, the higher the OCB displayed by them and vice versa. That result indicates that OCB is able to bring up initiative behavior to help colleagues in an organization voluntarily. Increasing OCB behavior is shown by the increase of initiative behavior to help colleagues voluntarily, the behavior of maintaining good relations with colleagues to avoid conflicts, willing to accept anything set by the organization even in unreasonable circumstances, high dedication to job, and desire to exceed the standard of achievement in every aspect, like the responsibility to involve, participate, and care about various events held by the organization.

The relationship between (PSM) and OCB is not a new thing. Theoretically, some factors can explain the relationship. Two studies connect PSM and OCB. Based on the survey to Korean government employees, Kim [12] found that respondents with high PSM level are

more likely to be related to high OCB performance too. OCB performance can be voluntary behavior to take additional responsibility/involvement in other pro-social behaviors compared to respondents with low PSM.

Further, research by Ferdousipour [13] shows that there is a significant relationship between the pattern of PSM and citizenship behavior to the quality of service. Therefore, provision of adequate services through employee recruitment with high motivation for public services significantly increases public trust to government as the source to provide high-quality service. Wright [14] states that PSM owned by someone will foster positive interpersonal citizenship behavior in the organization.

As one of the motivation theories that determine the values and attitudes beyond personal or organizational benefits, the model of PSM aims to underline individual appreciation associated with public interest. If the pattern of PSM is optional, will be synchronized with citizenship behavior, its effectiveness will be manifested in improving service quality.

This research is in accordance with previous research conducted by Cun [15] that research found that PSM significantly affected the employee's OCB, in accordance with the norms that exist in society so that the emergence of an attitude to help others sincerely without expecting certain rewards. That result also showed that public sector employees did not expect anything based on the existence of material, but consider more and put forward the norms that exist in society and organizational culture to affect and invite other employees to behave positively.

According to Kim [16], statistical analysis showed two dimensions that could be differentiated from OCB and showed the proof of relationship between PSM and OCB, organizational commitment, and OCB. Government employees in Korea who have high PSM are more likely to be related to OCB performance compared to low PSM and that those who are effective committed to government organizations are more likely related to OCB performance.

In a study, structural equation modeling to test 1.016 government employees in the metropolitan area of Guadalajara, Mexico, Andrew [4] found that an employee with high motivation to serve in public sector also tends to have good insight about organizational performance.

It can be concluded that the more someone enjoys the PSM, then the behavior of community organizations little by little will be more positive too. This problem is not only confirmed in the West but also shown in countries like Tajikistan. Therefore, the generalization cannot be avoided. The increase of stable public service quality is regarded as an indispensable need to create work atmosphere because it can train intrinsic work motivation in public sector [17].

From the research data processing results done by Widyananda [18], it can be seen that coefficient

of 0.598 with p-value of  $0.000 < 0.050$  so that it is proved that PSM significantly affects OCB. According to her, PSM is one of the employee's main drivers in working to fulfill and serve society needs of statistics and carry out the duties to serve the country.

The studies above show that PSM is an antecedent Organization Citizenship Behavior (OCB) between the employees in public sector [19]. Significant relationship between PSM and OCB has been proven by other researchers in various parts of the world [20], [21], [22].

### Recommendation

The hospital management can pay attention on the quality between each doctor in the hospital and able to identify to maintain and increase the potential motives owned by a doctor in serving public. Management is needed to give a higher rating with intrinsic employee benefits in the form of work achievement and pride compared to something extrinsic such as salary, position promotion, work safety, status, and prestige.

### Conclusion

Based on the research conducted, it can be concluded that there is an effect between PSM and the doctor's OCB at Haji Regional Public Hospital and Makassar Regional Public Hospital. The higher the doctor's PSM is then the OCB will be higher too to doctors in Haji Regional Public Hospital and Makassar Regional Public Hospital.

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