

The Influence of Work Motivation and Organizational Citizenship Behavior on the Performance of the West Java PDGI Management Board with Job Satisfaction as a Mediating Variable

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ABSTRACT

The Influence of Work Motivation and Organizational Citizenship Behavior on the Performance of the West Java PDGI Management Board with Job Satisfaction as a Mediating Variable. This study investigates how work motivation and Organizational Citizenship Behavior (OCB) affect the performance of PDGI West Java board members, with job satisfaction as a mediating variable. Using a quantitative explanatory approach, data were collected from 186 board members across 23 branches through simple random sampling. A five-point Likert scale questionnaire was analyzed using SEM-PLS via SmartPLS. Findings show that work motivation ($\beta = 0.573$; $t = 6.412$; $p < 0.001$) and OCB ($\beta = 0.315$; $t = 3.391$; $p = 0.001$) significantly influence job satisfaction. However, job satisfaction does not significantly impact performance ($\beta = 0.138$; $t = 1.594$; $p = 0.111$) and fails to mediate the effect of motivation or OCB on performance. This implies that in a nonprofit professional setting like PDGI, performance is more directly shaped by intrinsic motivation and voluntary behavior than by job satisfaction. Strengthening intrinsic motivators, emphasizing non-material appreciation, and cultivating a culture of volunteerism are recommended to improve board performance.

Keywords: job satisfaction, motivation, nonprofit organization, OCB, organization, performance.

ABSTRAK

Pengaruh Motivasi Kerja dan Organizational Citizenship Behavior terhadap Kinerja Pengurus PDGI Jawa Barat dengan Kepuasan Kerja sebagai Intervening. Penelitian ini mengkaji pengaruh motivasi kerja dan *Organizational Citizenship Behavior* (OCB) terhadap kinerja pengurus PDGI Jawa Barat, dengan kepuasan kerja sebagai variabel intervening. Pendekatan kuantitatif eksplanatori digunakan pada 186 pengurus aktif dari 23 cabang yang dipilih melalui *simple random sampling*. Data dikumpulkan menggunakan angket berskala Likert 5 poin dan dianalisis dengan *Structural Equation Modeling–Partial Least Squares* (SEM-PLS) melalui SmartPLS. Hasil menunjukkan bahwa motivasi kerja ($\beta = 0,573$; $t = 6,412$; $p < 0,001$) dan OCB ($\beta = 0,315$; $t = 3,391$; $p = 0,001$) berpengaruh signifikan terhadap kepuasan kerja. Namun, kepuasan kerja tidak berpengaruh signifikan terhadap kinerja ($\beta = 0,138$; $t = 1,594$; $p = 0,111$), serta tidak memediasi hubungan antara motivasi maupun OCB terhadap kinerja. Temuan ini menunjukkan bahwa dalam konteks organisasi profesi nirlaba seperti PDGI, kinerja lebih dipengaruhi secara langsung oleh motivasi dan OCB daripada kepuasan kerja. Oleh karena itu, peningkatan kinerja dapat difokuskan pada penguatan motivasi intrinsik, penghargaan non-material, dan pengembangan budaya kerja sukarela.

Kata Kunci: kepuasan kerja, kinerja, motivasi, nirlaba, OCB, organisasi

INTRODUCTION

Professional organizations play a strategic role in ensuring the quality and accountability of professional services, including those in the field of dental health. One of their main functions is to develop competency standards, uphold ethical practices, and foster a sense of professional responsibility among members. The Indonesian Dental Association (Persatuan Dokter Gigi Indonesia, PDGI), as the only nationally recognized professional dental organization, actively maintains the quality of dental practice through supervision of service quality, continuous professional development, and enforcement of the professional code of ethics. These roles align with the mandate of Indonesian Law No. 18 of 2002 on the National System of Research, Development, and Application of Science and Technology, which recognizes professional organizations as strategic partners in developing professional human resources.

There are changes in the governance of the health profession, and this occurred after the issuance of the Indonesian Health Law No. 17 of 2023. One important aspect of this change is the reallocation of regulatory authority from professional organizations. One of the professional organizations in Indonesia is the Indonesian Dentists Association (PDGI), which will be the object of this research. The changes that occurred after this Law were changes in important functions, including the formation of ethical guidelines, competency standards, and administration of continuing professional education, thus requiring the need to develop members of professional organizations.

The performance of an organization depends not only on structural and resource-based factors, but also on the psychological and behavioral dimensions of its members. Performance, in a number of studies, is related to work motivation and Organizational Citizenship Behavior (OCB). In professional organizations, it is possible that the work motivation shown by its members has similarities with non-profit organizations. The professional organization in question is PDGI. One reason is that members of the profession usually work voluntarily, so they tend to have intrinsic motivators, which include professional commitment, altruistic contribution, and self-actualization that play a more dominant role than monetary rewards. On the other hand, extrinsic motivators can be indicated by social recognition, moral validation, and professional prestige that influence performance.

Organizational Citizenship Behavior (OCB) encompasses discretionary, extra-role behaviors that extend beyond formal job requirements. In the context of non-profit organizations like PDGI, OCB typically materializes through several key dimensions: (1) cooperative interpersonal engagement among members, (2) organizational loyalty and commitment, (3) voluntary initiative in organizational activities, and (4) proactive stewardship of organizational sustainability. These behavioral manifestations serve as critical mechanisms for cultivating a cohesive and mutually supportive organizational climate, which in turn contributes significantly to enhanced institutional effectiveness and long-term viability.

Job satisfaction, conceptualized as members' affective evaluations of their work experiences and organizational environment, has been widely examined as a mediating mechanism in the relationship between motivation, OCB, and performance outcomes. Previous studies often raise job satisfaction as something that has a role in cause and effect in the world of work (Pratikno & Sutaningsih, 2023; Suhartati, Setyanti, & Prihatini, 2024). From this previous study, researchers see the importance of studies in professional organizations such as PDGI which have not been widely studied so far. Then, the gap raised in this study looks at the dynamics of motivation and organizational citizenship behavior that characterize PDGI.

Based on the study of Anwar and Ahmadi (2021), this study proposes a research model that looks at the relationship between work motivation, Organizational Citizenship Behavior (OCB), job satisfaction, and performance among PDGI members. This research model is illustrated in Figure 1.

Figure 1. Convergent Validity



The research hypothesis are as follow.

- H1: Work motivation influence job satisfaction positively
- H2: Organizational Citizenship Behavior (OCB) influence job satisfaction positively
- H3: Job satisfaction influence PDGI's member performance
- H4: Job satisfaction mediates the effect of work motivation on PDGI's member performance.
- H5: Job satisfaction mediates the effect of Organizational Citizenship Behavior (OCB) on PDGI's member performance.

RESEARCH METHODS

This research approach is a quantitative approach. Specifically, this study aims to examine the dynamics that occur between work motivation and Organizational Citizenship Behavior (OCB) on the performance of PDGI or Indonesian Dentist Association members in West Java, with job satisfaction as a mediating variable.

The study population consisted of all active board members (N = 186) in 23 regional PDGI branches in West Java Province. A simple random sampling technique was used for participant selection, ensuring that each member of the population had the same probability of inclusion (Sugiyono, 2013). All respondents voluntarily agreed to participate in this study. Therefore, before filling out the questionnaire, respondents were given an explanation of the purpose of the study.

The research instrument was a questionnaire distributed on a five-point Likert scale via the Google Form platform. The questionnaire was developed from an adapted and previously validated instrument and was compiled based on theoretical indicators relevant to each variable. The measurement of work motivation is based on Maslow's needs (physiological, safety, and social needs) adopted from Anwar & Ahmadi (2021). The OCB variable refers to five Organ dimensions (altruism, politeness, conscientiousness, civic virtue, and sportsmanship) adopted from Damayanti (2020). Job satisfaction includes aspects of the job itself, salary, promotion, supervision, and coworkers, adapted from Anwar & Ahmadi (2021) and Fajar (2022). Meanwhile, performance is measured using five dimensions, namely quality, quantity, timeliness, effectiveness, and independence, adapted from Sriyani, Hubeis, & Ramly (2023).

Primary data were collected through the distribution of an online questionnaire using the Google Form platform. The research instrument was developed by adapting indicators from previously validated studies. Measurements were made using a five-point Likert scale, ranging from "Strongly Disagree" (1) to "Strongly Agree" (5). Prior to completing the questionnaire, each prospective respondent was provided with a detailed explanation of the research objectives and their significance. Participation in this study was voluntary, and informed consent was obtained from all respondents before data collection.

The data analysis procedure begins with descriptive analysis to provide an overview of the tendency of perceptions in each variable. Furthermore, the validity of the instrument is tested

through two stages, namely the measurement model which includes convergent validity (outer loading and AVE), and discriminant validity (Fornell-Larcker and HTMT criteria), while the reliability of the instrument is evaluated through composite reliability. All results show values above the recommended threshold (> 0.70 for reliability and > 0.50 for convergent validity). Convergent Validity: Assessed based on outer loading values (recommended > 0.70) and the Average Variance Extracted (AVE) (recommended > 0.50). Discriminant Validity: Tested using the Fornell-Larcker criterion and the Heterotrait-Monotrait Ratio (HTMT). Instrument Reliability: Evaluated through composite reliability values (recommended > 0.70). The test results indicated that all indicators and constructs met the recommended thresholds, thus confirming that the instrument was valid and reliable.

The second stage is the evaluation of the structural model, which includes measuring explanatory power using the R-square value and its relevance to the predictive model. Hypothesis testing is carried out using the bootstrapping technique to assess the significance of the path coefficient (direct effect) and indirect effect to observe the mediation effect (Sihombing, et al., 2024). This study obtained ethical approval from the academic institution and guaranteed the rights of participants through informed consent, data anonymity, and voluntary participation. All stages of analysis, including the measurement model and structural model, refer to the Structural Equation Modeling method based on Partial Least Squares (PLS-SEM).

RESULT

This study involved 186 respondents who serve as board members of the Indonesian Dentist Association (Persatuan Dokter Gigi Indonesia, PDGI) in the West Java region. The respondents' profiles are presented in Table 1. The sample size was determined using the 10-times rule, a widely accepted minimum sample size estimation method in Partial Least Squares Structural Equation Modeling (PLS-SEM) approaches. According to Hair et al. (2011) and Peng & Lai (2012) as cited in Kock & Hadaya (2018), and reinforced by Sofyani (2023), this rule stipulates that the minimum sample size should be calculated by multiplying the largest number of indicators in a single latent variable by 10.

In this study, the Organizational Citizenship Behavior (OCB) variable contains the highest number of indicators, totaling 18. Therefore, the minimum required sample size was $10 \times 18 = 180$ respondents. To fulfill this requirement, data collection was conducted over a period of four weeks using an online questionnaire distributed via the internal communication channels of PDGI, such as WhatsApp groups for board members, with support from branch and regional leaders.

At the end of the data collection period, 186 completed questionnaires were received and deemed valid for analysis, exceeding the minimum required sample size of 180. This achievement provides increased confidence in the robustness of the data and the validity of the PLS-SEM model testing applied in this study.

The majority of respondents were female board members, reflecting the predominant participation of women in the leadership of professional organizations within the dental health sector. This also indicates active involvement of women in both strategic and operational roles within the organization. Regarding educational background, most respondents hold professional dental degrees (drg.), signifying that the majority of the board members possess nationally standardized professional qualifications as dental health practitioners.

Organizationally, respondents typically held positions in specific divisions or sections, such as scientific affairs, social affairs, organizational management, or community service. This engagement illustrates a functional level of participation, indicating that the board members not only hold structural roles but are also actively involved in implementing PDGI's work programs.

In terms of tenure, most board members have served for three to five years. This duration reflects continuity, stability, and loyalty in fulfilling their organizational roles consistently. The

length of service further demonstrates a high level of commitment to the sustainability of the organization and to achieving PDGI's vision at the regional level.

Table 1. Respondent Profile

No	Characteristic	Category	Frequency	Percentage
1.	Gender	Female	140	75,3%
		Male	46	24,7%
2.	Highest Education Level	General Dentist	132	70,9%
		Specialist	54	29,1%
3.	Position in Organization	Committee	101	54,3%
		Member/Section		
		Key Management/Coordinator	85	45,7%
4.	Years of Service	≤ 2 years	31	16,7%
		3 – 5 years	122	65,6%
		> 5 years	33	17,7%

Table 1 presents the demographic profile of the 186 respondents who participated in this study. The characteristics of the respondents can be broken down as follows: In terms of gender, the respondents were predominantly female, with 140 individuals (75.3%), while male respondents numbered 46 (24.7%). Regarding the highest education level, the majority of respondents were General Dentists, accounting for 132 individuals (70.9%), with the remaining 54 (29.1%) being Specialists. Concerning their position in the organization, 101 respondents (54.3%) served as Committee or Section Members, while the other 85 respondents (45.7%) held positions as Key Management or Coordinators. The distribution of service years shows that a significant majority of respondents, 122 individuals (65.6%), have a tenure of 3 to 5 years. Respondents with more than 5 years of service accounted for 33 individuals (17.7%), and those with 2 years or less of service numbered 31 (16.7%).

Table 2. Descriptive Analysis of Variables

Variable	Mean	Standard Deviation (SD)	Description
Work Motivation	4,28	0,74	Highest scores observed in social support and peer relationships
Organizational Citizenship Behavior (OCB)	4,06	0,77	High scores in organizational involvement; lowest scores in willingness to cover for colleagues
Job Satisfaction	4,27	0,75	Leadership and peer support strongly influential; satisfaction remains high despite salary factors
Management Performance	4,21	0,69	High scores in quality and effectiveness of work; lowest in speed of task completion

Table 2 shows that all variables have mean scores above 4.00, indicating a positive response from the PDGI board members in West Java. Work motivation and job satisfaction recorded the highest scores, influenced strongly by social support and solid peer relationships. From the results above, it is known that the performance of the respondents was given a high score. The high score is especially in terms of effectiveness and punctuality, although the speed of task completion is still a challenge. In addition to performance, the score for Organizational Citizenship Behavior (OCB) is also relatively high, with some variations observed in aspects such as willingness to replace coworkers. Overall, the data obtained reflects that all respondents gave appreciation to all statements given.

For the first stage, namely model measurement aims to ensure the validity and reliability of the indicators used to measure latent variables. From the results of the convergent validity assessment, satisfactory results were obtained, where all indicators showed factor loadings greater than 0.60 and the Average Variance Extracted (AVE) value exceeded 0.50. In addition to the two values above, the model measurement also found the discriminant validity value. For discriminant validity, this study used the Heterotrait-Monotrait ratio (HTMT) method and the Fornell-Larcker criterion, both of which showed positive results. The HTMT value is below the threshold of 0.90, and the square root of AVE for each construct is consistently higher than the correlation between constructs. This confirms that each variable in the model is different and free from overlap. Then, for the reliability test using the Composite Reliability (CR) and Cronbach's Alpha results which produced values above 0.70 for all constructs, indicating strong internal consistency and reliability of the measurement instrument.

Figure 2. Convergent Validity

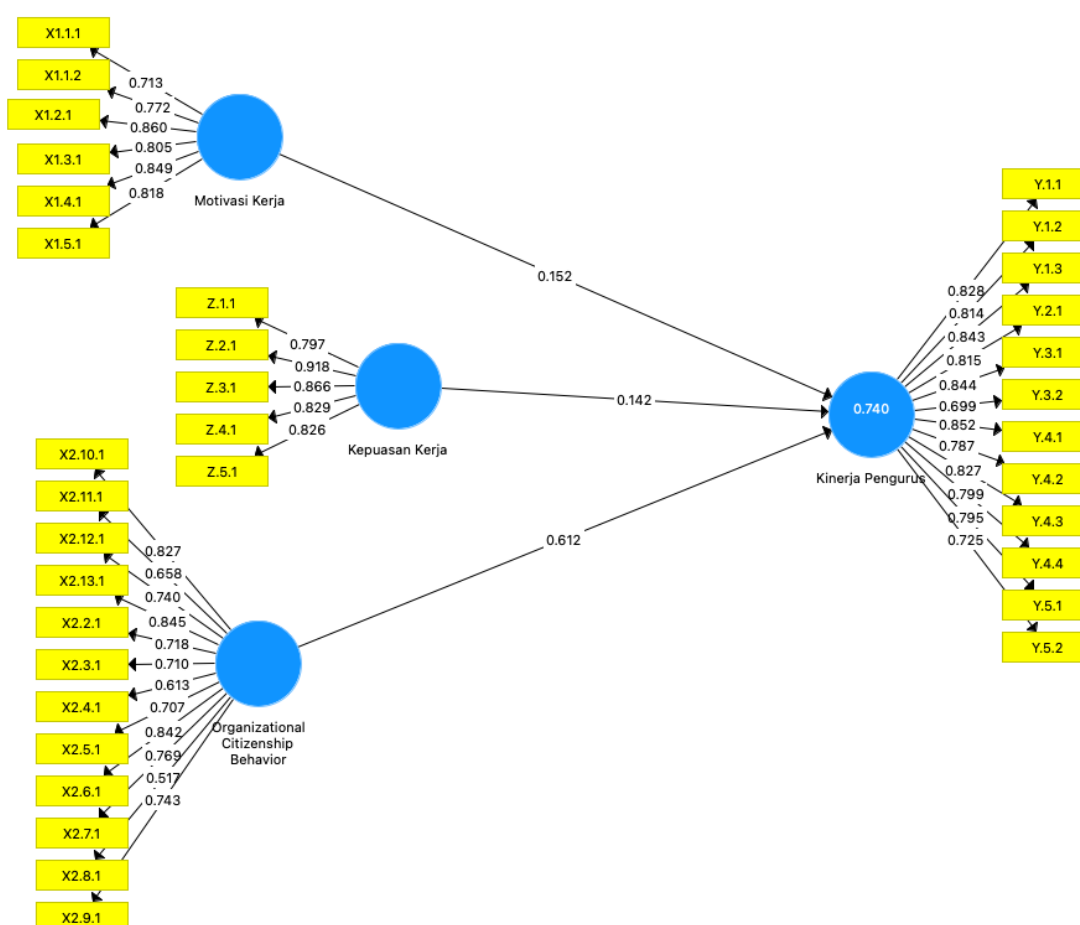


Table 3. Construct Reliability and Validity

	Cronbach's alpha	Composite reliability (rho a)	Composite reliability (rho c)	Average variance extracted (AVE)
Job Satisfaction	0.902	0.904	0.927	0.719
Performance	0.950	0.951	0.956	0.646
Work Motivation	0.890	0.897	0.916	0.647
Organizational Citizenship Behavior	0.918	0.928	0.931	0.533

Based on Table 3, the results indicate that the research instruments demonstrate good internal consistency and are suitable for use. The AVE values further support strong convergent validity, with all constructs explaining at least 50% of the variance in their indicators. Therefore, the measurement model in this study can be considered valid and reliable, allowing the research to proceed to the structural model (inner model) testing stage.

Table 4. R-Square

	R-square	R-square adjusted
Performance	0.740	0.736

The dependent variable, board members' performance, has an R-Square value of 0.740 and an Adjusted R-Square of 0.736. These figures indicate that 74% of the variability in board members' performance can be explained by work motivation, Organizational Citizenship Behavior (OCB), and job satisfaction as the independent constructs in the model. This value falls within the high category, suggesting that the structural model has strong predictive power. The minimal difference between R-Square and Adjusted R-Square further indicates that the model's complexity does not cause significant distortion.

Hypothesis testing was conducted through bootstrapping analysis of the structural model. The results show that work motivation and OCB have significant direct effects on job satisfaction, with t-values well above the threshold of 1.96. This confirms that intrinsic drive and extra-role behavior support the formation of satisfaction in carrying out organizational duties. However, the direct effect of job satisfaction on board performance was not significant. Likewise, the mediating role of job satisfaction between motivation or OCB and performance was not statistically supported.

Conversely, OCB demonstrated the strongest direct effect on performance, while the direct effect of work motivation on performance was not significant. These findings suggest that, in the context of a non-profit organization such as PDGI, performance is more influenced by personal initiative and collective commitment (OCB) than by affective factors like job satisfaction.

These data indicate that voluntary drive and a sense of social responsibility are more decisive factors in achieving performance than the level of satisfaction with one's role. This finding underlines that interventions aimed at enhancing performance should prioritize strengthening organizational values, participation, and culture rather than focusing solely on emotional satisfaction. Encouraging active involvement and fostering a shared commitment among members can create a more sustainable and motivated workforce. Therefore, leadership strategies should focus on building a collaborative environment that nurtures intrinsic motivation and collective responsibility.

Table 5. Path Coefficients

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T (O/STDEV)	Statistics P Values
Job Satisfaction -> Performance	0.138	0.137	0.086	1.594	0.111
Work Motivation -> Job Satisfaction	0.573	0.565	0.089	6.412	0
Work Motivation -> Performance	0.15	0.147	0.098	1.534	0.125

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T (O/STDEV)	Statistics P Values
Organizational Citizenship Behavior -> Job Satisfaction	0.315	0.321	0.093	3.391	0.001
Organizational Citizenship Behavior -> Performance	0.615	0.617	0.08	7.68	0

Table 6. Indirect Effect

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T (O/STDEV)	Statistics P Values
Work Motivation -> Job Satisfaction - > Performance	0.079	0.078	0.053	1.497	0.134
Organizational Citizenship Behavior - > Job Satisfaction -> Performance	0.043	0.043	0.031	1.423	0.155

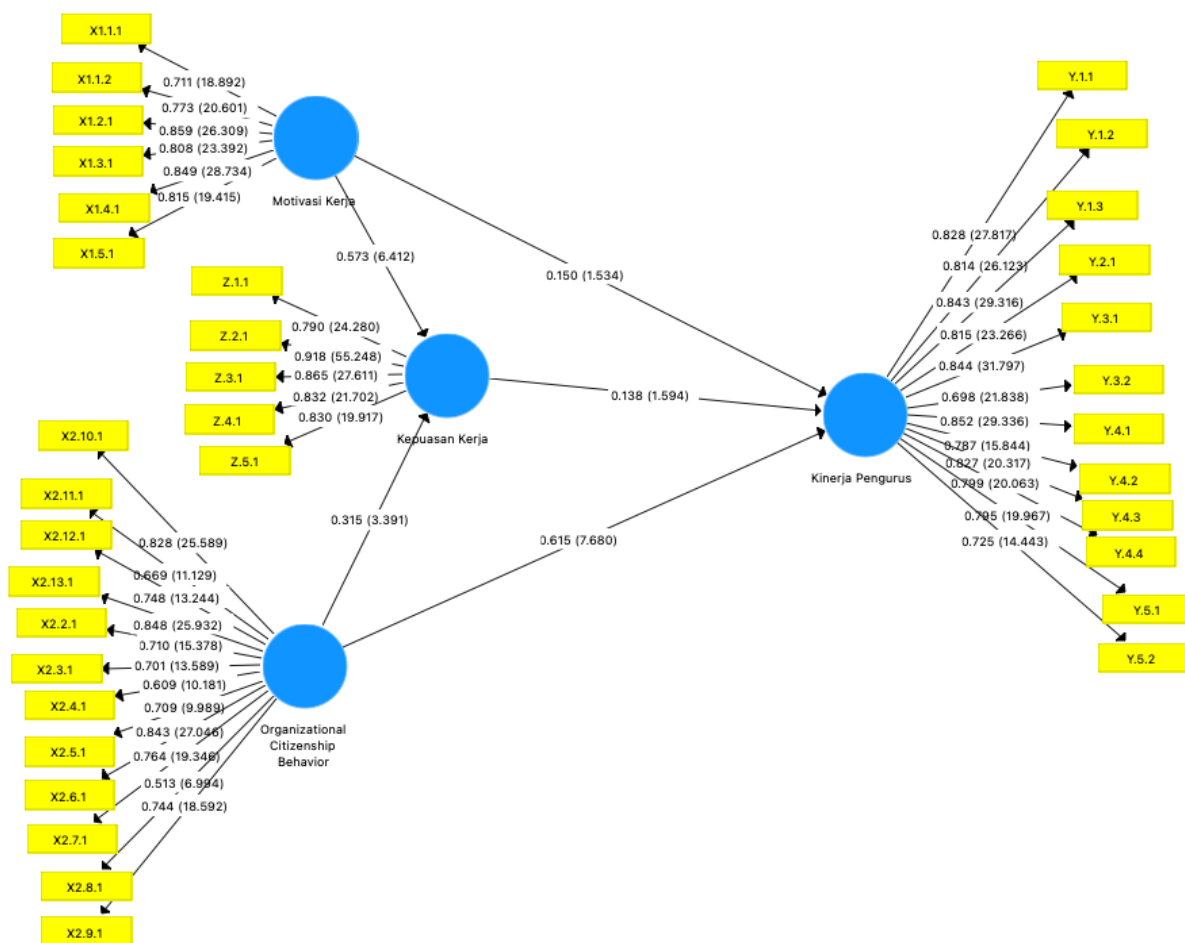


Figure 3. Inner Model

Figure 3 presents a visualization of the structural model (inner model) analysis results using the PLS-SEM method. This model graphically illustrates the research hypothesis testing by showing the strength and significance of the causal relationships between variables. The value on each arrow represents the path coefficient, indicating the strength of the influence, while the value in parentheses is the t-statistic, used to test the significance of that influence (a path is considered significant if the t-statistic > 1.96 at a 5% significance level).

DISCUSSION

Work motivation has a positive effect on job satisfaction

The results of the study indicate that the first hypothesis is accepted, in other words, work motivation has a significant positive effect on the job satisfaction of PDGI administrators in West Java. The results of this study are in line with Wahyudi, Suryani, & Sudirman (2024) and Fachiroh & Suratman (2023) which emphasize that the fulfillment of basic needs. Basic needs, among others, those related to physiological aspects, a sense of security, and social relationships can function as the main drivers of a person's satisfaction when they are in the workplace. In the context of PDGI, intrinsic motivation is very dominant. Factors such as professional recognition as a dentist, a feeling of being called to serve, and collegial solidarity among members of the organization act as the main drivers of job satisfaction in the eyes of respondents. These characteristics distinguish the motivation of PDGI members from the type of workers who work in the commercial sector, who tend to be motivated by financial compensation. Thus, this reflects that, in a semi-voluntary professional organization like PDGI, seeing job satisfaction is more influenced by values, feelings of being appreciated, and contributions to the professional community than just material rewards.

Organizational Citizenship Behavior (OCB) has a positive effect on job satisfaction

The second hypothesis is also accepted, which shows that OCB has a positive effect on job satisfaction. The results of this study support the opinion of Yemmi, Amelia, Alwi, & Yusuf (2024) who stated that extra-role behaviors including altruism, conscientiousness, and civic virtue can create an inclusive and supportive work environment that is conducive to job satisfaction. In the PDGI organization, members who demonstrate a strong commitment to teamwork, organizational loyalty, and active participation in professional social activities tend to have higher job satisfaction. The results of this study indicate that in the PDGI environment, OCB is viewed not only as operational behavior but also closely related to professional values, including dedication, collaboration, and service spirit. Performance as an Enactment of Responsibility: A board member's performance is not a product of personal satisfaction but an embodiment of their sense of responsibility and commitment as a steward. They work diligently because they feel a moral obligation to advance the profession, not because the work necessarily makes them feel happy.

The third hypothesis is rejected, indicating that there is no significant evidence of a direct positive effect of job satisfaction on the performance of PDGI board members. Contrary to conventional wisdom, the third hypothesis was rejected, indicating no significant direct effect of job satisfaction on the performance of PDGI board members. This intriguing finding is consistent with research by Anwar & Ahmadi (2021), which suggests that in certain contexts, particularly professional or voluntary settings, the determinants of performance are more complex than personal satisfaction. This finding aligns with Anwar & Ahmadi (2021), who posited that the main determinants of performance extend beyond personal satisfaction (Abdullah F, 2024). In PDGI's context, board members may feel satisfied due to social relations or professional recognition; however, such satisfaction does not necessarily drive concrete performance improvements. This suggests that performance is more strongly driven by social responsibility toward the profession rather than personal comfort or satisfaction, consistent with findings from Yemmi, Amelia, Alwi, & Yusuf (2024) in the healthcare sector.

The fourth hypothesis is unsupported. Job satisfaction does not mediate the relationship between work motivation and performance, even though work motivation enhances job satisfaction. This supports Anwar & Ahmadi's (2021) findings, which indicated that in professional organizations, the effect of motivation on performance is more direct, without mediation by variables such as job satisfaction. Contrary to Pratikno & Sutianingsih (2023), who found job satisfaction to be an important mediator in educational contexts, this result reflects the unique characteristics of nonprofit professional organizations like PDGI. Board members are primarily driven by intrinsic motivation—social responsibility, loyalty to the profession, and collegial solidarity. This discrepancy underscores the unique nature of a non-profit professional organization like PDGI. For its members, intrinsic motivation—fueled by social responsibility, professional loyalty, and collegial solidarity—is not merely a precursor to feeling satisfied. Instead, this motivation is directly actualized as performance. The act of performing well (e.g., organizing a successful professional development event) is, in itself, the fulfillment of the motivation (Mas' ud, A. A., & Adha, W. M., 2023). There is no required intermediate step of "feeling satisfied" to trigger the behavior. The drive and the action are inextricably linked, making the path to performance direct and potent. Thus, increasing job satisfaction alone does not automatically enhance performance without a strong commitment to values and organizational responsibility.

The fifth hypothesis is also rejected. Job satisfaction does not mediate the relationship between OCB and performance. Although OCB influences performance, this effect occurs directly without passing through job satisfaction. This finding reinforces Anwar & Ahmadi's (2021) argument that, in nonprofit organizations such as PDGI, OCB reflects loyalty, care for colleagues, and active participation, which directly contribute to performance. A crucial insight from this finding is that within a professional association, the distinction between OCB and in-role performance becomes blurred. Behaviors that might be considered "extra-role" in a corporate setting—such as mentoring junior members, volunteering for committees, or representing the organization at public events—are, in fact, core components of a board member's expected performance. OCB is the manifestation of professional dedication translated directly into tangible contributions. Therefore, OCB in the PDGI context does not simply make the workplace more pleasant; it is the very substance of high-quality performance and dedication to the organization's mission. From this study reflects OCB is the manifestation of professional dedication that is directly translated into real contributions. Therefore, OCB can not only increase comfort in the workplace, but also directly improve the quality of member contributions to their organization.

CONCLUSION

This study shows that work motivation and Organizational Citizenship Behavior (OCB) have a significant influence on the job satisfaction of the administrators of the Indonesian Dentists Association (PDGI) of West Java. In other words, the higher the level of work motivation and OCB shown by the administrators, the higher the job satisfaction experienced. In addition, this study also found that job satisfaction did not have a significant influence on the performance of PDGI administrators.

This finding indicates the unique characteristics of non-profit professional organizations such as PDGI, where the performance of administrators is influenced by Organizational Citizenship Behavior (OCB) rather than by personal job satisfaction.

Based on these findings, future research is advised to consider other variables that may be more relevant in explaining the performance of organizational members, such as affective commitment, organizational loyalty, or role identification in the social context of the organization.

Additionally, expanding the scope to similar organizations in the health sector or other nonprofit sectors would help test the consistency of these findings in a broader context.

Complementary qualitative approaches may also be employed to explore intrinsic motivation and personal values that drive voluntary contributions in professional-based organizations.

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