

Assessment of Lecturer Work Effectiveness: Mediating Organizational Citizen Behavior Based on Organizational Commitment and Work Motivation

Henry Aspan¹, Rozaini Rosli², Ari Prabowo³, Etty Sri Wahyuni⁴

Abstract

Lecturers' work effectiveness has a very important role in the current era because it is directly related to the quality of higher education which is one of the keys to successful human resource development. This study seeks to uncover the complex mechanisms underlying the relationship between organizational commitment, work motivation, organizational citizenship behavior (OCB) and lecturers' work effectiveness, and lecturer work effectiveness. This type of research is associative research. The types of data used are primary data and secondary data obtained from interview questionnaires and documentation studies. Population The population in this study are all lecturers at Private Universities in Medan City based on PD-Dikti data there are 23 Universities. The withdrawal sample used is saturated sampling. So that the number of samples is directly determined as many as 120 respondents by taking 5 lecturers or respondents randomly in each university. Data analysis was carried out using structural equation modeling (SEM) techniques with Smart-PLS analysis tools to test the direct and indirect relationships between these variables. The results explain that work motivation directly has a positive and significant effect on work effectiveness, organizational commitment directly has no positive and insignificant effect on work effectiveness, work motivation directly has a positive and significant effect on organizational citizenship behavior, organizational commitment directly has a positive and significant effect on organizational citizenship behavior, organizational citizenship behavior directly has a positive and significant effect on work effectiveness, work motivation indirectly has a significant effect on work effectiveness through organizational citizenship behavior, and organizational commitment indirectly has no significant effect on work effectiveness through organizational citizen behavior.

Keywords: *Work Effectiveness, Organizational Citizenship Behavior, Organizational Commitment, Work Motivation.*

Introduction

In the era of globalization and increasingly tight competition, higher education institutions are faced with the challenge of continuously improving the quality and effectiveness of their work. In this context, lecturers as the main actors in the education process play a very crucial role. The effectiveness of lecturers' work not only impacts the quality of learning, but also contributes to the reputation and competitiveness of educational institutions. The role of lecturers in Indonesia is very important because they contribute directly to the development of human resources, research, and community development. In the context of higher education, lecturers have broad and multidimensional responsibilities that include aspects of teaching, research, community service, and the development of the educational institution itself. Lecturers are the main drivers in the learning process in higher education. Lecturers are not only responsible for conveying knowledge and skills to students, but also play a role in shaping character and critical thinking patterns. In today's era of information and technology, lecturers are expected to be able to use various innovative learning methods and media to increase student engagement and motivation. Through effective academic guidance and teaching, lecturers can help students reach their full potential and be ready to compete in an increasingly complex and competitive world of work.

Lecturers in Indonesia also play an important role in research and innovation. Lecturers contribute to the development of science and technology through quality research. Research conducted by lecturers often focuses on issues that are relevant to local and global contexts, such as health, the environment, information

¹ Lincoln University College Malaysia and Universitas Pembangunan Panca Budi Indonesia, Email: henryaspan@yahoo.com, (Corresponding Authro)

² Lincoln University College Malaysia.

³ Universitas Potensi Utama Indonesia.

⁴ Universitas Batam Indonesia

technology, and socio-economics. The results of this research not only enrich the body of knowledge, but also provide practical solutions to various problems faced by society. Through collaboration with industry and other research institutions, lecturers can encourage innovation that has a direct impact on national development. In addition to teaching and research, community service is one of the main pillars in the role of lecturers. Through community service activities, lecturers can apply knowledge and skills to help solve problems faced by society. These activities can be in the form of training, consultation, mentoring, and community development projects. Community service not only provides direct benefits to society, but also strengthens the relationship between universities and society and increases the relevance of higher education in a broader social context.

Lecturers also play a role in the development of higher education institutions. Lecturers are expected to be involved in curriculum planning and implementation, study program evaluation, and various other administrative and management activities. By actively participating in institutional development, lecturers help ensure that higher education institutions are able to provide quality education that is relevant to the needs of the times. In addition, lecturers also play a role in building a strong academic culture, which includes ethics, integrity, and collaboration. In the era of globalization, international networks and collaborations are becoming increasingly important. Lecturers in Indonesia play a role in building networks with various educational, research, and industrial institutions around the world. Through international collaboration, lecturers can broaden their horizons, access wider resources, and engage in global-scale research projects. These networks also provide opportunities for students to gain international experience, either through student exchanges or other collaborative programs.

The effectiveness of lecturers' work plays a very important role in the current era because it is directly related to the quality of higher education which is one of the keys to the success of human resource development. Amidst the development of information technology and globalization, higher education faces increasingly complex challenges, including increasing demands on graduate competency, global competition between universities, and the need for innovative research. In this context, lecturers not only act as teachers, but also as researchers, mentors, and contributors to community development. Therefore, the effectiveness of lecturers' work is crucial to ensure that higher education institutions are able to meet the demands of the times and make maximum contributions to society. The effectiveness of lecturers' work has a direct impact on the quality of learning. Effective lecturers are able to design and deliver learning materials in a way that is interesting and easy for students to understand. They are also able to utilize technology in the learning process, create an interactive classroom environment, and provide personal guidance to students. This is important because effective learning methods will increase student understanding and involvement, which in turn will produce graduates who are more competent and ready to compete in the global job market.

Effective lecturers play an important role in developing students' soft skills, such as critical thinking, creativity, communication, and collaboration. In today's era, soft skills are becoming increasingly important because the world of work requires not only technical knowledge, but also interpersonal skills and adaptability. Effective lecturers can be role models and mentors who guide students in developing these soft skills through various academic and non-academic activities. So in this case, understanding the factors that influence the effectiveness of lecturers' work is very important. One of the factors that is widely discussed in the literature is organizational citizen behavior (OCB), organizational commitment, and work motivation.

UTo fully understand how the role of aspects in influencing the effectiveness of lecturers' work, it is also necessary to consider the role of organizational citizenship behavior (OCB) as an intervening variable. Organizational citizenship behavior (OCB) is described as employee behavior that goes beyond the formal requirements of their job and is not directly recognized by the organization's reward system. Organizational citizenship behavior (OCB) has important implications for work effectiveness because this behavior can improve the efficiency and effectiveness of the organization as a whole. In the context of lecturers, organizational citizenship behavior (OCB) can be reflected through various forms of voluntary contributions such as mentoring students outside of work hours, participating in university committees, or developing new curricula without receiving additional compensation. Previous studies have shown that lecturers who have high levels of organizational citizenship behavior (OCB) tend to be more effective in

their jobs because they are more proactive, more responsive to student needs, and more collaborative with colleagues (Hanaysha, 2020; Halid et al., 2024).

The principle of organizational citizenship behavior (OCB) is very relevant for lecturers in Indonesia, because this behavior can improve the effectiveness and quality of higher education. Organizational citizenship behavior (OCB) includes voluntary behavior that is not directly recognized by the formal reward system but is important for the optimal functioning of the organization. For lecturers, this means that they engage in various activities outside their main duties, such as helping colleagues, providing extra guidance to students, actively participating in university committees, and developing innovative teaching materials. High organizational citizenship behavior (OCB) among lecturers can create a more collaborative and productive work environment, which ultimately improves the quality of education and research in higher education institutions. Therefore, supporting and promoting organizational citizenship behavior (OCB) among lecturers is an important step for the development of higher education in Indonesia. The next factor explains the importance of an organizational commitment to creating effective work for lecturers.

Organizational commitment refers to the extent to which employees feel attached to the organization where they work, have a desire to contribute, and remain in the organization (Rumengan et al., 2020; To & Guang, 2020). Lecturers with a high level of organizational commitment tend to show greater dedication, try harder in carrying out tasks, and are more likely to support the goals and values of the organization. Strong organizational commitment among employees can increase effectiveness, reduce turnover, and create a positive work culture. Therefore, organizations need to focus on strategies that can increase employee commitment, such as creating a supportive work environment, providing clear career development, and strengthening employee communication and involvement in decision making.

Organizational commitment for lecturers in Indonesia is very important because it has a direct impact on the quality of education and research in higher education. Lecturers who have high organizational commitment tend to be more involved in academic activities, show dedication in teaching, and contribute significantly to research and community service. This commitment includes affective commitment, where lecturers feel an emotional attachment to the institution where they work, normative commitment, where lecturers feel responsible for supporting and advancing the institution, and continuance commitment, which considers the benefits and stability obtained from remaining employed at the institution.

In addition to organizational commitment, work motivation is also an important factor that influences the effectiveness of lecturers' work. Work motivation can be defined as internal and external forces that drive individuals to achieve certain goals (Hajjali et al., 2022; Diefendorff et al., 2022). Work motivation plays a very important role for lecturers in Indonesia because it has a direct impact on the performance, productivity, effectiveness and quality of education provided. Motivated lecturers tend to be more enthusiastic in teaching, more active in conducting research, and more involved in community service activities. High work motivation encourages lecturers to continue to improve their competence through further education, training, and participation in academic seminars and conferences, which ultimately improves the quality of their teaching and research.

Work motivation also contributes to the psychological well-being of lecturers. Lecturers who feel motivated in their work will experience higher levels of job satisfaction, have a positive attitude towards their work, and experience less stress. This is important because good psychological well-being will increase the effectiveness of lecturers in carrying out their duties and reduce the risk of burnout, which can have a negative impact on the quality of education. The importance of work motivation is also reflected in lecturers' contributions to the development of higher education institutions. Motivated lecturers will be more likely to participate in activities that support institutional development, such as the development of study programs, participation in academic committees, and involvement in extracurricular activities. Thus, lecturers can help create a dynamic and supportive academic environment.

Overall, this study attempts to uncover the complex mechanisms underlying the relationship between organizational commitment, work motivation, organizational citizenship behavior (OCB), and lecturer work effectiveness. With a better understanding of how these factors interact with each other, it is expected

that higher education institutions can create a work environment that supports and motivates lecturers to achieve optimal performance, which in turn will improve the quality of education and the reputation of the institution. This study is expected to identify how organizational commitment and work motivation contribute to lecturer work effectiveness through OCB behavior. These findings can be used to develop effective strategies in improving the quality of teaching, so that students get a better and quality learning experience. By understanding the factors that affect lecturer work effectiveness, institutions can create a more satisfying work environment. This will not only increase lecturer motivation and commitment but also reduce turnover, so that institutions can retain high-quality lecturers for longer.

Literature Review

Work Effectiveness

According to Robbins & Judge (2017), work effectiveness is the extent to which an individual's work results are in accordance with the goals and standards set by the organization. Work effectiveness includes achieving organizational goals through activities that are in line with the organization's strategy and vision (Galanti et al., 2021). Work effectiveness as an individual's ability to meet or even exceed performance targets set by the organization (Sonmez & Adiguzel, 2020). Work effectiveness as individual or group performance measured based on the achievement of relevant goals and the contribution made to the success of the organization (Zaman et al., 2020). Another explanation explains that work effectiveness is the achievement of expected work results in a way that is in line with organizational goals and meets stakeholder needs (Charoensukmongkol & Phungsoonthorn, 2021). Work effectiveness as the extent to which individual or team work results achieve or exceed expected quality standards in achieving organizational goals (Rahmawati et al., 2021). It is further explained that work effectiveness is the ability of individuals to produce output that is in accordance with the standards and goals set by the organization (Hajjali et al., 2022; Hendaryan & Widiyanto, 2022).

It can be concluded that work effectiveness is not only about achieving goals quantitatively, but also about how the process of achieving them takes into account quality, efficiency, and contribution to the overall success of the organization. This shows the importance of human resource management and appropriate management strategies in achieving organizational goals effectively.

Organizational Citizenship Behavior (OCB)

According to Anwar et al., (2020), organizational citizenship behavior is individual behavior that contributes positively to the goals and effectiveness of the organization, even though it is not formally regulated or punished. Organizational citizenship behavior (OCB) is a voluntary behavior that serves to improve the operational effectiveness of an organization as a whole (Mousa et al., 2020). Organizational citizenship behavior (OCB) is a behavior that is not stated in a formal employment contract, but positively affects the well-being of the organization (Massoudi et al., 2020). Organizational citizenship behavior (OCB) is behavior exhibited by employees that goes beyond their primary duties and makes a positive contribution to the organization (Qalati et al., 2022). Organizational citizenship behavior (OCB) is voluntary behavior that helps achieve organizational goals, but is not part of the employee's formal role or job description (Choong et al., 2020; Sa'adah & Rijanti, 2022). It is explained that organizational citizenship behavior (OCB) is a free individual behavior that is not directly or explicitly recognized by the reward system and in promoting the effective functioning of the organization (Cheema et al., 2020; Supriyanto et al., 2020). *Organizational citizenship behavior* (OCB) is a model of activities that enable organizations to intrinsically collaborate and relate in an open system context (Zhao et al., 2021; Yaakobi & Weisberg, 2020).

It can be concluded that *organizational citizenship behavior* (OCB) refers to voluntary behaviors performed by employees outside of their primary duties that are not formally regulated. Organizational citizenship behavior (OCB) includes actions such as helping coworkers, maintaining a positive work environment, participating in organizational activities, and supporting initiatives that are not required. These behaviors are not listed in their job descriptions but contribute positively to the overall performance and effectiveness

of the organization. Organizational citizenship behavior (OCB) fosters a collaborative work atmosphere, increases productivity, and strengthens a healthy, achievement-oriented organizational culture.

Organizational Commitment

According to Guzzeller & Celiker (2020), organizational commitment is the strength of an individual's desire to maintain membership in an organization. Organizational commitment is the degree to which individuals feel affectively, normatively, and sustainably bound to the organization where they work (Purwanto, 2020). Commitment is the degree to which an employee sides with an agency and its goals and intends to maintain membership in that organization (Wang et al., 2020). Organizational commitment is a condition where an employee sides with the organization and the goals and willingness to maintain his membership in a particular job of an employee, while high organizational commitment means siding with the organization and recruiting the individual (Ahad et al., 2021; Abebe & Assemie, 2023). It is further explained that organizational commitment is interpreted as a situation where an employee sides with a particular organization with the goal and desire to maintain his membership in the organization (Nguyen et al., 2020; Anand et al., 2023). Organizational commitment is one of the topics that is always a reference for both the management of an organization and researchers with a special interest in focusing on human behavior (Loan, 2020; Rodriguez et al., 2023).

It can be concluded that Organizational commitment is an important aspect of the relationship between an organization and its employees because it can significantly influence employee behavior and performance. Individuals with high levels of commitment tend to be more motivated to actively participate in their work, contribute more to organizational goals, and are more likely to stay in the long term.

Work Motivation

According to Kannat-Maymon et al., (2020), work motivation is an internal force that drives individuals to achieve goals and satisfy needs. Work motivation is a psychological process that produces consistent levels of energy, persistence, and individual behavioral direction in achieving goals (Boyd & Bowell, 2023; Diefendorff et al., 2022). It is further explained that work motivation is a psychological state that regulates the intensity, direction, and persistence of an individual's work behavior to achieve goals (Paais & Pattiruhu, 2020). Work motivation is the psychological energy that influences an individual's decision to initiate behavior, determine the energy given, and persist in efforts to achieve goals (Nguyen et al., 2020). Work motivation is a psychological state that influences how individuals view their work and the extent to which they are committed to succeeding in that work (Ali & Anwar, 2021; Wasyifa et al., 2024). Another explanation explains that work motivation is an internal or external drive that drives a person to achieve goals or perform certain tasks (Werdhiastutie et al., 2020; Hajjali et al., 2022). Work motivation is an internal force that drives individuals to pursue work goals and maintain high energy levels to complete those tasks (Marcelo et al., 2023; Arisaq et al., 2023). Work motivation is an internal process that regulates an individual's effort, direction, and persistence in achieving set goals (Wahyudi, 2022; Widarko & Anwarodin, 2023).

It can be concluded that Work motivation involves complex internal processes that regulate individual behavior in achieving goals and job satisfaction. This includes internal drive, psychological energy, and the intensity of effort given to achieve work or organizational goals. Motivation is a driving force for someone to make the greatest possible contribution to the success of the organization in achieving its goals. Motivation is important because motivation supports people's behavior to be willing to work hard and enthusiastically in achieving optimal things.

Materials and Methods

This type of research is causal associative research. Causal associative research aims to determine the relationship or association between two or more variables. This type of research is usually used to see if there is a relationship, correlation, or influence between the variables studied, and how strong the relationship is (Sugiyono, 2018). The types of data used are primary data and secondary data obtained from interview questionnaires and documentation studies. The population in this study were all lecturers at

Private Universities in Medan City based on PD-Dikti data there are 23 Universities. The sampling used was saturated sampling. So that the number of samples was directly determined as many as 120 respondents by taking 5 lecturers or respondents randomly at each university. Data analysis was carried out using structural equation modeling (SEM) techniques with Smart-PLS analysis tools to test direct and indirect relationships between these variables.

Results and Discussion

Outer Model

Convergent Validity

Convergent Validity is an indicator that is assessed based on the correlation between item score/component score and construct score, which can be seen from the standardized loading factor which describes the magnitude of the correlation between each measurement item (indicator) and its construct. The individual reflexive measure is said to be high if it correlates > 0.7 with the construct to be measured but the outer loading value between 0.5 - 0.6 is considered sufficient (Hair et al., 2017).

Table 1. Test Results Loading Factor

Variable	Statement Item	<i>Outer Loading</i>	Description
Work Effectiveness (Y)	WE1	0.882	Valid
	WE2	0.704	Valid
	WE3	0.742	Valid
	WE4	0.858	Valid
	WE5	0.681	Valid
	WE6	0.720	Valid
	WE8	0.746	Valid
Organizational Citizen Behavior (Z)	OCB3	0.737	Valid
	OCB4	0.818	Valid
	OCB6	0.680	Valid
	OCB7	0.770	Valid
	OCB8	0.704	Valid
Organizational Commitment (X1)	OC1	0.886	Valid
	OC3	0.698	Valid
	OC4	0.692	Valid
	OC6	0.721	Valid
	OC7	0.866	Valid
	OC8	0.867	Valid
Work Motivation (X2w)	WM1	0.747	Valid
	WM2	0.876	Valid
	WM3	0.794	Valid
	WM4	0.740	Valid
	WM5	0.901	Valid

Sources: Smart-PLS (2024)

Based on Table 1. above, it is known that there are several statement items that were eliminated because they did not meet the requirements, so that after re-processing the data, all of the statement items above have an outer loading value > 0.6 .

Discriminant Validity

Discriminant Validity is a measurement model with reflective indicators assessed based on crossloading measurements with constructs. If the correlation of the construct with the measurement item is greater than the size of other constructs, it shows that their block size is better than other blocks. Meanwhile, according to another method to assess discriminant validity, namely by comparing the squareroot of average variance extracted (AVE) values (Hair et al., 2017).

Table 2. Test Results Average Variance Extracted (AVE)

Variable	Average Variance Extracted(AVE)
Work Effectiveness	0.586
Organizational Citizen Behavior	0.553
Organizational Commitment	0.629
Work Motivation	0.663

Sources: Smart-PLS (2024)

Based on Table 2. above, it is known that the AVE (Average Variant Extracted) value of each variable is greater than 0.5. So it can be concluded that the variables or constructs used are valid.

Composite Reliability and Cronbach's Alpha

Composite reliability is an indicator to measure a construct that can be seen in the latent variable coefficients view. To evaluate composite reliability there are two measuring instruments, namely internal consistency and Cronbach's alpha. In this measurement, if the value achieved is > 0.70 , it can be said that the construct has high reliability. Cronbach's Alpha is a reliability test that is carried out to strengthen the results of composite reliability. A variable can be declared reliable if it has a Cronbach's alpha value. > 0.7 (Hair et al., 2017).

Table 3. Test Results Cronbach's Alpha & Composite Reliability

Variables	Cronbach's Alpha	Composite Reliability
Work Effectiveness	0.880	0.907
Organizational Citizen Behavior	0.796	0.860
Organizational Commitment	0.879	0.909
Work Motivation	0.892	0.907

Sources: Smart-PLS (2024)

Based on Table 3. above, it is known that each research variable has a Cronbach's alpha value and composite reliability > 0.70 . Based on the results obtained, it can be stated that the variables used in the study are stated to be reliable.

Inner Model

Inner model analysis is usually also called inner relation or structural model and substantive theory which describes the relationship between latent variables based on substantive theory. Changes in the R-square value can be used to assess the influence of certain independent latent variables on dependent latent variables whether they have a substantive influence (Hair et al., 2017).

Table 4. Test Results R-Square (R2)

Variables	R Square (R2)
Work Effectiveness	0.742
Organizational Citizen Behavior	0.479

Sources: Smart-PLS (2024)

Based on the table above, the R Square value for the organizational citizen behavior variable is 0.479, this means that the percentage of the influence of organizational commitment and work motivation on organizational citizen behavior is 47.9%, while the remaining 52.1% is explained by other variables not examined in this study.

Furthermore, the R Square value for the work effectiveness variable is 0.742, this means that the percentage of the influence of organizational commitment, work motivation and organizational citizen behavior on work effectiveness is 74.2%, while the remaining 25.8% can be explained by other variables that were not examined in this study.

Hypothesis Test

Direct Effect

Table 5. Test Results Direct Effect

	<i>Original Sample (O)</i>	<i>Sample Mean (M)</i>	<i>Standard Deviation (STDEV)</i>	<i>T Statistic (O/STDEV)</i>	<i>P Values</i>
Work Motivation -> Work Effectiveness	0.228	0.240	0.115	1.983	0.048
Organizational Commitment -> Work Effectiveness	0.050	0.043	0.064	0.778	0.437
Work Motivation -> organizational citizenship behavior	0.503	0.516	0.138	3,646	0.000
Organizational Commitment -> organizational citizenship behavior	0.256	0.249	0.124	2,058	0.040
Organizational Citizenship Behavior -> Work Effectiveness	0.661	0.655	0.105	6.314	0.000

Sources: Smart-PLS (2024)

Based on Table 5. above, the test results can be used to answer the hypothesis in this study. Hypothesis testing in this study by looking at the coefficient path (original sample), t-statistic value or p-value. With a significance of 5%, the hypothesis can be accepted if the t-statistic > t-table 1.65 (nk = 120-4 = 116 at 0.5 / 5%) or the p-value < 0.05. Direct effect can be explained as follows:

- X1 against Y: T-Statistic value (|O/STDEV|) = 1.983 and P-Values = 0.048 < 0.05, meaning that work motivation has a direct positive and significant effect on work effectiveness.

- X2 against Y: T-Statistic value ($|O/STDEV|$) = 0.778 and P-Values = 0.437 > 0.05, meaning that organizational commitment does not directly have a positive and insignificant effect on work effectiveness.
- X1 against Z: T-Statistic value ($|O/STDEV|$) = 3.646 and P-Values = 0.000 < 0.05, meaning that work motivation has a direct positive and significant effect on organizational citizenship behavior.
- X2 against Z: T-Statistic value ($|O/STDEV|$) = 2.058 and P-Values = 0.040 < 0.05, meaning that organizational commitment has a direct positive and significant effect on organizational citizenship behavior.
- Z against Y: T-Statistic value ($|O/STDEV|$) = 6.314 and P-Values = 0.000 < 0.05, meaning that organizational citizenship behavior has a direct positive and significant effect on work effectiveness.

Indirect Effect

Table 6. Test Results for Indirect Effect

	<i>Original Sample (O)</i>	<i>Sample Mean (M)</i>	<i>Standard Deviation (STDEV)</i>	<i>T Statistics (O/STDEV)</i>	<i>P Values</i>
Work motivation -> organizational citizenship behavior -> work effectiveness	0.333	0.334	0.093	3,567	0.000
Organizational commitment -> organizational citizenship behavior -> work effectiveness	0.169	0.167	0.092	1,837	0.067

Sources: Smart-PLS (2024)

Based on Table 6. above, it is known that work motivation indirectly has a significant effect on work effectiveness through organizational citizen behavior with a p-value of 0.000 < 0.05. Furthermore, it is known that organizational commitment indirectly does not have a significant effect on work effectiveness through organizational citizen behavior with a p-value of 0.067 > 0.05.

Total Effect

Table 7. Test Results Total Effect

	<i>Original Sample (O)</i>	<i>Sample Mean (M)</i>	<i>Standard Deviation (STDEV)</i>	<i>T Statistic (O/STDEV)</i>	<i>P Values</i>
Work Motivation -> Work Effectiveness	0.560	0.575	0.134	4.173	0.000
Organizational Commitment -> Work Effectiveness	0.219	0.209	0.119	1,838	0.067
Work Motivation -> organizational citizenship behavior	0.503	0.516	0.138	3,646	0.000

Organizational Commitment -> organizational citizenship behavior	0.256	0.249	0.124	2,058	0.040
Organizational Citizenship Behavior -> Work Effectiveness	0.661	0.655	0.105	6.314	0.000

Sources: Smart-PLS (2024)

Based on Table 7. above, it can be synthesized that the total influence value is as follows:

- The total effect of the relationship between work motivation directly and indirectly has a significant effect on work effectiveness through organizational citizen behavior with a T-statistics value (O/STDEV|) of 4.173 with p-values of 0.000 < 0.05.
- The total effect of the direct and indirect relationship between organizational commitment does not have a significant effect on work effectiveness through organizational citizen behavior with a T-statistics value (O/STDEV|) of 1.838 with p-values of 0.067 > 0.05.

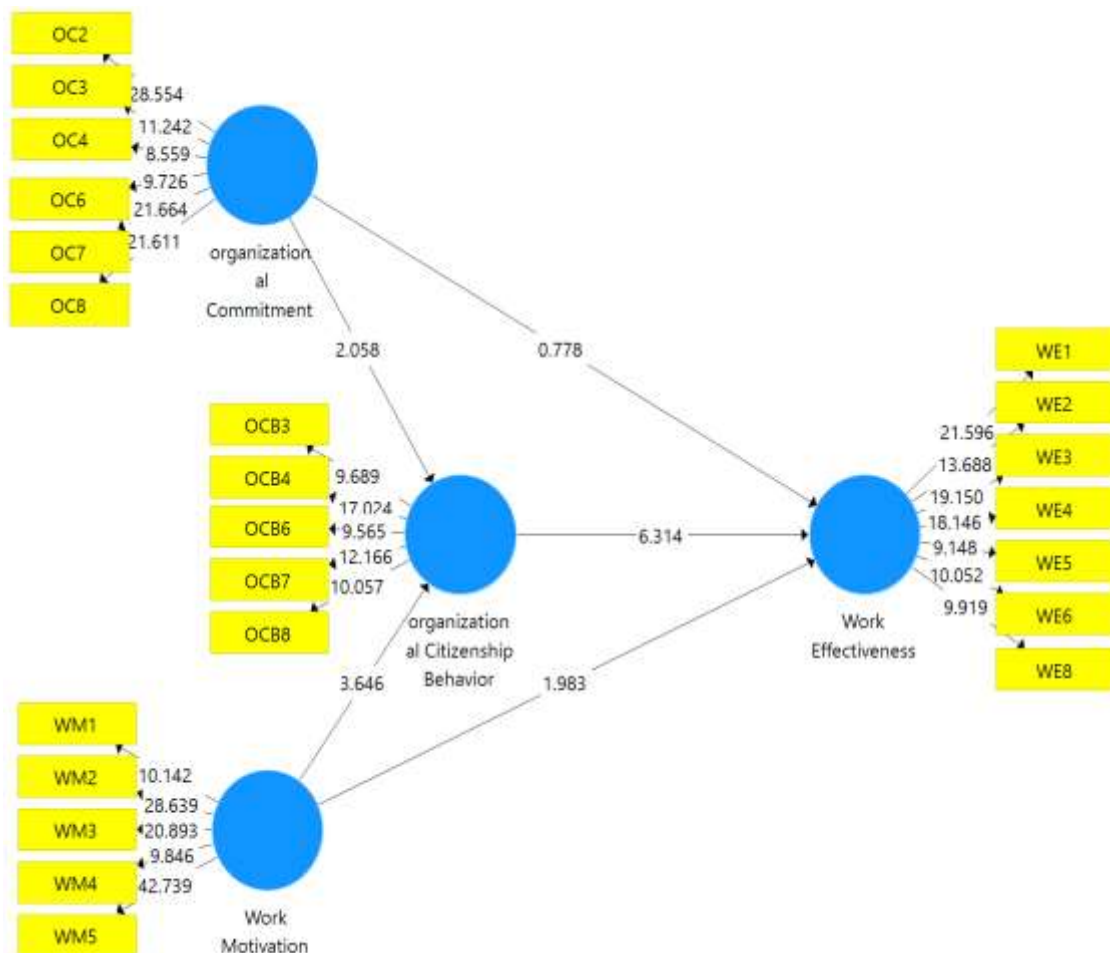


Figure 1. SEM-PLS Output (2024)

Conclusion and Suggestion

Based on the results of the research discussion above, it can be concluded that:

- Work motivation has a direct positive and significant effect on work effectiveness.
- Organizational commitment does not directly have a positive and insignificant effect on work effectiveness.
- Work motivation has a direct positive and significant effect on organizational citizenship behavior.
- Organizational commitment has a direct positive and significant effect on organizational citizenship behavior.
- Organizational citizenship behavior directly has a positive and significant impact on work effectiveness.
- Work motivation indirectly has a significant effect on work effectiveness through organizational citizen behavior.
- Organizational commitment indirectly does not have a significant effect on work effectiveness through organizational citizen behavior.

Based on the conclusions above, the following suggestions can be given:

- The work motivation of lecturers at private universities in Medan City can be improved with several effective and relevant strategies by providing appropriate appreciation for lecturers' performance is very important, creating a conducive work environment, having the opportunity to develop and be promoted, being more motivated to work hard and improving the quality of teaching and research.
- Increase organizational commitment Lecturers at private universities in Medan City require a strategic and holistic approach by building a strong and inclusive organizational culture, creating a sustainable professional development program can help increase lecturers' commitment to the organization,
- Improving Organizational Citizenship Behavior (OCB) or organizational citizenship behavior of lecturers at private universities in Medan City requires an approach that supports proactive and collaborative attitudes.
- Improving the effectiveness of lecturers' work at private universities in Medan City requires an approach that focuses on individual development and optimization of the work environment by providing continuous training and development. By strengthening lecturers' competencies through workshops, seminars, and professional development programs, they will be better prepared to face academic and administrative challenges, so that their performance becomes more effective, and the use of technology in teaching and academic management can also increase effectiveness.

References

- Abebe, A., & Assemie, A. (2023). Quality of work life and organizational commitment of the academic staff in Ethiopian universities. *Heliyon*, 9(4).
- Ahad, R., Mustafa, MZ, Mohamad, S., Abdullah, NHS, & Nordin, MN (2021). Work attitude, organizational commitment and emotional intelligence of Malaysian vocational college teachers. *Journal of Technical Education and Training*, 13(1), 15-21.
- Ali, BJ, & Anwar, G. (2021). An empirical study of employees' motivation and its influence on job satisfaction. Ali, BJ, & Anwar, G. (2021). An Empirical Study of Employees' Motivation and its Influence on Job Satisfaction. *International Journal of Engineering, Business and Management*, 5(2), 21-30.
- Anand, A., Dalmasso, A., Vessal, S.R., Parameswar, N., Rajasekar, J., & Dhal, M. (2023). The effects of job security, insecurity, and burnout on employee organizational commitment. *Journal of Business Research*, 162, 113843.

- Anwar, N., Mahmood, NHN, Yusliza, MY, Ramayah, T., Faezah, JN, & Khalid, W. (2020). Green Human Resource Management for organizational citizenship behavior towards the environment and environmental performance on a university campus. *Journal of cleaner production*, 256, 120401.
- Arisaq, I., Rivai, HA, & Lukito, H. (2023). The effect of job promotion and work environment on job satisfaction with work motivation as a moderating variable: case study of lecturers at ATI Padang Polytechnic. *Enrichment: Journal of Management*, 12(6), 5044-5051.
- Aspan, H., Rozaini., Prabowo, A., & Zahara, AN (2024). Analysis of work discipline and job satisfaction on lecturer performance in Medan City. *International Journal of Economic, Business, Accounting, Agriculture Management and Sharia Administration*, 4 (4).
- Aspan, H., Rozaini., Wahyuni., ES, & Prabowo, A. (2024). Personal Resources and Job Crafting: Implications of Work Engagement for Modern Coffee Shops Employees in Medan City. *Multidisciplinary Output Research for Actual and International Issues MORFAI JOURNAL*, 4 (2), 556-567.
- Boyd, N., & Nowell, B. (2023). Sense of community, sense of community responsibility, organizational commitment and identification, and public service motivation: A simultaneous test of affective states on employee well-being and engagement in a public service work context. In *Public Service Motivation* (pp. 76-102). Routledge.
- Charoensukmongkol, P., & Phungsoonthorn, T. (2021). The effectiveness of supervisor support in reducing perceived uncertainty and emotional exhaustion of university employees during the COVID-19 crisis: the constraining role of organizational intransigence. *The Journal of general psychology*, 148(4), 431-450.
- Cheema, S., Afsar, B., & Javed, F. (2020). Employees' corporate social responsibility perceptions and organizational citizenship orientation behaviors for the environment: The mediating roles of organizational identification and environmental fit. *Corporate Social Responsibility and Environmental Management*, 27(1), 9-21.
- Choong, YO, Ng, L.P., Ai Na, S., & Tan, C.E. (2020). The role of teachers' self-efficacy between trust and organizational citizenship behavior among secondary school teachers. *Personnel Review*, 49(3), 864-886.
- Diefendorff, J.M., Kenworthy, M.E., Lee, F.C., & Nguyen, L.K. (2022). Work motivation. In *Oxford Research Encyclopedia of Psychology*.
- Galanti, T., Guidetti, G., Mazzei, E., Zappalà, S., & Toscano, F. (2021). Working from home during the COVID-19 outbreak: The impact on remote employees' work productivity, engagement, and stress. *Journal of occupational and environmental medicine*, 63(7), e426-e432.
- Guzeller, C. O., & Celiker, N. (2020). Examining the relationship between organizational commitment and turnover intention via a meta-analysis. *International Journal of Culture, Tourism and Hospitality Research*, 14(1), 102-120.
- Hair, et al., (2017). *Multivariate Data Analysis*, New International Edition. New Jersey: Pearson.
- Hajjali, I., Kessi, AMF, Budiandriani, B., Prihatin, E., & Sufri, MM (2022). Determination of work motivation, leadership style, employee competence on job satisfaction and employee performance. *Golden Ratio of Human Resource Management*, 2(1), 57-69.
- Hajjali, I., Kessi, AMF, Budiandriani, B., Prihatin, E., & Sufri, MM (2022). Determination of work motivation, leadership style, employee competence on job satisfaction and employee performance. *Golden Ratio of Human Resource Management*, 2(1), 57-69.
- Halid, H., Kee, DMH, & Rahim, NFA (2024). Perceived human resource management practices and intention to stay in private higher education institutions in Malaysia: the role of organizational citizenship behavior. *Global Business Review*, 25(1), 162-179.
- Hanaysha, J.R. (2022). Impact of Transformational and authentic leadership on employee creativity in Malaysian higher education sector: Mediating effect of organizational citizenship behavior. *FIIB Business Review*, 23197145221130667.
- Hendaryan, D., & Widiyanto, S. (2022). The Influence of Training and Supervision on Employee Work Effectiveness. *Almana: Journal of Management and Business*, 6(3), 604-616.
- Kanat-Maymon, Y., Elimelech, M., & Roth, G. (2020). Work motivations as antecedents and outcomes of leadership: Integrating self-determination theory and the full range leadership theory. *European Management Journal*, 38(4), 555-564.
- Loan, LJMSL (2020). The influence of organizational commitment on employees' job performance: The mediating role of job satisfaction. *Management Science Letters*, 10(14), 3307-3312.
- Marcelo, KVG, Claudio, BAM, & Ruiz, JAZ (2023). Impact of Work Motivation on service advisors of a public institution in North Lima. *Southern perspective/Perspectiva austral*, 1, 11-11.
- Massoudi, AH, Jameel, AS, & Ahmad, AR (2020). Stimulating organizational citizenship behavior by applying organizational commitment and satisfaction. *International Journal of Social Sciences and Economic Review*, 2(2), 20-27.
- Mousa, M., Massoud, H.K., & Ayoubi, R.M. (2020). Gender, diversity management perceptions, workplace happiness and organizational citizenship behavior. *Employee Relations: The International Journal*, 42(6), 1249-1269.
- Nguyen, HN, Le, QH, Tran, QB, Tran, THM, Nguyen, THY, & Nguyen, TTQ (2020). The impact of organizational commitment on employee motivation: A study in Vietnamese enterprises. *The Journal of Asian Finance, Economics and Business*, 7(6), 439-447.
- Nguyen, PT, Yandi, A., & Mahaputra, MR (2020). Factors that influence employee performance: motivation, leadership, environment, organizational culture, work achievement, competence and compensation (A study of human resource management literature studies). *Dynasty International Journal of Digital Business Management*, 1(4), 645-662.
- Paais, M., & Pattiruhu, J.R. (2020). Effect of motivation, leadership, and organizational culture on satisfaction and employee performance. *The Journal of Asian Finance, Economics and Business*, 7(8), 577-588.
- Purwanto, A. (2020). The effect of transformational leadership dimensions on job satisfaction and organizational commitment: case studies in private university Lecturers. *Solid State Technology*.

- Qalati, S.A., Zafar, Z., Fan, M., Limón, MLS, & Khaskheli, M.B. (2022). Employee performance under transformational leadership and organizational citizenship behavior: A mediated model. *Heliyon*, 8 (11).
- Rahmawati, R., SULARSO, RA, SUSANTO, AB, & Handriyono, H. (2021). Determinants of competency, work behavior and work effectiveness of government apparatus: A case study in Indonesia. *The Journal of Asian Finance, Economics and Business*, 8(5), 211-219.
- Rodriguez, V. H. P., Alberca, F. E. T., & Escalante, M. R. G. (2023). Relationship of organizational commitment to teamwork in a municipality from Peru. *International Journal of Professional Business Review*, 8(1), e0693-e0693.
- Rumengan, AE, Wahyuni, ES, Ramadhan, F., & Gunawan, D. (2022). Does Organizational Commitment Mediate the Relationship Between Motivation and Organizational Citizenship Behavior? *Budapest International Research and Critics Institute-Journal (BIRCI-Journal)*, 5(3)
- Sa'adah, N., & Rijanti, T. (2022). The role of knowledge sharing, leader-member exchange (LMX) on organizational citizenship behavior and employee performance: an empirical study on public health centers of pati 1, pati 2 and tranquil in central java. *International Journal of Social and Management Studies*, 3(1), 112-131.
- Sonmez Cakir, F., & Adiguzel, Z. (2020). Analysis of leader effectiveness in organizations and knowledge sharing behavior on employees and organizations. *Sage Open*, 10(1), 2158244020914634.
- Sugiyono. (2018). *Mixed Methods Research Methods*. Bandung: CV Alfabeta.
- Supriyanto, A., Ekowati, V., & Maghfuroh, U. (2020). Do organizational citizenship behavior and work satisfaction mediate the relationship between spiritual leadership and employee performance?. *Management Science Letters*, 10(5), 1107-1114.
- To, W.M., & Huang, G. (2022). Effects of equity, perceived organizational support and job satisfaction on organizational commitment in Macao's gaming industry. *Management Decision*, 60(9), 2433-2454.
- Wahyudi, W. (2022). Five components of work motivation in the achievement of lecturer performance. *Scientific Journal of Reflection: Economics, Accounting, Management and Business*, 5(2), 466-473.
- Wang, W., Albert, L., & Sun, Q. (2020). Employee isolation and telecommuter organizational commitment. *Employee Relations: The International Journal*, 42(3), 609-625.
- Wasyifa, OM, Mulyani, DR, Utami, P., Ratnasari, R., & Satriadi, S. (2024). The Influence of Motivation, Communication and Job Stress on Employees. *International Journal of Management Research and Economics*, 2(1), 141-152.
- Werdhiastutie, A., Suhariadi, F., & Partiw, S.G. (2020). Achievement motivation as antecedents of quality improvement of organizational human resources. *Budapest International Research and Critics Institute-Journal (BIRCI-Journal) Volume, 3, 747-752*.
- Widarko, A., & Anwarodin, MK (2022). Work motivation and organizational culture on work performance: Organizational citizenship behavior (OCB) as mediating variable. *Golden Ratio of Human Resource Management*, 2(2), 123-138.
- Yaakobi, E., & Weisberg, J. (2020). Organizational citizenship behavior predicts quality, creativity, and efficiency performance: The roles of occupational and collective efficacy. *Frontiers in Psychology*, 11, 496345.
- Zaman, M., Novitasari, D., Goestjahjanti, FS, Fahlevi, M., Nadeak, M., Fahmi, K., & Asbari, M. (2020). Effect of readiness to change and effectiveness of transformational leadership on workers' performance during the COVID-19 pandemic. *Solid State Technology*, 63(1), 185-200.
- Zhao, H., Zhou, Q., He, P., & Jiang, C. (2021). How and when does socially responsible HRM affect employees' organizational citizenship behaviors toward the environment? *Journal of Business Ethics*, 169, 371-385.