

The Effect of Job Stress and Job Embeddedness on Organizational Citizenship Behavior among Civil Servants at the Technical Implementation Unit (UPTD) of Sungai Raya dalam Community Health Center, Kubu Raya Regency

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ABSTRACT

This study aims to analyze the effects of Job Stress and Job Embeddedness on the Organizational Citizenship Behavior of civil servants at the Technical Implementation Unit (UPTD) of Sungai Raya Dalam Community Health Center, Kubu Raya Regency. The study employed a quantitative approach with an associative research design. The population consisted of 47 civil servants at the UPTD Sungai Raya Dalam Community Health Center, excluding the head of the community health center. All members of the population were included in the sample, resulting in 47 respondents. Primary data were collected through interviews and questionnaires, while secondary data were obtained from institutional documentation. The data were analyzed using multiple linear regression, the correlation coefficient, the coefficient of determination, the F-test, and the t-test with the assistance of SPSS software. Partially, Job Stress had a negative and significant effect on Organizational Citizenship Behavior, whereas Job Embeddedness had a positive and significant effect. Simultaneously, Job Stress and Job Embeddedness had a significant effect on Organizational Citizenship Behavior. The correlation coefficient of 0.771 indicates a strong relationship, while the coefficient of determination of 0.595 indicates that the two variables explained 59.5% of the variation in Organizational Citizenship Behavior.

INTRODUCTION

Behind the achievement of organizational objectives lies a range of employee dynamics related to work pressure, attachment to the organization, and willingness to contribute beyond formal duties. Human resource management encompasses planning, implementation, recruitment, training, career development, and organizational development in managing the workforce (Supriadi et al., 2022). In performing their duties, employees may experience job stress, which is characterized by feelings of pressure as well as changes in emotions, thought patterns, and physical conditions when facing job demands (Sinambela, 2016). Employees' decisions to remain with an organization are also associated with job embeddedness, namely

the psychological, social, and financial attachment that influences an individual's choice to stay in or leave a job (Mitchell & Lee, 2001, as cited in Haryati, 2023). Meanwhile, Organizational Citizenship Behavior refers to voluntary behavior beyond formal responsibilities that is undertaken on individual initiative and is not directly associated with the organization's reward system (Afandi, 2018). Such behavior may include helping coworkers, volunteering, demonstrating creativity, and contributing beyond formal role requirements (Qiu et al., 2019, as cited in Fiernaningsih et al., 2024).

Health services are a public right that includes access to safe, high-quality, and affordable care, as stipulated in Law of the Republic of Indonesia Number 36 of 2009. A community health center serves as a primary healthcare facility that provides promotive and preventive services within its service area (Regulation of the Minister of Health of the Republic of Indonesia Number 75 of 2014). Sungai Raya District has four non-inpatient community health centers, namely Sungai Raya Dalam, Sungai Durian, Kopri, and Sungai Asam Community Health Centers (pkm-serdam.kuburaya.go.id, 2026). The Technical Implementation Unit (UPTD) of Sungai Raya Dalam Community Health Center provides general outpatient, oral and dental health, child health, maternal and child health, laboratory, nutrition and noncommunicable disease, pharmacy, acute respiratory infection, innovative, and delivery services (UPTD Sungai Raya Dalam Community Health Center, 2026).

The number of outpatient visits to the UPTD Sungai Raya Dalam Community Health Center increased from 67,899 visits in 2022 to 71,319 in 2023, 76,944 in 2024, and 82,635 in 2025 (UPTD Sungai Raya Dalam Community Health Center, 2026). In 2026, the center had 86 employees, whereas the required staffing level was 120 employees, resulting in a shortage of 34 employees. The largest shortage occurred in the Individual Health Services (UKP) Pharmacy and Laboratory Unit, which lacked 20 employees, or 58.82% of the total staffing shortage. Increased workload has been shown to have a positive and significant association with job stress (Yuliyanti et al., 2024). Working conditions involving excessive workload, time pressure, limited authority, interpersonal conflict, poor supervision, and role ambiguity may also trigger job stress (Handoko, 2001, as cited in Asih et al., 2018). Employees' responses to work pressure are influenced by the work environment, the intensity of the pressure, individual characteristics, and perceptions of job difficulty (Busro, 2017).

Employment-related problems are also reflected in the attendance data of civil servants at the UPTD Sungai Raya Dalam Community Health Center. The absenteeism rate decreased from 2.52% in 2022 to 2.00% in 2023 and 0.75% in 2024, before increasing to 3.19% in 2025 (UPTD Sungai Raya Dalam Community Health Center, 2026). The absenteeism rate is calculated by comparing the number of lost workdays with the total number of employee workdays (Hasibuan, 2020). In 2025, employee tardiness totaled 184,326 minutes, while early departures totaled 294,332 minutes (UPTD Sungai Raya Dalam Community Health Center, 2026). Job stress is known to contribute indirectly to employee absenteeism (Sajjad & Hassan, 2025), whereas job embeddedness is negatively associated with absenteeism (Zhang et al., 2023). Organizational Citizenship Behavior is also associated with reduced employee absenteeism (Tremblay, 2024). Withdrawal behaviors in the form of absence, tardiness, and task avoidance are associated with job stress when job demands exceed individual resources (Benu et al., 2019). The relationship between job embeddedness and absence and tardiness was reported by Azad et al. (2024), whereas the relationship between Organizational Citizenship Behavior and employee attendance behavior was identified by Smith et al. (2016).

The performance score of the UPTD Sungai Raya Dalam Community Health Center increased from 88.72% in 2022 to 90.60% in 2023, before declining to 86.64% in 2024 (UPTD Sungai Raya Dalam Community Health Center, 2026). Job stress is associated with service quality because increased work pressure may be followed by a decline in the quality of services provided to the public. Organizational Citizenship Behavior is also related to the quality of public services delivered by employees (Meilina & Widodo, 2018). At the individual level, civil servant performance ratings changed from good in 2022 and 2023 to very good in 2024, based on employees' work results and work behavior (Regulation of the Minister of Administrative and Bureaucratic Reform of the Republic of Indonesia Number 6 of 2022; UPTD Sungai Raya Dalam Community Health Center, 2026). Previous research has shown that job stress has a positive and significant effect on employee performance (Supriyanto & Nadiyah, 2022). Job embeddedness also has a positive and significant effect on employee performance (Silva et al., 2025), whereas Organizational Citizenship Behavior has a significant effect on employee performance (Fadly et al., 2021).

Among the previous studies reviewed in this research, Hermawan et al. (2022) and Wibowo (2025) found that Job Stress had a positive and significant effect on Organizational Citizenship Behavior. These studies combined Job Stress and the Work Environment and used Organizational Commitment as a mediating variable. Meanwhile, Ristiarli and Nugroho (2024) found that Job Embeddedness, Emotional Intelligence, and Employee Engagement had positive and significant effects on Organizational Citizenship Behavior among company employees. Other studies have primarily examined the relationship of each variable with absenteeism, tardiness, service quality, or employee performance separately (Silva et al., 2025). Based on this body of research, the simultaneous effect of Job Stress and Job Embeddedness on Organizational Citizenship Behavior among civil servants in a healthcare facility has not been examined in the previous studies used as references in this research.

This study positions Job Stress and Job Embeddedness as independent variables and Organizational Citizenship Behavior as the dependent variable among civil servants at the UPTD Sungai Raya Dalam Community Health Center, Kubu Raya Regency. In view of the increase in patient visits, staffing shortages, changes in absenteeism, tardiness, early departures, and changes in the community health center's performance score, this study aims to analyze the partial and simultaneous effects of Job Stress and Job Embeddedness on the Organizational Citizenship Behavior of civil servants at the UPTD Sungai Raya Dalam Community Health Center, Kubu Raya Regency.

RESEARCH METHODS

This study employed a quantitative approach with an associative research design to analyze the effects of Job Stress and Job Embeddedness on the Organizational Citizenship Behavior of civil servants at the UPTD Sungai Raya Dalam Community Health Center, Kubu Raya Regency. Associative research is used to identify relationships between two or more variables and to explain the pattern of effects among the research variables (Siregar, 2020). The population comprised all 47 civil servants at the UPTD Sungai Raya Dalam Community Health Center, excluding the head of the community health center. All members of the population were included in the study, resulting in a sample of 47 respondents. The study used both primary and secondary data. Primary data were obtained directly through an interview with the Head of Administration and through questionnaires distributed to the respondents, whereas secondary data included patient visits, number of employees, absenteeism, tardiness, early departures,

staffing requirements, the community health center's performance score, and employee performance ratings.

The independent variables in this study were Job Stress and Job Embeddedness, while the dependent variable was Organizational Citizenship Behavior. Job Stress was analyzed through task demands, role demands, interpersonal demands, organizational structure, and organizational leadership (Afandi, 2018). Job Embeddedness was analyzed based on the dimensions of fit, links, and sacrifice, which represent compatibility, connections, and the perceived losses associated with leaving one's job (Mitchell & Lee, 2011, as cited in Haryati, 2023). Organizational Citizenship Behavior was analyzed through the dimensions of altruism, courtesy, sportsmanship, civic virtue, and conscientiousness (Afandi, 2018). The variables were measured using a five-point Likert scale with the response options strongly agree, agree, somewhat agree, disagree, and strongly disagree, scored from 5 to 1, respectively (Siregar, 2020).

Data were analyzed using SPSS software. Instrument testing included Pearson's Product-Moment Correlation for validity and Cronbach's Alpha for reliability, with a coefficient greater than 0.60 indicating reliability (Siregar, 2020). Classical assumption testing consisted of the Kolmogorov–Smirnov normality test (Ghozali & Kusumadewi, 2023), Test for Linearity (Machali, 2021), and multicollinearity testing based on Tolerance and Variance Inflation Factor (VIF) values (Ghozali, 2021). Hypothesis testing used multiple linear regression with the model $Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \varepsilon$, where Y represents Organizational Citizenship Behavior, X_1 represents Job Stress, and X_2 represents Job Embeddedness. The correlation coefficient was used to assess the strength of the relationship among the variables, while the coefficient of determination (R^2) measured the proportion of variation in Organizational Citizenship Behavior explained by Job Stress and Job Embeddedness. The t-test examined the partial effect of each independent variable, whereas the F-test examined their simultaneous effect. Hypotheses were tested at a significance level of 0.05 and were supported when the significance value was less than 0.05 (Siregar, 2020).

RESULT AND DISCUSSION

Test Research Instruments

a. Validity Test

The validity test was conducted to ensure that each questionnaire item accurately measured the research variable. The test compared the r-count values with the r-table. With a sample of 47 respondents, the degrees of freedom were $df = 45$, and the r-table was 0.287 at a significance level of 0.05. The validity test results are presented in Table 1.

Table 1. Validity Test Results

Variable	Indicator	r-count	r-table	Description
Job Stress (X1)	X1.1	0.543	0.287	Valid
	X1.2	0.812		
	X1.3	0.756		
	X1.4	0.480		
	X1.5	0.826		
	X1.6	0.614		
	X1.7	0.690		
	X1.8	0.792		
	X1.9	0.558		

Job Embeddedness (X2)	X1.10	0.691	0.287	Valid
	X2.1	0.813		
	X2.2	0.793		
	X2.3	0.775		
	X2.4	0.792		
	X2.5	0.653		
	X2.6	0.754		
Organizational Citizenship Behavior (Y)	Y.1	0.568	0.287	Valid
	Y.2	0.454		
	Y.3	0.632		
	Y.4	0.711		
	Y.5	0.613		
	Y.6	0.662		
	Y.7	0.693		
	Y.8	0.764		
	Y.9	0.788		
	Y.10	0.430		

Source: Processed Data, 2026

Based on the validity test results in Table 1, all items for Job Stress (X1), Job Embeddedness (X2), and Organizational Citizenship Behavior (Y) had r-count values greater than the r-table of 0.287. Therefore, all statement items were declared valid and suitable for use as research instruments.

b. Reliability Test

The reliability test was conducted to assess the consistency of the research instruments using Cronbach's Alpha. A variable was considered reliable when its Cronbach's Alpha value was at least 0.60. The reliability test results are presented in Table 2.

Table 2. Reliability Test Results

Variable	Cronbach's Alpha	Description
Job Stress (X1)	0.863	Reliable
Job Embeddedness (X2)	0.854	
Organizational Citizenship Behavior (Y)	0.824	

Based on the reliability test results in Table 2, all variables had Cronbach's Alpha values above 0.60. Thus, all statement items were declared reliable and suitable for use as research instruments.

Classical Assumption Tests

a. Normality Test

The normality test was conducted using the Kolmogorov–Smirnov method to ensure that the research data were normally distributed. The data were considered normally distributed when the Asymp. Sig. (2-tailed) value was at least 0.05. The normality test results are presented in Table 3.

Table 3. Normality Test Results

Test	Value
N (Sample)	47
Test Statistic	.112

Asymp.Sig.(2-tailed)

.181^c

Source: Processed Data, 2026

Based on the Kolmogorov–Smirnov test presented in Table 3, the Asymp. Sig. (2-tailed) value was 0.181, which was greater than 0.05. Therefore, the research data were normally distributed.

b. Linearity Test

The linearity test was conducted using the Test for Linearity to assess the linear relationship between the independent and dependent variables. A relationship was considered linear when the Sig. Linearity value was below 0.05 and the Sig. Deviation from Linearity value was above 0.05. The results are presented in Table 4.

Table 4. Linearity Test Results

Variable	Linearity	Deviation from Linearity	Description
Organizational Citizenship Behavior * Job Stress	.003	.160	Linear
Organizational Citizenship Behavior * Job Embeddedness	.001	.053	

Source: Processed Data, 2026

The linearity test results in Table 4 show that Job Stress (X1) and Job Embeddedness (X2) had Sig. Linearity values of 0.003 and 0.001, respectively, and Sig. Deviation from Linearity values of 0.160 and 0.053, respectively. Because the Sig. Linearity values were below 0.05 and the Sig. Deviation from Linearity values were above 0.05, both independent variables had linear relationships with Organizational Citizenship Behavior (Y).

c. Multicollinearity Test

The multicollinearity test was conducted to detect high correlations among the independent variables in the regression model. The multicollinearity test results are presented in Table 5.

Table 5. Multicollinearity Test Results

Model		Collinearity Statistics	
		Tolerance	VIF
	Job Stress	.964	1.037
	Job Embeddedness	.964	1.037
a. Dependent Variable: Organizational Citizenship Behavior			

Source: Processed Data, 2026

Based on the multicollinearity test results in Table 5, Job Stress (X1) and Job Embeddedness (X2) had VIF values of 1.037 and Tolerance values of 0.964. Because the VIF values were below 10.00 and the Tolerance values were above 0.10, the regression model was free from multicollinearity.

Hypothesis Testing

a. Multiple Linear Regression Analysis

Multiple linear regression analysis was used to examine the partial and simultaneous effects of Job Stress (X1) and Job Embeddedness (X2) on Organizational Citizenship Behavior (Y). The results are presented in Table 6.

Table 6. Multiple Linear Regression Analysis Results

Coefficients ^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	2.210	.470		4.706	.000
Job Stress	-.227	.080	-.276	-2.827	.007
Job Embeddedness	.561	.082	.670	6.850	.000

a. Dependent Variable: Organizational Citizenship Behavior

Source: Processed Data, 2026

Based on the multiple linear regression results in Table 6, the regression equation is expressed as follows:

$$Y = 2.210 - 0.227X_1 + 0.561X_2$$

- 1) The constant value of 2.210 indicates that when Job Stress (X_1) and Job Embeddedness (X_2) are equal to 0, Organizational Citizenship Behavior (Y) has a value of 2.210.
- 2) The Job Stress (b_1) coefficient of -0.227 indicates a negative relationship. A one-unit increase in Job Stress is predicted to decrease Organizational Citizenship Behavior by 0.227 units.
- 3) The Job Embeddedness (b_2) coefficient of 0.561 indicates a positive relationship. A one-unit increase in Job Embeddedness is predicted to increase Organizational Citizenship Behavior by 0.561 units.

b. Correlation Coefficient Analysis (R)

Correlation coefficient analysis was used to measure the strength and direction of the relationships among the variables using the Product-Moment method. The results are presented in Table 7.

Table 7. Correlation Coefficient Test Results (R)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.771 ^a	.595	.576	.31197

Predictors: (Constant), Job Embeddedness, Job Stress.

Source: Processed Data, 2026

Based on the correlation analysis results in Table 7, the correlation coefficient (R) was 0.771. This value indicates that the relationships of Job Stress and Job Embeddedness with Organizational Citizenship Behavior were strong.

c. Coefficient of Determination (R^2)

Based on the coefficient of determination (R^2) test presented in Table 7, the R^2 value was 0.595, indicating that Job Stress and Job Embeddedness accounted for 59.5% of the variation in Organizational Citizenship Behavior. The remaining 40.5% was influenced by other factors not analyzed in this study.

d. Simultaneous Test (F Test)

The F -test was used to analyze the simultaneous effects of Job Stress and Job Embeddedness on Organizational Citizenship Behavior. The test results are presented in Table 8.

Table 8. Simultaneous Test Results (F Test)

Model	Sum of Squares	Mean Square	F	Significance
Regression	6.286	3.143	32.293	.000 ^b
Residual	4.282	.097		

Dependent Variable: Organizational Citizenship Behavior

Predictors: (Constant), Job Embeddedness, Job Stress

Source: Processed Data, 2026

Based on the simultaneous test (F-test) results in Table 8, the calculated F-value of 32.293 was greater than the critical F-value of 3.20, with a significance value of $0.000 < 0.05$. Therefore, Job Stress and Job Embeddedness simultaneously had a significant effect on Organizational Citizenship Behavior.

e. Partial Test (t Test)

The t-test was used to analyze the partial effects of Job Stress and Job Embeddedness on Organizational Citizenship Behavior. The test results are presented in Table 9.

Table 9. Partial Test Results (t Test)

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	2.210	.470		4.706	.000
Job Stress	-.227	.080	-.276	-2.827	.007
Job Embeddedness	.561	.082	.670	6.850	.000

a. Dependent Variable: Organizational Citizenship Behavior

Source: Processed Data, 2026

As presented in Table 9, the critical t-value in this study was 1.679. The partial test results are explained as follows:

- 1) Job Stress (X1) had a calculated t-value of -2.827 with a significance value of $0.007 < 0.05$. Indicating that Job Stress had a negative and significant partial effect on Organizational Citizenship Behavior.
- 2) Job Embeddedness (X2) had a calculated t-value of 6.850 with a significance value of $0.000 < 0.05$. Indicating that Job Embeddedness had a positive and significant partial effect on Organizational Citizenship Behavior.

DISCUSSION

The Effect of Job Stress on Organizational Citizenship Behavior

The results show that Job Stress had a negative and significant effect on the Organizational Citizenship Behavior of civil servants at the UPTD Sungai Raya Dalam Community Health Center, Kubu Raya Regency. This finding indicates that increasing work pressure tends to reduce employees' willingness to perform voluntary behaviors beyond their formal responsibilities. In the context of the community health center, civil servants are required to maintain public services while facing increasing patient visits and staffing shortages. Under such conditions, employees experiencing greater stress may devote more of their energy and attention to completing their primary duties, leaving fewer resources for voluntary behaviors such as helping coworkers, participating in organizational activities, or taking additional initiative. This explanation is supported by Eatough et al. (2011), who found that role stressors, particularly role ambiguity and role conflict, were negatively related to Organizational Citizenship Behavior. De Clercq and Belausteguigoitia (2024) also found that job stress can reduce employees' Organizational Citizenship Behavior when their personal and contextual resources are limited.

The direction of this finding differs from Hermawan et al. (2022) and Wibowo (2025), who reported a positive effect or relationship between Job Stress and Organizational Citizenship Behavior. The difference may be related to the characteristics of the research settings and models used. Hermawan et al. (2022) examined healthcare workers in a hospital and included Organizational Commitment as a mediating variable, whereas Wibowo (2025) examined employees in the manufacturing sector. In this study, the negative relationship found among civil servants at a community health center suggests that work pressure is more likely to restrict, rather than encourage, employees' extra-role contributions. Therefore, managing excessive work pressure is important not only for employees themselves but also for maintaining the willingness to cooperate and contribute beyond formal duties in public healthcare services.

The Effect of Job Embeddedness on Organizational Citizenship Behavior

The results show that Job Embeddedness had a positive and significant effect on the Organizational Citizenship Behavior of civil servants at the UPTD Sungai Raya Dalam Community Health Center, Kubu Raya Regency. Employees who feel compatible with their jobs, have strong relationships within the workplace, and perceive meaningful sacrifices associated with leaving the organization are more likely to maintain their involvement in the organization. These conditions can encourage employees to help coworkers, participate in organizational activities, and perform responsibilities beyond what is formally required. In a community health center, where service delivery depends on coordination among employees, stronger attachment to the workplace can therefore become an important basis for voluntary cooperation.

This finding is consistent with Maharani and Satria (2024) and Ristiarli and Nugroho (2024), who found that Job Embeddedness had a positive and significant effect on Organizational Citizenship Behavior. It is also supported by Lee et al. (2004), who showed that on-the-job embeddedness was positively related to citizenship behavior even after job satisfaction and organizational commitment were taken into account. The findings of the present study therefore suggest that strengthening employees' fit with their jobs, workplace relationships, and sense of belonging may help sustain voluntary contributions among civil servants, particularly when the organization is operating under staffing and service demands.

The Effects of Job Stress and Job Embeddedness on Organizational Citizenship Behavior

The results show that Job Stress and Job Embeddedness simultaneously had a significant effect on the Organizational Citizenship Behavior of civil servants at the UPTD Sungai Raya Dalam Community Health Center, Kubu Raya Regency. This finding indicates that Organizational Citizenship Behavior is associated not only with the pressure employees experience at work but also with the extent to which they feel attached to their jobs and organization. Job Stress may limit employees' willingness and capacity to perform activities beyond their formal responsibilities, whereas Job Embeddedness can strengthen their willingness to remain involved and contribute voluntarily to the organization. Previous studies provide support for these relationships from different perspectives. Hermawan et al. (2022) demonstrated the role of Job Stress in explaining Organizational Citizenship Behavior, while Ristiarli and Nugroho (2024) showed that Job Embeddedness, together with other employee-related factors, significantly contributed to Organizational Citizenship Behavior. The negative relationship between work-related stressors and citizenship behavior has also been supported

by Eatough et al. (2011), whereas Lee et al. (2004) demonstrated that on-the-job embeddedness was positively associated with citizenship behavior.

In the context of the UPTD Sungai Raya Dalam Community Health Center, these findings suggest that encouraging employees to contribute beyond their formal duties requires attention to both sides of the work experience. Reducing excessive work pressure alone may not be sufficient if employees do not feel strongly connected to their jobs and organization. Conversely, strong Job Embeddedness does not mean that excessive work pressure can be ignored. Therefore, appropriate task distribution, supportive working relationships, and stronger employee attachment to the workplace need to be developed together to maintain voluntary cooperation and extra-role contributions among civil servants.

CONCLUSIONS AND RECOMMENDATIONS

The results show that Job Stress and Job Embeddedness simultaneously had a significant effect on the Organizational Citizenship Behavior of civil servants at the UPTD Sungai Raya Dalam Community Health Center, Kubu Raya Regency. Partially, Job Stress had a negative and significant effect on Organizational Citizenship Behavior, whereas Job Embeddedness had a positive and significant effect. These findings indicate that increased job stress tends to reduce employees' voluntary behavior, while stronger attachment to their jobs and organization can enhance Organizational Citizenship Behavior.

The simultaneous test results show that Job Stress and Job Embeddedness simultaneously had a significant effect on Organizational Citizenship Behavior. The correlation coefficient indicates that the relationships of Job Stress and Job Embeddedness with Organizational Citizenship Behavior were strong. Meanwhile, the coefficient of determination of 0.595 indicates that the two variables explained 59.5% of the variation in Organizational Citizenship Behavior, while the remaining 40.5% was influenced by other factors not analyzed in this study.

In practical terms, the UPTD Sungai Raya Dalam Community Health Center, Kubu Raya Regency, needs to manage workloads, task allocation, work pressure, and organizational support proportionately to reduce employee job stress. In addition, the organization needs to strengthen Job Embeddedness by providing a supportive work environment, fostering harmonious working relationships, improving the fit between employees and their jobs, and enhancing employees' sense of belonging to the organization. These efforts are expected to encourage employees to demonstrate helping behavior, concern for the organization, discipline, and voluntary contributions beyond their formal obligations.

This study was limited to civil servants at the UPTD Sungai Raya Dalam Community Health Center, Kubu Raya Regency, and included only Job Stress and Job Embeddedness as independent variables. Therefore, future research is recommended to expand the research setting and sample size and to include other variables, such as job satisfaction, organizational commitment, perceived organizational support, leadership, work motivation, and organizational culture, so that the factors influencing Organizational Citizenship Behavior can be explained more comprehensively.

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