

The Influence of Organizational Culture and Work Motivation on Organizational Citizenship Behavior (OCB) Among Inpatient Ward Nurses of NTB Provincial Regional Hospital

Simson Albert Togar Dafarius*, Sarifudin Serip

University of Mataram, Mataram, Indonesia

*Corresponding author. Email: simson.dfrs@gmail.com

ABSTRACT

This study examines the influence of organizational culture and work motivation on Organizational Citizenship Behavior (OCB) among inpatient unit nurses at the NTB Provincial Hospital. The type of research used is associative research, which is conducted to determine the influence or relationship between independent and dependent variables. The respondents in this study were 78 individuals. The data analysis technique used is multiple linear regression analysis using SPSS. The results of the study indicate that: (1) organizational culture has a positive and significant influence on Organizational Citizenship Behavior (OCB) among inpatient unit nurses at the NTB Provincial Hospital, (2) work motivation has a positive and significant influence on Organizational Citizenship Behavior (OCB) among inpatient unit nurses at the NTB Provincial Hospital.

Keywords: Nurses, Organizational Culture, Work Motivation, Organizational Citizenship Behavior (OCB)

1. INTRODUCTION

Human resources are a very important element in an organization to achieve its stated goals. Therefore, to achieve these goals, organizations or agencies certainly need quality human resources (HR). Having quality human resources is very necessary, this is because human resources will be the main actors in moving an organization. As time goes by, hospital organizations need employees who not only carry out their main duties, but also play an active role in improving the quality of service and making a greater contribution to the organization. Therefore, the role of Organizational Citizenship Behavior (OCB) becomes increasingly important in the hospital context.

Organizational Citizenship Behavior (OCB) is the voluntary behavior of a worker who is willing to carry out tasks or work outside of his responsibilities or obligations for the progress or benefit of his organization (Garay, 2006). Meanwhile, Purba and Seniati (2004), explained that Organizational Citizenship Behavior (OCB) is a form of behavior that is an individual choice and initiative, not related to the organization's formal reward system. This means that this behavior is not included in the employee's job requirements or job description so that if it is not displayed, it will not be punished.

Based on the results of initial interviews conducted by researchers with inpatient installation nurses at the NTB Provincial Regional Hospital, a phenomenon was found where the majority of nurses showed high levels of Organizational Citizenship Behavior (OCB), while several other nurses showed low levels of Organizational Citizenship Behavior (OCB). This can be seen from the lack of collaboration and assistance between colleagues when they face difficulties and need information, both in work and personal matters. Some nurses still seem to lack discipline regarding work hours, some nurses arrive on time while there are also those who are still late. It was also seen that some nurses did not carry out the additional tasks they were given seriously and optimally. Some nurses also expressed that there were interpersonal conflicts that affected work relationships and productivity, such as incompatibility between departments which gave rise to disagreements and tension between nurses. Meanwhile, some nurses feel that they are happy to train and help new nurses who need help and direction, help their colleagues even when they are on break time, and provide input to superiors to improve the effectiveness of services.

Regarding organizational culture, researchers saw that the organizational culture that was growing and developing among several nurses in the inpatient installation at the NTB Provincial Regional Hospital was in a strong condition, while several other nurses were still in a weak condition. This is reflected in the lack of courage of some nurses in making decisions that they feel are right, they also feel that their good performance is still underappreciated, and they

even feel that cooperation between team members is still not good. Meanwhile, several other nurses felt that they understood the norms that they had to comply with at the NTB Provincial Regional Hospital, the values that grew within the NTB Provincial Regional Hospital helped them in making morally good decisions. Several nurses also said that their colleagues had high enthusiasm and were hard workers, their work quality and productivity were high.

Regarding work motivation, researchers saw that several inpatient installation nurses at the NTB Provincial Regional Hospital had high work motivation, while several other nurses had low work motivation. Some nurses said that they felt that their performance did not receive enough praise, the responsibilities given to them felt less significant for the service, and some nurses felt that their opportunities for career development were not very great, these things resulted in work motivation for some of these nurses to be low. Some nurses also seem to tend to distance themselves from big responsibilities, such as being a shift leader or picket team leader. Meanwhile, several nurses expressed that they felt supported in developing their careers and skills, they felt motivated when given greater responsibility, and felt more motivated when their work was more challenging and more meaningful. Not infrequently, there are some nurses who independently develop their potential by taking part in training to improve their abilities using personal funds, but there are also nurses who are less motivated to do this.

2. RESEARCH METHODS

The type of research used is causal associative research. According to Bakry (2015), causal associative research is research that aims to determine the influence between two or more variables. This research explains the relationship between influencing and being influenced by the variables to be studied. This research will explain the influence of organizational culture and work motivation on Organizational Citizenship Behavior (OCB) of inpatient installation nurses at the NTB Provincial Regional Hospital.

This research uses a sample survey data collection method. Somantri (2006) stated that a sample is a small part of the population taken according to certain procedures so that it can represent the population. This method can be done by distributing questionnaires to respondents.

3. RESULTS AND DISCUSSION

Table 1. Multiple Linear Regression Coefficients and Significant Values Result

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	,486	,383		1,270	,208		
1 Organizational Culture	,652	.137	,545	4,748	,000	,424	2,359
1 Work motivation	,247	.109	,261	2,274	.026	,424	2,359

Based on the multiple linear regression equation, a constant value (α) of 0.486 can be obtained. This shows that if there is no influence of organizational culture and work motivation variables, then the value of increasing Organizational Citizenship Behavior (OCB) for inpatient nurses at the NTB Provincial Regional Hospital is 0.486.

Based on the multiple linear regression equation, the organizational culture variable (X1) is positive at 0.652 (65.2%), which means that every unit increase in the organizational culture variable will increase the Organizational Citizenship Behavior (OCB) of inpatient nurses at the NTB Provincial Regional Hospital by 0.817 units with the assumption that other variables do not change or remain constant. Thus, it can be said that if organizational culture can be implemented well by a company or organization, the Organizational Citizenship Behavior (OCB) of inpatient nurses at the NTB Provincial Regional Hospital will be higher.

Based on the multiple linear regression equation, the work motivation variable (X2) is positive at 0.247 (24.7%), which means that every unit increase in the work environment variable will increase the Organizational Citizenship Behavior (OCB) of inpatient nurses at the NTB Provincial Regional Hospital by 0.309 units with the assumption that other variables do not change or remain constant. Thus, it can be said that if nurses' work motivation is high, the Organizational Citizenship Behavior (OCB) of inpatient nurses at NTB Provincial Regional Hospital will be higher.

Table 2. Hypothesis Test Results

No	Variable	Regression Coefficients	t count	t table	Sig.	Information
1	Organizational Culture (X1)	0.137	4,748	1,992	0.000	Significant
2	Work Motivation (X2)	0.109	2,274	1,992	0.026	Significant

Based on the table above, the level of significance of the organizational culture variable (X1) on Organizational Citizenship Behavior (OCB) of inpatient nurses at NTB Provincial Regional Hospital obtained a regression coefficient value of 0.137, the calculated t value of 4.748 is greater than the t table value of 1.992 and a significance value of 0.000. Therefore, if the significance value is $0.000 < 0.05$ or 5%, it can be stated that there is a positive and significant influence of organizational culture variables on Organizational Citizenship Behavior (OCB). Thus, because H_0 is accepted, namely organizational culture has a positive and significant effect on Organizational Citizenship Behavior (OCB) of inpatient nurses at the NTB Provincial Regional Hospital.

Next, for the level of significance of the work motivation variable (X2) on the Organizational Citizenship Behavior (OCB) of inpatient nurses at the NTB Provincial Regional Hospital, the regression coefficient value was 0.109, the calculated t value was 2.274, which was greater than the t table value of 1.992 and a significance value of 0.026. Because the significance value is $0.026 < 0.05$ or 5%, it can be stated that there is a positive and significant influence of the work motivation variable on Organizational Citizenship Behavior (OCB). Thus, H_0 is accepted, which states that work motivation has a positive and significant effect on Organizational Citizenship Behavior (OCB) of inpatient nurses at the NTB Provincial Regional Hospital.

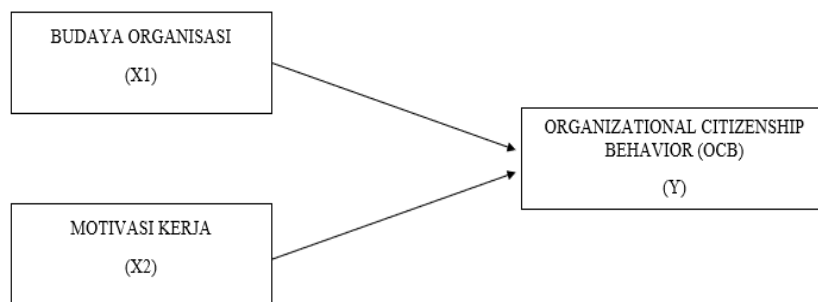


Figure 1. Research Model

The results of this research succeeded in proving that the first hypothesis 1 (H_1), namely that organizational culture has a positive and significant effect on the Organizational Citizenship Behavior (OCB) of inpatient installation nurses at the NTB Provincial Regional Hospital. This means that if a company's organizational culture is strong, the level of Organizational Citizenship Behavior (OCB) will be higher. On the other hand, if the organizational culture is weak, then the level of Organizational Citizenship Behavior (OCB) will get lower.

In general, organizational cultures that promote collaboration, mutual assistance, and appreciation for individual contributions tend to encourage Organizational Citizenship Behavior (OCB). When employees feel supported and appreciated by the work environment, they are more likely to engage in positive behaviors such as helping coworkers, holding high work standards, and actively participating in company activities. Organizational culture that strengthens norms that support Organizational Citizenship Behavior (OCB) can also influence employee perceptions of the company as a whole. Employees who feel that the company promotes values such as cooperation, opportunities to learn, and appreciation for individual contributions tend to have higher loyalty to the company and are more motivated to contribute positively.

The results of this research are in line with the opinion of Kreitner and Kinicki (2014) who state that organizational culture is a set of assumptions that are shared and accepted implicitly and held by a group that determines how it is felt, thought about, and reacted to various environments. Besides that The theory that supports this research is the theory from Wirawan (2014) which states that the factors that influence Organizational Citizenship Behavior (OCB) include; personality, organizational culture, organizational climate, job satisfaction, organizational commitment, transformational leadership and servant leadership, employee social responsibility, employee age, work involvement, collectivism and organizational justice. This research supports research conducted by Ariani, Sintaasih, and Putra (2017) which states that organizational culture has a positive effect on Organizational Citizenship Behavior (OCB) in the Badung Regency secretariat, as well as research conducted by Saputra and Supartha (2019) which states that Organizational culture has a positive and significant effect on Organizational Citizenship Behavior (OCB) at the Bali Province Manpower and Energy and Mineral Resources Department.

The results of this research succeeded in proving that the second hypothesis 2 (H_2), namely work motivation, has a positive and significant effect on Organizational Citizenship Behavior (OCB) of inpatient installation nurses at the NTB Provincial Regional Hospital. This means that if nurses' work motivation is high, the level of Organizational Citizenship Behavior (OCB) will be higher too. On the other hand, if nurses' work motivation is low, then the level of Organizational Citizenship Behavior (OCB) will get lower too.

In general, high levels of work motivation tend to encourage individuals to engage in behavior that goes beyond their formal duties at work. When individuals feel happy and satisfied with the achievements they have achieved, feel supported in developing skills, and see opportunities to grow in their careers, they are more motivated to contribute more to the organization, whether through helping colleagues, sharing knowledge, or actively participating in achieving common goals. Thus, it can be concluded that high work motivation has a positive influence on Organizational Citizenship Behavior (OCB) in the workplace. This shows the importance of creating a work environment that encourages and supports employee work motivation, as this can increase their engagement in positive behaviors that support overall organizational success.

The results of this research are in line with the opinion of Hasibuan (2010) who states that work motivation is the provision of driving force that creates enthusiasm for a person's work, so that they are willing to work together productively to successfully achieve and realize predetermined goals. Besides that The theory that supports this research is the Organ theory (Titisari, 2014), which states that increasing Organizational Citizenship Behavior (OCB) is influenced by two main factors, namely: (a). Internal factors (which come from the employee himself), namely job satisfaction, commitment, personality, employee morale, work motivation and so on. (b.) External factors (which come from outside the employee), namely leadership style, trust in leaders, organizational culture and so on. This research supports research conducted by Badaruddin, Masuang, Dwijayanti (2023) which states that there is a positive and significant influence of work motivation on Organizational Citizenship Behavior (OCB) in employees of PDAM Tirta Jeneberang Gowa, as well as Sari (2021) who states that work motivation has a positive and significant effect on Organizational Citizenship Behavior (OCB) in employees of the Palangka Raya City Education Office.

4. CONCLUSION

Based on the results of the discussion regarding the influence of organizational culture and work motivation on Organizational Citizenship Behavior (OCB) in inpatient installation nurses at the NTB Provincial Regional Hospital, the following conclusions can be drawn:

1. Organizational culture has a positive and significant effect on Organizational Citizenship Behavior (OCB). This means that the stronger the organizational culture implemented by the company, the level of Organizational Citizenship Behavior (OCB) in inpatient nurses at the NTB Provincial Regional Hospital will be higher. Conversely, if the organizational culture implemented is weak, the level of Organizational Citizenship Behavior (OCB) will be lower.
2. Work motivation has a positive and significant effect on Organizational Citizenship Behavior (OCB). This means that the higher the work motivation of the nurses, the higher the level of Organizational Citizenship Behavior (OCB) in inpatient nurses at the NTB Provincial Regional Hospital. Conversely, the lower the work motivation of nurses, the lower the level of Organizational Citizenship Behavior (OCB).

REFERENCES

- Ariani, A., Sintaasih, D., & Putra, S. (2017). Pengaruh Budaya Organisasi Terhadap Organizational Citizenship Behavior dengan Pemeditasi Komitmen Afektif di Sekretariat Kabupaten Badung. *E-Jurnal Ekonomi dan Bisnis Universitas Udayana*, 6(7), 2665–2696.
- Badaruddin, Masuang, D., Dwijayanti, T. (2023). Pengaruh Kepuasan Kerja Komitmen Organisasi dan Motivasi Kerja Terhadap Organizational Citizenship Behavior. *Jurnal Manajemen STIE Muhammadiyah Palopo*, 9(1).
- Bakry, U. (2015). "Metodologi Penelitian: Kualitatif versus Kuantitatif", dalam *Metode Penelitian Hubungan Internasional*. Yogyakarta: Pustaka Pelajar.
- Garay, H. (2006). Kinerja Extra-Role dan Kebijakan Kompensasi. *Sinergi, Kajian Bisnis Dan Manajemen*, 8 (1), 33-42.
- Hasibuan, M. (2010). *Manajemen Sumber Daya Manusia*. Jakarta: Bumi Aksara
- Kreitner, R., & Kinicki, A. (2014). *Perilaku Organisasi*. Edisi 9. Buku 1. Jakarta: Salemba Empat.
- Purba, D., & Seniati, A. (2004). Pengaruh Kepribadian dan Komitmen Organisasi terhadap Organizational Citizenship Behavior. *Makara Human Behavior Studies in Asia*, 8 (3), 105-111.
- Saputra, P., & Supartha, I. (2019). PENGARUH BUDAYA ORGANISASI DAN DUKUNGAN ORGANISASI TERHADAP OCB DIMEDIASI OLEH KOMITMEN ORGANISASIONAL. *E-Jurnal Manajemen*, 8(12), 7134 - 7153.
- Sari, S. (2021). Pengaruh Motivasi Kerja Terhadap Organizational Citizenship Behavior Dan Kinerja Pegawai. *Jurnal Manajemen Sains Dan Organisasi*, 2(1), 30–40.
- Somantri. (2006). *Aplikasi Statistika dalam Penelitian*. Bandung: Pustaka Setia
- Titisari, P. (2014). Peranan Organizational Citizenship Behaviour (OCB) dalam Meningkatkan Kinerja Karyawan. *Jember: Mitra Wacana Media*.
- Wirawan. (2014). *Teori Kepemimpinan: Ilmu dan Perilaku*. Bandung: Penerbit Alfabet.