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## THE INFLUENCE OF ORGANIZATIONAL CULTURE AND WORK DISCIPLINE ON NURSES' ORGANIZATIONAL CITIZENSHIP BEHAVIOR AT ARIFIN ACHMAD REGIONAL HOSPITAL

**Abstract:** Organizational Citizenship Behavior (OCB) is a valuable managerial tool for organizations, having a positive effect on individual, group and organizational performance if managed correctly, this is the background to this research. Application Organizational culture and effective work discipline are supporting factors Organizational Citizenship Behavior. This study aims to determine The Influence of Organizational Culture and Work Discipline on Organizational Citizenship Behavior (Case Study: Arifin Achmad Hospital, Surgical Nursing Department). The method used in this research is quantitative, with the data source in this research coming from primary data obtained through the process of distributing questionnaires which were then tested statistically using the SPSS program and secondary data using data regarding the number of nurses, the number and field of work of nurses and the application of work discipline of nurses at the Surgical Installation at Arifin Achmad Regional Hospital in 2018-2022. The analytical method used in this research is simple and multiple regression analysis, and through validity and reliability tests. In this research, the results obtained are that Organizational Culture (X1) has a positive effect on Organizational Citizenship Behavior (Y), Work Discipline (X2) has a positive effect on Organizational Citizenship Behavior (Y) and Organizational Culture (X1) and Work Discipline (X2) have an effect positive towards Organizational Citizenship Behavior (Y) (Case Study: Arifin Achmad Hospital, Surgical Nursing Department).

**Key words:** Organizational Culture, Work Discipline, Organizational Citizenship Behavior.

**Language:** English

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### Introduction

Organizations are systems and human activities that work together. Therefore, the organization hopes that employees can excel and be able to create conducive situations and conditions. For every person who works or in a work group, performance is always expected to be of good quality and quantity. Many factors can influence employee performance. According to Setiyawan and Waridin (2006:181-198),

factors that can influence performance are work discipline and organizational culture.

Hospitals are one of the public service institutions that are at the forefront of public health development. Making the demand for good service a necessity that must be implemented for public services. One of the hospitals owned by the Riau regional government which is a center for public health services is Arifin Achmad Hospital.

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Basically, work discipline is always expected to be a characteristic of every human resource in an organization, because with discipline the organization will run well and can achieve its goals well too. (Budi & Waridin, 2006, p. 189). Organizational culture is a form of assumptions held, accepted implicitly by a group and determines how the group feels, thinks and reacts to its diverse environment. (Kreitner & Kinicki, 2005, p. 79).

As a health service provider, RSUD Arifin Achmad is obliged to provide one of the spearheads of

providing services directly to patients. One of them is through services carried out by nurses as the spearhead of providing services directly to patients who are expected to have good performance. The success of health services depends on the participation of nurses in providing quality nursing care for patients. Based on 2021 human resources data, Arifin Achmad Hospital has 662 nurses (Arifin Achmad Hospital, 2023).

**Table 1.1. Application of Work Discipline to Edelwis Surgical Nurses at Arifin Achmad Regional Hospital 2018-2022**

Year	Number of Employees	Information		Total Percent
		Late	Roll call	
2018	34	6	0	7.35 %
2019	34	11	0	13.48 %
2020	28	4	0	5.95%
2021	29	9	0	12.93 %
2022	30	9	0	12.50 %

Source: Arifin Achmad Regional Hospital, 2023

Based on the table 1.1 above, it is known that there were violations in the application of surgical nurse discipline at Arifin Achmad Regional Hospital which experienced increases and decreases from 2018 to 2022. Where the largest disciplinary violations occurred in 2019 as many as 11 people were late or equal to (13.48%) regarding the level of violations the lowest occurred in 2020 as many as 4 people (5.95%).

These results show that there is inappropriate disciplinary behavior from surgical nurses at Arifin Achmad Regional Hospital. Therefore, it is important for surgical nurses at Arifin Achmad Regional Hospital to understand the mechanism of Standard Operating Procedures for implementing discipline that has been established, as described in the table below:

**Table 1.2. Violations of Work Discipline for Surgical Nurses at Arifin Achmad Regional Hospital 2018-2022**

Year	Number of Nurses	Weekday/ Year	Alpha Average/ Day/ Year	Average Late Entry/ Day/ Year	Work Negligence	Number of Violations
2018	34	246	0	6	0	6
2019	34	246	0	11	0	11
2020	28	246	0	4	0	4
2021	29	246	0	9	0	9
2022	30	246	0	9	0	9

Source: Arifin Achmad Regional Hospital, 2023.

Based on Table 1.2 above, it can be seen that the level of work discipline violations of surgical installation nurses at Arifin Achmad Regional Hospital based on the last five years has fluctuated. The results of the pre-survey in the field found several phenomena that showed evidence that there were still indications of a decline in the work discipline of surgical installation nurses at Arifin Achmad Regional Hospital, including:

- There are still several nurses who come in not on time according to the work shift schedule.
- There are still several nurses who are out during office hours.
- There are still several nurses who go home not according to the work shift schedule.

Based on the background of the problem above, the problem formulation in this research is:

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1. How does organizational culture influence *Organizational Citizenship Behavior* surgical nurse at Arifin Achmad Regional Hospital?

2. How does disciplinary culture influence *Organizational Citizenship Behavior* surgical nurse at Arifin Achmad Regional Hospital?

3. What is the influence of organizational culture and work discipline on *Organizational Citizenship Behavior* of surgical nurses at Arifin Achmad Regional Hospital?

## LITERATURE REVIEW

### Organizational culture

According to Kreitner and Kinicki (2005), organizational culture is a form of assumptions held, accepted implicitly by a group and determines how the group feels, thinks and reacts to its diverse environment. As for Munandar (2012) explains that organizational culture is the way of thinking, the way of working and the way of behavior of employees of a company in carrying out their respective work tasks.

Organizational culture has a significant influence on employee performance. According to Herdiany (2015) organizational culture has a positive and significant effect on employee performance. This means that organizational culture also determines the high and low levels of employee performance.

### Work Discipline

According to Saydam (2005) work discipline is a person's willingness and willingness to obey and comply with all regulatory norms that apply around them.

Meanwhile, Siswanto Sastrohadiwiry'o's (2003) definition of work discipline can be defined as an attitude of respect, respect, obedience and obedience to applicable regulations, both written and unwritten,

as well as being able to carry them out and not avoiding receiving sanctions if they violate them. duties and authority given to him

According to Rivai (2005), work discipline has several indicators, namely:

1. Presence
2. Compliance with work regulations
3. Adherence to work standards
4. High level of alertness
5. Work ethically

### Organizational Citizenship Behavior (OCB)

Organizational Citizenship Behavior (OCB) is employee behavior that is carried out voluntarily, is not directly or indirectly related to the reward system and overall can support the effectiveness and efficiency of the organization (Organ, 1988 in Alotaibi, 2003: 371). According to Luthans (2005), the personality basis for OCB reflects the characteristics of employees who are cooperative, helpful, caring and serious..

Organizational citizenship behavior also defined as individual behavior that is functional, pro-social, extra-role which is directed or aimed at individuals, groups and/or organizations (Schnake, 1991 in Alotaibi, 2003: 373). Likewise, the definition of OCB according to Appelbaum et al. (2004), namely as employee behavior that is carried out freely which is not included in the employee's job requirements, however this behavior increases the effectiveness of organizational functions. Meanwhile, the definition of OCB according to Robbins (2006: 364) is chosen behavior that is not part of formal work obligations, but supports the effective functioning of the organization.

### Research Framework

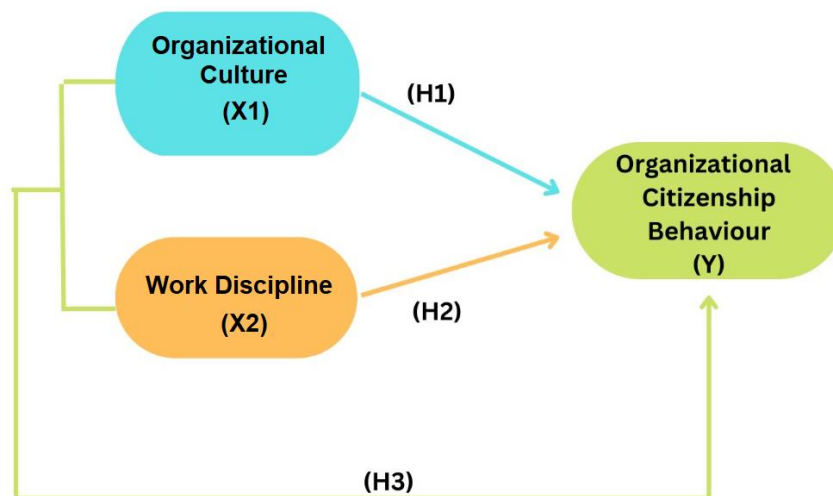


Figure 1. Research Framework

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### Research Hypothesis

Based on the background of the problem and the theoretical basis that has been put forward, the hypothesis for this research is as follows:

a. H1 :It is suspected that organizational culture has a partial influence on Organizational Citizenship Behavior (OCB) of nurses in the Surgical Installation section at Arifin Achmad Hospital Pekanbaru.

b. H2 :It is suspected that work discipline has a partial effect on the Organizational Citizenship Behavior (OCB) of nurses in the Surgical Installation section at Arifin Achmad Hospital Pekanbaru.

c. H3 :It is suspected that organizational culture and work discipline simultaneously influence the Organizational Citizenship Behavior (OCB) of nurses in the Surgical Installation section at Arifin Achmad Hospital Pekanbaru.

### RESEARCH METHODS

This research was conducted in Surgical Installation at Arifin Achmad Hospital Pekanbaru. The research method used to guide researchers is a quantitative research method. According to Hair et al. (2003), a quantitative approach is an approach that focuses more on measurement and sampling methods because it uses a deductive way of thinking that emphasizes detailed priorities in data collection and analysis. The deductive model shows that the thinking developed in research is based on general patterns, which then lead to more specific patterns (Prasetya & Jannah, 2005). The deductive nature indicates that research begins with a theory and then, so to speak, a concept. Next, it is formulated with assumptions. The aim of this method is to show relationships between variables, test the relevance of a theory, and obtain generalizations with predictive power. The population in this study were surgical installation nurses at Arifin Achmad Regional Hospital. This research uses Non Probability Sampling techniques with the Purposive Sampling method. Where researchers deliberately use their own judgment in selecting population members who are considered appropriate in providing the information needed for research (Sugiyono, 2010:218-219). In this study, researchers took samples from surgical nurses at Arifin Achmad Regional Hospital.

### RESEARCH RESULTS AND DISCUSSION

#### Data Instrument Test

##### 1. Validity test

From the validity test it is known  $r_{count} > r_{table}$  0.361, so that all statement items on the variables organizational culture, work discipline, and organizational citizenship behavior are declared valid and can be used in research.

##### 2. Reliability Test

Based on the results of the reliability test show that the organizational culture variable (X1), the work discipline variable (X2) and the organizational citizenship behavior variable (Y), have a Cronbach's alpha value  $> 0.600$ . So, it can be concluded that the answers to the statements for variables X1, X2 and Y have met the criteria values and can be declared reliable and suitable for use in research.

#### Classic Assumption Test

##### 1. Normality Test

From normality test results are said to be normal. The significance value is to see whether the data is normal or not, namely if the sig level is  $> 0.05$  it can be interpreted as normal and conversely if the sig level  $< 0.05$  it can be interpreted as abnormal. In table 5.3 it can be assessed that the significant value is  $0.990 > 0.05$  and from these results it can be said that the data above has a normal distribution.

##### 2. Multicollinearity Test

Based on the results of the multicollinearity test said that there was no multicollinearity. This happens if the tolerance value is  $> 0.10$ , then multicollinearity does not occur. If the VIF value is  $< 10.00$ , then multicollinearity does not occur. And if you look at the tolerance value, it is  $0.654 > 0.10$  and the VIF value is  $1.530 < 10.00$ , which means there is no multicollinearity.

##### 3. Heteroscedasticity Test

Based on the results of the heteroscedasticity test are said to have no heteroscedasticity. This happens because the Sig value is  $> 0.05$ , so there is no heteroscedasticity. It can be seen that the organizational culture variable has a significant value of  $0.755 > 0.05$  and the work discipline variable has a significant value of  $0.395 > 0.05$ , therefore this research model is said to have no heteroscedasticity.

#### Test Data Analysis

##### 1. Simple Linear Regression Analysis

The results of the simple linear regression analysis test with a constant ( $\alpha$ ) of 9.409 and a regression coefficient for the organizational culture variable of 0.421. Through the results of a simple linear regression test, a regression equation was obtained to understand the contribution of organizational culture variables to the Organizational Citizenship Behavior variable  $a$ .

##### 2. Simple Coefficient of Determination Test ( $R^2$ )

Coefficient of determination test result simple ( $R^2$ ) obtained the obtained value is 0.418, which means the contribution of the influence of organizational culture variables to organizational citizenship behavior (Case Study: Arifin Achmad Hospital, Surgical Nursing Department) is 42% while the remaining 58% is influenced by other variables not included in this regression model.

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### Simultaneous Test (F Test)

From results Simultaneous test results obtained calculated F test results of 14,255 with a significance value of 0.000. It is known that the F table value can use the equation for degrees of freedom (df) with the following formula:

$F_{table} = k$  ;

$nk = (2 ; 28)$

Where:

n = number of respondents

k = number of independent variables

So the F table obtained is 3.34.

### Hypothesis test

The organizational culture and work discipline variables have an F count of  $14,255 > F$  table 3.09 and  $\text{sig } 0.000 < 0.05$ , which means  $H_a$  is accepted and  $H_o$  is rejected. From the results of this research, it can be concluded that the hypothesis states "it is suspected that organizational culture and work discipline influence organizational citizenship behavior (Case Study: Arifin Achmad Hospital, Surgical Nursing Department)" acceptable.

### Discussion

1. The Influence of Organizational Culture on Organizational Citizenship Behavior

The results of research conducted on organizational culture variables on Organizational Citizenship Behavior shows that the organizational culture variable has a t-count value of  $4.482 > t$  table 1.701 and  $\text{sig } 0.000 < 0.05$ . This means proving that organizational culture influences organizational citizenship behavior. So with these results, the first hypothesis in this research reads "it is suspected that organizational culture has an influence on organizational citizenship behavior (Case Study: Arifin Achmad Hospital, Surgical Nursing Department)" acceptable.

2. The Influence of Work Discipline on Organizational Citizenship Behavior

The results of research conducted on the work discipline variable on Organizational Citizenship Behavior show that the work discipline variable has a t-count value of  $4,301 > t$  table 1.701 and  $\text{sig } 0.000 < 0.05$ , which means  $H_a$  is accepted and  $H_o$  is rejected. From the results of this research, it can be concluded that the hypothesis which states "it is suspected that work discipline has an influence on Organizational Citizenship Behavior (Case Study: Arifin Achmad Hospital, Surgical Nursing Department)" acceptable.

3. The influence of organizational culture and work discipline on Organizational Citizenship Behavior

The results of research conducted on organizational culture and work discipline variables have an F count of  $14,225 > F$  table 3.34 and  $\text{sig } 0.000$

$< 0.05$ , which means that the variables of organizational culture and work discipline influence simultaneously on organizational citizenship behavior. From the results of this research, it can be concluded that the hypothesis which states "is suspected that organizational culture and work discipline have an influence." on organizational citizenship behavior (Case Study: Arifin Achmad Hospital, Surgical Nursing Department)" acceptable.

## CONCLUSIONS AND RECOMMENDATIONS

### Conclusion

Based on the results of research on surgical nurses at Arifin Regional Hospital Ahmad Pekanbaru regarding "The Influence of Organizational Culture and Work Discipline on Organizational Behavior at Arifin Achmad Regional Hospital Pekanbaru", the following conclusions are obtained:

1. Partially, it can be seen that the hypothesis which states "it is suspected that organizational culture has an influence on Organizational Behavior at Arifin Achmad Hospital Pekanbaru" is accepted. This condition indicates that the higher the organizational culture that is implemented, the better the Organizational Behavior will be.

2. Partially, it can be seen that the hypothesis reads "it is suspected that work discipline has an influence on Organizational Behavior at Arifin Achmad Regional Hospital" accepted. This condition indicates that the higher the work discipline applied, the better the Organizational Behavior will be.

3. Simultaneously, it can be seen that the hypothesis reads "it is suspected that organizational culture and work discipline have an influence on Organizational Behavior at Arifin Achmad Regional Hospital" accepted. This condition indicates that the higher the organizational culture and work discipline applied, the better the Organizational Behavior will be.

### Suggestion

From the research results and conclusions previously explained, the author provides the following suggestions:

1. From the results of the partial test (t test), it was found that organizational culture influences Organizational Behavior. Therefore, companies are expected to be able to improve and maintain a good organizational culture in order to form good organizational behavior.

2. From the results of the partial test (t test), it was found that work discipline influences Organizational Behavior. Therefore, companies are expected to be able to improve good work discipline in order to form good organizational behavior as well.

3. From the results of the simultaneous test (f test), it was found that organizational culture and work discipline influence Organizational Behavior.

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Therefore, companies are expected to be able to carry out regular evaluations and improvements and examine various problems arising from

Organizational Behavior variables which influence the achievement of company goals.

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