

The Influence of Organizational Culture on Organizational Citizenship Behavior with Employee Engagement as a Mediation Variable in Nurses at Tk. IV Singaraja Hospital

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ABSTRACT

The organizational management of nursing human resources in hospitals plays an important role in ensuring mutual service and patient safety. OCB behavior has benefits for the hospital, for example, nurses voluntarily participate in activities that benefit the company or do not complain during work. Organizational culture also influences employee psychological dimensions such as work motivation, job satisfaction, and organizational commitment. This study aims to analyze the influence of organizational culture on Organizational Citizenship Behavior with Employee Engagement as a mediating variable in nurses at Singaraja Level IV Hospital. The sample of this study consisted of 30 nurses working at the hospital. The analytical method used is descriptive analysis and hypothesis testing to clarify the relationship between organizational culture variables, organizational citizenship behavior and employee engagement. The results of the study indicate that organizational culture has a significant influence on nurses' OCB. In addition, organizational culture has also been shown to have a positive effect on employee engagement. These findings confirm that an effective organizational culture can increase OCB in nurses, which in turn will increase their employee engagement. The implication of this study is that hospital management needs to instill organizational culture in all nurses and optimize their performance and OCB in providing quality healthcare services.

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1. INTRODUCTION

Nursing human resource management (HR) plays a strategic role in ensuring the quality of service and patient safety in hospitals. Nurses are the largest health workers as well as the front line in services, because they directly accompany patients during the treatment process. Nurse management that is aligned with the hospital's vision and mission and supported by innovative strategies, such as the use of technology and competency development, has been proven to be able to increase organizational

effectiveness and service quality (Wiratna & Chei, 2022; Amran et al., 2022). Therefore, hospitals need nurses who not only carry out their main duties, but also have more contributions to the organization.

This extra contribution behavior is known as Organizational Citizenship Behavior (OCB), which is employee voluntary behavior that goes beyond the formal demands of the job and provides benefits to the organization (Reyfalda et al., 2023). OCB is reflected in the willingness to help colleagues, actively participate in organizational activities, maintain the work environment, and comply with rules without coercion (Ali, 2016). In the context of health services, OCB contributes to improving service performance and patient satisfaction. Research by Lewaherilla and Hiariej (2023) shows that OCB has a significant effect on the performance of medical personnel services, making it an important factor for the sustainability and competitiveness of hospitals.

One of the main factors that influence OCB is the culture of the organization. Organizational culture shapes employee values, norms, and work behaviors, while also influencing psychological aspects such as motivation, job satisfaction, loyalty, and organizational commitment. A culture that emphasizes integrity, openness, and cooperation has been proven to be able to improve nurses' performance and job satisfaction (Hariyanto et al., 2021). Hanafi et al. (2023) and Hasni Hanifah et al. (2025) also affirm that a strong organizational culture can increase employee engagement and commitment, ultimately driving overall organizational performance.

Tk. IV Singaraja Hospital as a type D hospital owned by the Indonesian Army with a total of 104 health workers, including 30 nurses and 9 midwives, continues to strive to improve the quality of human resources to be able to compete with other hospitals. However, based on preliminary observations, the relatively high workload of nurses leads to limited time and energy to engage in activities outside of the main task. In addition, organizational cultural practices are not evenly distributed between rooms, so there are still differences in work standards, for example in the implementation of patient hand overs. This condition has the potential to reduce nurses' attachment to the organization and inhibit the formation of OCB behavior optimally.

Based on the results of observations in November 2025, the work attachment of nurses at Tk. IV Singaraja Hospital is quite good, but it still needs to be strengthened to be able to encourage OCB behavior consistently. Therefore, this study is important to analyze the influence of organizational culture on Organizational Citizenship Behavior with Employee Engagement as a mediating variable in nurses at Tk. IV Singaraja Hospital. The results of the research are expected to contribute to strengthening organizational culture, increasing nurse involvement, and improving the quality of health services in an ongoing manner.

2. METHODS

This study is quantitative research with an analytical observational approach using a cross-sectional design. This design was used to identify the relationship and influence between organizational culture variables, employee engagement, and Organizational Citizenship Behavior (OCB) in nurses at Tk. IV Singaraja Hospital in one measurement time. Cross-sectional research allows researchers to efficiently obtain an overview of the relationships between variables without repeated observations in the long term (Assayakurrohim et al., 2023). The analysis of the causality relationship between variables was carried out using a structural model approach based on Partial Least Square (PLS) to see the direct and indirect influence through the mediation variables.

The population in this study is all implementing nurses at Tk. IV Singaraja Hospital which totals 30 people. The sampling technique uses total sampling, so that the entire population is used as a research sample. The inclusion criteria include permanent nurses who are actively on duty and willing to be respondents, while the exclusion criteria include nurses who are on leave, sick, interned, or

unwilling to participate. The selection of total sampling was carried out because the population was relatively small and to obtain comprehensive data in the analysis of mediated variables, in accordance with the minimum sample size recommendations for multivariate research (Sugiyono; Taniredja et al.).

The research instrument was in the form of a structured questionnaire with a Likert scale to measure organizational culture variables, OCB, and employee engagement, as well as interviews as qualitative supporting data. The validity of the instrument was tested using Pearson's product moment correlation, while reliability was tested through internal consistency using the help of IBM SPSS 29 (Subhaktiyasa, 2024; Ghozali, 2018). Data analysis included descriptive analysis and hypothesis testing using the PLS structural model to assess the significance of the path coefficient and R-square value (Azhari, 2023).

3. FINDINGS AND DISCUSSION

Results of the First Hypothesis Test

Table 1. First Hypothesis Significance Test

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	19.222	7.827		2.456	.021
	Budaya Organisasi	.548	.186	.486	2.943	.006

a. Dependent Variable: Employee Engagement

Source: Processing Using SPSS (2025)

Based on the test results, it is known that personal organizational culture has a significant effect on employee engagement of Tk. IV Singaraja Hospital partially. This statement arises because the significance value of personal organizational culture on employee engagement is $0.006 < 0.05$.

Table 2. Results of the Coefficient of Partial Determination of Organizational Culture Personally

Coefficients ^a									
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations		
		B	Std. Error	Beta			Zero-order	Partial	Part
1	(Constant)	19.222	7.827		2.456	.021			
	Budaya Organisasi	.548	.186	.486	2.943	.006	.486	.486	.486

a. Dependent Variable: Employee Engagement

Source: Processing Using SPSS (2025)

The amount of influence of personal organizational culture on employee engagement is 26.63%. This was obtained by multiplying the value of 0.548 by 0.486 so that a value of 0.26633 or a percentage of 26.63% was obtained. For every increase in employee engagement value by 1 unit, there is a contribution to personal organizational culture of 26.63%. On the other hand, for every decrease in employee engagement value by 1 unit, there is a contribution to a decrease in the value of personal organizational culture by 26.63%.

Table 3. The First Hypothesis Linear Regression Equation

Coefficients ^a								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	19.222	7.827		2.456	.021	3.190	35.254
	Budaya Organisasi	.548	.186	.486	2.943	.006	.167	.930

a. Dependent Variable: Employee Engagement

Source: Processing Using SPSS (2025)

The beta coefficient of personal organizational culture to employee engagement is 0.548. The constant is 19,222. Therefore, his model of a simple linear regression equation is:

$$Y = 19.222 + 0.548 (\text{Personal Organizational Culture})$$

The explanation of the simple linear regression equation above is:

1. The constant of 19,222 is that without the participation of the variables of personal organizational culture and communal organizational culture, it will result in employee engagement of 19,222.
2. The value of the personal organizational culture regression coefficient for employee engagement was 0.548. This means that for every 1% increase in employee engagement, there is a contribution to personal organizational culture of 54.8%.

Results of the Second Hypothesis Test

Table 4. Second Hypothesis Significance Test

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-1.961	1.508		-1.301	.204
	Budaya Organisasi	1.156	.036	.987	32.215	<.001

a. Dependent Variable: ocb

Source: Processing Using SPSS (2025)

Based on the test results, it is known that organizational culture personally has a significant effect on the OCB of Tk. IV Singaraja Hospital partially. This statement arises because the significance value of the organization's culture personally towards OCB is 0.001 < 0.05.

Table 5. Coefficient of Partial Determination of Organizational Culture Personally

Coefficients ^a									
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations		
		B	Std. Error	Beta			Zero-order	Partial	Part
1	(Constant)	15.562	7.509		2.072	.048			
	Budaya Organisasi	.649	.161	.606	4.028	<.001	.606	.606	.606

a. Dependent Variable: Employee Engineering

Source: Processing Using SPSS (2025)

The amount of personal organizational culture influence on OCB is 39.33%. This was obtained by multiplying the value of 0.649 by 0.606 so that a value of 0.39329 or a percentage of 39.33% was obtained. For every increase in the OCB value by 1 unit, there is a personal organizational culture contribution of 39.33%. On the other hand, for every decrease in the value of OCB by 1 unit, there is a contribution to the decrease in the value of personal organizational culture by 39.33%.

Table 6. Second Hypothesis Linear Regression Equation

Coefficients ^a								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	15.562	7.509		2.072	.048	.181	30.942
	Budaya Organisasi	.649	.161	.606	4.028	<.001	.319	.979

a. Dependent Variable: Employee Engineering

Source: Processing Using SPSS (2025)

The linear regression equation in the study used two independent variables, namely the presence of personal organizational culture and communal OCB and one bound variable, namely OCB. The beta coefficient of personal organizational culture to OCB was 0.649. The constant is 15.562. A simple linear regression equation with a focus on the second hypothesis is as follows:

$$Y = 15,562 + 0.649 (\text{Personal Organizational Culture})$$

The explanation of the simple linear regression equation above is:

1. The constant of 15.562 is that without the participation of the variables of personal organizational culture and communal organizational culture, it will result in an OCB of 15.562.
2. The value of the organizational culture regression coefficient for personal OCB was 0.649. This means that for every 1% increase in OCB, there is a personal organizational culture contribution of 64.9%.

Results of the Third Hypothesis Test

Table 7. Third Hypothesis Significance Test

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	12.803	6.927		1.848	.075
	Employee Engagement	.665	.164	.609	4.062	<.001

a. Dependent Variable: OCB

Source: Processing Using SPSS (2025)

Based on the test results, it is known that personal employee engagement has a significant effect on the OCB of Tk. IV Singaraja Hospital partially. This statement arises because the significance value of personal employee engagement with OCB is $0.001 < 0.05$. In the context of nursing work, employee engagement is reflected in the existence of energy, dedication, and a sense of full involvement in carrying out duties. Nurses who have high engagement generally show proactive behavior, responsiveness in helping colleagues, and maintaining a conducive work environment. Although the contribution of influence is not statistically large, strong work engagement still plays an important role in encouraging the emergence of voluntary behaviors such as altruism, conscientiousness, courtesy, and sportsmanship which are important components of OCB.

Table 8. Coefficient of Partial Determination of Personal Employee Engagement

Coefficients ^a									
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations		
		B	Std. Error	Beta			Zero-order	Partial	Part
1	(Constant)	12.803	6.927		1.848	.075			
	Employee Engagement	.665	.164	.609	4.062	<.001	.609	.609	.609

a. Dependent Variable: OCB

Source: Processing Using SPSS (2025)

The amount of influence of personal employee engagement on OCB is 40.50%. This is obtained by multiplying the value of 0.665 by 0.609 so that a value of 0.40498 or a percentage of 40.50% is obtained. For every increase in the OCB value by 1 unit, there is a contribution of personal employee engagement of 40.50%. On the other hand, for every decrease in the OCB value by 1 unit, there is a contribution to a decrease in the value of personal employee engagement by 40.50%.

Table 9. Linear Regression Equation Third Hypothesis

		Unstandardized Coefficients		Standardized Coefficients			95.0% Confidence Interval for B	
Model		B	Std. Error	Beta	t	Sig.	Lower Bound	Upper Bound
1	(Constant)	12.803	6.927		1.848	.075	-1.387	26.993
	Employee Engagement	.665	.164	.609	4.062	<.001	.330	1.001

a. Dependent Variable: OCB

Source: Processing Using SPSS (2025)

The beta coefficient of personal organizational culture to OCB was 0.665. The constant is 12.803. Therefore, the model of the multiple linear regression equation is:

$$Y = 12.803 + 0.665 (\text{Personal Organizational Culture})$$

The explanation of the multiple linear regression equation above is:

1. The constant of 12,803 is that without the participation of the variables of personal employee engagement and communal employee engagement, it will result in an OCB of 12,803.
2. The value of the regression coefficient of organizational culture in personal terms with OCB is 0.665. This means that for every 1% increase in OCB, there is a personal organizational culture contribution of 66.5%.

Discussion

The Influence of Organizational Culture on OCB

According to research by Algadri et al. (2020), there is a significant partial influence between organizational culture on Organizational Citizenship Behavior (OCB), with a significance value of 0.001 ($p < 0.05$), which shows that organizational culture plays an important role in shaping employee OCB behavior. In line with these findings, Marcos et al. (2020) also proved that the hypothesis regarding the influence of organizational culture on OCB is empirically accepted. In addition, Purwana et al. (2020) found that the work environment has a significant effect on OCB, both directly and indirectly, thus confirming that the conditions of the work environment also contribute to encouraging the emergence of extra-role work behaviors in employees.

Based on various research results, organizational culture has an important role in shaping positive employee behavior at work, which is reflected in Organizational Citizenship Behavior (OCB). A positive organizational culture is able to encourage the emergence of constructive work behaviors, such as a culture of cooperation, mutual respect, help, work spirit, and smart and appropriate work patterns. In addition, the work environment, both physical and non-physical, also affects the level of comfort of employees in carrying out their work. A conducive work environment can create a sense of security, calm, and reduce work pressure, thereby encouraging the emergence of positive work behaviors (JIS-Institute, 2024).

Previous research results show that the influence of organizational culture on OCB is not always consistent, with some studies finding significant influences, while others do not show significant influences. However, in general, the majority of research results conclude that organizational culture has an influence on OCB. Meanwhile, work environment variables more consistently showed a positive influence on OCB in various studies. This is in line with the researchers' expectations that the voluntary behavior of employees in taking on additional responsibilities without expecting rewards is closely related to the quality of the organization's culture and supportive work environment, and has been proven to make a real contribution to improving organizational performance.

A positive organizational culture is reflected through values such as openness, cooperation, commitment, and support between employees. When these values are well internalized, employees feel like they are an important part of the organization and encourage them to behave more proactively, voluntarily, and help colleagues without expecting immediate returns. This condition is in line with the theory that a strong culture is able to shape employee attitudes and behaviors through internalized value systems and norms.

These results support previous research that states that a conducive organizational culture can create a harmonious work environment, increase a sense of belonging, and encourage prosocial behavior in the workplace. Thus, organizational culture plays an important role in giving rise to OCB because it provides a value framework that influences the way employees view work and interpersonal relationships within the organization (Widarko, A. & Anwarodin, M. K., 2022).

Overall, it can be concluded that the better the employee's perception of the organizational culture, the higher the OCB level displayed. Organizations need to maintain and strengthen positive values in work culture so that voluntary behavior that supports organizational effectiveness can continue to develop (Indar, S. H. 2024).

The Influence of Employee Engagement on OCB

The results of the hypothesis test showed that the Employee Engagement variable had a positive and significant influence on Organizational Citizenship Behavior (OCB). Thus, the hypothesis that there is a relationship between Employee Engagement and OCB is acceptable. These findings indicate that the higher the level of employee attachment to the organization, the higher their tendency to display extra work behaviors or behaviors outside of the formal demands of the job. A high condition of employee engagement correlates with an increase in the ability of employees to make additional contributions to the organization (Ahakwa & Yang, 2021).

Employee Engagement has also been proven to have a positive effect on nurses' job satisfaction. Nurses who have high work attachment tend to feel more satisfied with their work, and job satisfaction is one of the dominant factors that drive the emergence of OCB. Therefore, this condition needs to be maintained by creating a sense of mutual ownership between staff, providing responsibilities in accordance with the job description, and proportional distribution of workload so that the OCB behavior of nurses can continue to improve. In addition, management needs to strengthen organizational culture so that organizational values and goals are aligned with all members, accompanied by providing motivation and appreciation to nurses so that they feel valued, which can ultimately increase OCB and decrease turnover intention (Vidian, 2023).

Employee Engagement includes the emotional engagement, commitment, and motivation of nurses to work and the organization. Emotionally engaged nurses tend to be more proactive, caring for colleagues, and oriented towards patient satisfaction. This is in line with research by Gupta et al. (2017) which states that nurses who feel valued and cared for by the organization are more willing to help colleagues and exhibit higher altruistic behaviors. These findings are also supported by Jufrizen et al. (2023), Sun and Yoon (2020), and Uddin et al. (2019), who concluded that Employee Engagement has a significant effect on improving OCB and team performance. Thus, increasing Employee Engagement at Tk. IV Singaraja Hospital is an important strategy to strengthen the behavior of OCB nurses while improving the quality of health services in a sustainable manner.

The Influence of Organizational Culture and Employee Engagement on OCB

The results of the study showed that Employee Engagement had a significant effect on the Organizational Citizenship Behavior (OCB) of nurses at Tk. IV Singaraja Hospital. These findings imply that hospital management needs to pay more attention to factors that can increase nurses' work engagement, such as facilitating self-actualization through training and competency development that supports the improvement of hard and soft skills. In addition, giving awards or rewards is also important to increase work motivation. Rewards do not have to be financial, but can be in the form of

additional leave allocations, cooperation with external parties to improve hospital facilities, and the implementation of recreational activities such as outings and team building programs (Amira Daning Claresta, 2020).

In addition to Employee Engagement, the results of the study also show that organizational culture has a significant effect on the OCB of nurses at Tk. IV Singaraja Hospital. This indicates that strengthening organizational culture needs to be the main concern of management, including by increasing two-way communication between superiors and subordinates, opening space for the delivery of criticism, suggestions, and ideas from nurses, and building an open and participatory work climate (Amira Daning Claresta, 2020). A strong organizational culture will encourage the formation of work values that align with organizational goals and strengthen employee commitment.

Employee Engagement has a strategic role in shaping nurses' positive work behaviors, reducing unproductive behaviors such as absenteeism, and increasing productivity, organizational growth, and patient satisfaction. Sridhar and Thiruvankadam (2016) stated that nurses who have a high attachment to the organization tend to show extra effort and additional role behavior (OCB), thus creating a positive work climate and harmonious working relationships. In line with that, research by Saputro and Kusumo (2024) confirms that organizational culture has a significant impact on OCB, so strengthening a positive work culture is the key to fostering organizational citizenship behavior (Fili Cecilia, 2025).

Panjaitan, Susita, and Suherman (2023) explain that organizational culture is a collection of values, norms, habits, ways of thinking, and beliefs that are embraced and carried out dynamically by all members of the organization. A strong organizational culture will shape employee motivation and dedication in achieving organizational goals, while influencing work behaviors such as teamwork, high work ethic, and social responsibility. These values encourage employees to display OCB's behavior consistently in supporting organizational performance and service quality.

4. CONCLUSION

The results of the study showed that organizational culture had a positive effect on employee engagement and Organizational Citizenship Behavior (OCB) of nurses at Tk. IV Singaraja Hospital, and employee engagement had a positive effect on OCB. These findings indicate that a strong organizational culture, supported by clear leadership, consistent work values, and a supportive work environment, is able to increase nurses' attachment to their work and encourage the emergence of extra work behaviors that support the quality of hospital services. The higher the emotional involvement and commitment of nurses to the organization, the greater their tendency to take initiative, help colleagues, and maintain the quality of service in a sustainable manner.

Based on these results, the management of Tk. IV Singaraja Hospital is advised to strengthen the organizational culture through improving the quality of leadership, effective internal communication, and creating a collaborative and appreciative work climate. In addition, the development of unit leadership competencies, the awarding of positive behavior, and the strengthening of teamwork programs need to be optimized to increase employee engagement and OCB of nurses. Further research is recommended to use a mixed methods approach in order to explore the dynamics of behavior and work culture in more depth and enrich understanding of the factors that affect nurse performance.

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