

**GENDER RELATIONSHIP, WORK PERIOD, JOB SATISFACTION,
COMMITMENT AND ORGANIZATIONAL CULTURE WITH ORGANIZATIONAL
CITIZENSHIP BEHAVIOR (OCB) AT ANWAR MEDIKA SIDOARJO RSU**

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ABSTRACT

The success of an organization depends on human resource management. OCB is a voluntary action in creativity and innovation designed to improve the performance of a person or organization with diligence and enthusiasm, take more responsibility and encourage others to do the same. One of the challenges that must be faced is the low OCB. Some incidents that reflect low OCB behavior include: difficulty finding a replacement when a co-worker is absent, a lack of commitment to doing work outside of routine work and a strong sense of caring. Therefore, an analysis is needed to determine the relationship between gender, tenure, job satisfaction, commitment, organizational culture and OCB at Anwar Medika Hospital, Sidoarjo. To determine the relationship between gender, tenure, job satisfaction, commitment, and organizational culture with Organizational Citizenship Behavior (OCB) at Anwar Medika Hospital, Sidoarjo. The research method used is descriptive quantitative. There are two variables in this study, namely the independent variable and the dependent variable. The independent variables include: gender (X1), tenure (X2), job satisfaction (X3), commitment (X4), organizational culture (X5). The dependent variable in this study is Organizational Citizenship Behavior (Y). There are 3 data analysis techniques in this study, namely: Pearson validity test, Cronbach alpha reliability test, and chi-square test. Based on the results of measuring the OCB level of the employees of Anwar Medika Hospital on January 1, 2021, it was found that 51% of employees had high OCB and 49% had low OCB. The Pearson validity test shows $r_{count} > r_{tabel}$ (0.1030), and a significance value < 0.05 . Cronbach alpha test > 0.06 . There is no relationship between gender and OCB ($p = 0.07$), there is a relationship between tenure and OCB ($p = 0.01$), there is a relationship between job satisfaction and OCB ($p = 0.00$). There is no relationship between gender and OCB. There is a relationship between service period and OCB. There is a relationship between job satisfaction and OCB. There is a relationship between commitment and OCB. There is a relationship between organizational culture and OCB.

Keywords: Gender, service period, job satisfaction, commitment, organizational culture.

ABSTRAK

Keberhasilan suatu organisasi tergantung pada manajemen sumber daya manusia. OCB adalah tindakan sukarela dalam kreativitas dan inovasi yang dirancang untuk meningkatkan kinerja seseorang atau organisasi dengan ketekunan dan antusiasme, mengambil lebih banyak tanggung jawab dan mendorong orang lain untuk melakukan hal yang sama. Beberapa kejadian yang mencerminkan perilaku OCB rendah antara lain: kesulitan mencari pengganti ketika rekan kerja tidak ada, kurangnya komitmen untuk melakukan pekerjaan di luar pekerjaan rutin dan rasa kepedulian yang kuat. Untuk mengetahui hubungan antara jenis kelamin, masa kerja, kepuasan kerja, komitmen, dan budaya organisasi dengan Organizational Citizenship Behavior (OCB) di RS Anwar Medika Sidoarjo. Metode penelitian yang digunakan adalah deskriptif kuantitatif. Ada dua variabel dalam penelitian ini. Variabel bebas meliputi: jenis kelamin, masa kerja, kepuasan kerja, komitmen, Budaya organisasi. Variabel terikatnya adalah Organizational Citizenship Behavior. Penelitian ini menggunakan 3 analisis data yaitu: uji validitas Pearson, uji reliabilitas alpha Cronbach, dan uji chi-square. Hasil pengukuran tingkat OCB pegawai RS Anwar Medika didapatkan 51% pegawai memiliki OCB tinggi dan 49% memiliki OCB rendah. Tidak ada hubungan antara jenis kelamin dengan OCB ($p = 0,07$), masa kerja memiliki hubungan dengan OCB ($p = 0,01$), kepuasan kerja memiliki hubungan dengan OCB ($p = 0,00$). Tidak ada hubungan antara jenis kelamin dengan tingkat OCB. Ada hubungan antara masa kerja, kepuasan kerja, komitmen dan budaya organisasi dengan tingkat OCB.

Kata Kunci: Jenis kelamin, masa kerja, kepuasan kerja, komitmen, budaya organisasi.

INTRODUCTION

The success of an organization depends on the management of human resources. Successful organizations need employees to go beyond their routine tasks and be able to deliver beyond the company's expectations. In a very dynamic world of work, many companies have implemented the team method with high performance flexibility, so it takes employees who demonstrate good citizenship behavior, namely behavior that helps each other and participates in every company activity (1). The behavior of employees who have a high commitment to the organization and help each other outside of their routine work without expecting a reward is referred to as

Organizational Citizenship Behavior (OCB) (2).

OCB is a voluntary action in creativity and innovation designed to improve the performance of a person or organization by diligently and enthusiastically, taking more responsibility and encouraging others to do the same. OCB dimensions include altruism, courtesy, sportsmanship, civic virtue, conscientiousness (3).

Anwar Medika General Hospital is one of the largest private hospitals in West Sidoarjo with 200 beds. It has 363 human resources. The education level of human resources also varies from junior high school graduates to bachelor degrees.

The large number of human resources with educational, skill, and cultural

backgrounds is a big challenge for hospitals to manage human resources so that they run in accordance with the hospital's vision and mission. One of the challenges that must be faced is the relatively low OCB.

Based on the information that has been collected from several employees, often every time there are activities outside the hospital routine, for example the commemoration of national holidays, it is difficult to find human resources who voluntarily become the committee. In some events, only two to 3 people are involved in each committee, even though the list of committee members has been clearly written and presented. So that in every activity, people who are active in an activity are just that.

Other information shows that when an employee is unable to come to work, finding a replacement for that employee is also very difficult. It took several hours to get a replacement. There was even a shortage of human resources because some did not enter, but no one replaced them. This resulted in some patients not being handled properly and complaints arise from patients.

Therefore, an analysis is needed to determine the relationship between gender, tenure, job satisfaction, commitment, organizational culture and OCB at Anwar Medika General Hospital.

RESEARCH METHODS

The research method used is descriptive quantitative. There are two variables in this study, namely the independent variable and the dependent variable. The independent variables include: gender (X1), tenure (X2), job satisfaction (X3), commitment (X4), organizational culture (X5). The dependent variable in this study is Organizational Citizenship Behavior (Y).

In this study, the measurement scale used is the Likert scale which tests the respondent's level of agreement with a statement, namely strongly disagree, disagree, neutral, agree and strongly agree. An online questionnaire-based questionnaire conducted at a private hospital on January 1, 2021. The online questionnaire was designed using a google form and circulated to the employees involved via the whatsapp group

The population in this study were all employees of RSU Anwar Medika. The sample of this study used total sampling (all employees at RSU Anwar Medika).

The data analysis technique in this study used SPSS version 26 with the chi-square test.

This study has limitations only looking for the relationship between gender, tenure, job satisfaction, commitment and organizational culture with Organizational Citizenship Behavior at Anwar Medika Hospital Sidoarjo. The analysis of these

factors has not been studied in more detail. It is necessary to conduct an in-depth study of the factors that affect OCB at Anwar Medika Hospital, Sidoarjo. Several steps can be taken to improve OCB behavior at Anwar Medika Hospital, including:

Provide material to new employees about the organization's basic values (honesty, responsibility, cooperation, fairness and caring). Increasing employee satisfaction is by improving the hygiene factor and motivation factor. Increasing employee commitment by increasing job satisfaction, empowering work and managing work stress. Creating a good organizational culture by forming regulations and policies that govern the organization and creating a good organizational climate.

RESULTS AND DISCUSSION

Industrial psychology cannot be separated from Organizational Citizenship Behavior. Employees with high OCB levels can be an asset to an organization. Employees like this do things without thinking about what they will get in return.

Table 1. Characteristics of Respondents Based on Working Period

No	Years of service	F	Percentage
1	< 3 months	19	5.20%
2	3 months – 3 years	173	47.70%
3	3-10 years	118	32.50%
4	> 10 years	53	14.60%
	Total	363	100%

Based on table 1, it was found that the most respondents had a working period of 3 months – 3 years as many as 173 people (47.7%), then 3-10 years as many as 118 people (32.5%), more than 10 years as many as 53 people (14.6%) and the last one was less than 3 months as many as 19 people (5.2%). For more details can be seen in the image below.

Based on the results of measuring OCB levels for employees of Anwar Medika Hospital on January 1, 2021, it was found that 51% of employees had high OCB and 49% had low OCB. For more details can be seen in the image below:

Table 2. Average OCB of Anwar Medika RSU employees based on their dimensions

Variable	Average
<i>Altruism</i>	3.47
<i>Courtesy</i>	4.30
<i>Conscientiousness</i>	3.41
<i>sportsmanship</i>	3.80
<i>civic virtue</i>	3.95

Based on table 2 above, the highest OCB dimension value is in courtesy 4.30, followed by civic virtue 3.95, sportsmanship 3.80, altruism 3.47 and conscientiousness 3.41.

Table 3. The Relationship Between Gender (Gender), Work Period, Job Satisfaction, Commitment, Organizational Culture and Organizational Citizenship Behavior at Anwar Medika General Hospital in 2021

Gender	OCB Level		Sig
	Low	Tall	
Man	59 (56.2%)	46 (43.8%)	0.07
Woman	118 (45.7%)	140 (54.3%)	
Years of service			
< 3 months	15 (78.9%)	4 (21.1%)	0.01
3 months – 3 years	95 (54.9%)	78 (45.1%)	
3-10 years	50 (42.4%)	68 (57.6%)	
> 10 years	17 (32.1%)	36 (67.9%)	
Job satisfaction			
Not satisfied	101 (59.8%)	68 (40.2%)	0
Satisfied	76 (39.2%)	118 (60.8%)	
Commitment			
Low	100 (69.9%)	43 (30.1%)	0
Tall	77 (35%)	143 (65%)	
Organizational culture			
Not good	122 (70.5%)	51 (29.5%)	0
Well	55 (28.9%)	135 (72.1%)	

Based on table 3 above, there are 59 men (56.2%) with low OCB and 46 (43.8%). While women who have low

OCB as many as 118 people (45.7%) and 140 people (54.3%) have high OCB. There is no relationship between gender / gender with the level of OCB.

Based on table 3 above, employees with less than 3 months of service have a low OCB of 15 people (78.9%) and a high OCB of 4 people (21.1%). Employees with a

working period of 3 months – 3 years have a low OCB of 95 people (54.9%) and a high OCB of 78 people (45.1%). There are 50 employees (42.4%) with a working period of 3-10 years who have high OCB and 68 people (57.6%) who have low OCB. Employees with more than 10 years of service have high OCB as many as 17 people (32.1%) and low OCB as many as 36 people (67.9%). There is a relationship between tenure and OCB level.

Based on table 3 above, dissatisfied employees have low OCB as many as 101 people (59.8%) and high OCB as many as 68 people (40.2%). Satisfied employees have low OCB as many as 76 people (39.2%) and high OCB as many as 118 people (60.8%). There is a relationship between job satisfaction and the level of OCB.

Based on table 3 above, employees with low commitment have low OCB as many as 100 people (69.9%) and high OCB as many as 43 people (30.1%). Employees with high commitment have low OCB as many as 77 people (35%) and high OCB as many as 143 people (65%). There is a relationship between OCB level commitment.

Based on table 7 above, employees with bad organizational culture have 122 low OCB (70.5%) and 51 high OCB (29.5%). Employees with a good organizational culture have a low OCB of 55 people (28.9%) and a high OCB of 135 people

(72.1%). There is a relationship between organizational culture and the level of OCB.

OCB has 5 dimensions, namely: altruism, courtesy, conscientiousness, sportsmanship, and civic virtue. Altruism is a person's willingness to help others voluntarily, such as helping a coworker with a heavy workload. Courtesy involves behavior aimed at preventing work-related problems, for example providing advance notice to colleagues when something has been changed by you that could affect them. Conscientiousness refers to exceeding the organization's minimum role requirements, for example: punctuality, compliance with company rules and procedures even when no one is watching. Sportsmanship means the willingness of employees to tolerate less than ideal organizational situations without complaining and compromising one's personal interests.

There are several factors that affect the OCB of an employee in an organization, including: gender, tenure, job satisfaction, commitment and organizational culture.

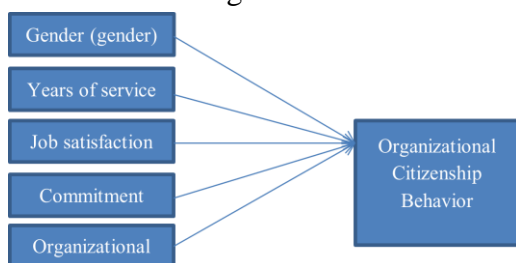


Figure 7. Factors Affecting OCB

Based on Figure 7 above, it is stated that gender affects OCB. A study on OCB stated that female employees tend to report

more altruism than male employees, while male employees tend to practice sportsmanship than female employees (5). However, the research conducted at Anwar Medika General Hospital did not show a relationship between gender and OCB levels ($p = 0.07; > 0.05$).

The tenure of an employee affects OCB in an organization. A study in Texas in 2012 that examined the relationship between nurse tenure and OCB showed a significant correlation, especially on the civic virtue dimension, namely a sense of concern for the existence of the organization (6). The same thing also happened in this study, which stated that there was a relationship between tenure and OCB at Anwar Medika Hospital ($p = 0.01; < 0.05$). The longer the tenure of an employee, the higher the OCB value. Therefore, it is necessary to make efforts so that existing employees remain loyal to the hospital, including: providing appropriate compensation and benefits for employees, providing promotion opportunities, fostering good relations with fellow workers, support from superiors,

Job satisfaction has an influence on OCB. Based on research conducted by Nabilah in 2018 regarding the impact of employee job satisfaction with OCB at the Indonesian Assessment Center (ACI), the level of employee satisfaction reached 81.17% and OCB was 78.48%. This shows that respondents give good grades to OCB

and ACI employees have high extra-role behavior in addition to continuing to carry out in-role behavior. Job satisfaction has a positive and significant effect on OCB by 62.4%. This means that the high and low OCB plays a role as a result of the high and low levels of job satisfaction that occur (8). Research at Anwar Medika General Hospital showed a relationship between job satisfaction and OCB ($p = 0.00: <0.05$). Low OCB behavior can occur because of low job satisfaction.

Efforts that can be made to achieve job satisfaction are to fulfill hygiene factors and motivation factors. Hygiene factors are factors from work that, when available, eliminate dissatisfaction, for example: compensation, benefits, supervision, working conditions and job security. Motivation factors are factors from work that will make our employees satisfied with their work, for example: job challenges, recognition, and responsibility (9).

Work commitment is an exchange relationship between individuals and work organizations. Individuals bind themselves to the organization where they work in return for the compensation they receive. Commitment consists of three components, namely, affective, normative and continuance. Affective component, related to emotional, identification and involvement of employees in an organization. The normative component is the employee's

feelings about the obligations he must give to the employee. The continuance component is a component based on the employee's perception of the losses he will face if he leaves the organization (10).

Commitment is related to OCB behavior of employees at Anwar Medika Hospital Sidoarjo ($p = 0.00: <0.05$). The higher the commitment, the higher the OCB. Factors that affect employee commitment, among others: job satisfaction, employee empowerment and job stress. To increase employee commitment, it can be done by intervening on factors that affect employee commitment, for example: increasing job satisfaction, optimizing employee empowerment and reducing work stress (11).

Organizational culture is the shared values and beliefs that interact within a company, organizational structure and control system to produce behavioral norms. There is a research conducted by Yohanes, states the influence of Organizational Culture on Organizational Citizenship Behavior (OCB). When viewed from the data processing using GeSCA software, the parameter estimation number for the influence of organizational culture on Organizational Citizenship Behavior (OCB) is 0.496 and the critical value (CR) is 4.13. This explains that organizational culture has a positive and significant effect on Organizational Citizenship Behavior (OCB)

at the 95% confidence level ($\alpha = 0.05$) (12). This research is in line with research conducted at Anwar Medika General Hospital where there is a relationship between organizational culture and OCB ($p = 0.00; < 0.05$). The better the organizational culture, the higher the OCB level.

There are six important factors that influence organizational culture, namely: observed behavioral regularities, norms, philosophy, rules, dominant values, *organization climate*. To improve organizational culture, it can be done by intervening on the above factors, for example: forming regulations and policies that regulate the organization and creating a good organizational climate (13).

CONCLUSION AND RECOMMENDATION

Organizational Citizenship Behavior at Anwar Medika Hospital Sidoarjo is still not evenly distributed to all employees. This is evidenced by the emergence of several phenomena that occur in hospitals. There is no relationship between gender (gender) and the level of OCB at Anwar Medika Hospital Sidoarjo. There is a relationship between tenure and OCB level at Anwar Medika Hospital, Sidoarjo. There is a relationship between job satisfaction and OCB level at Anwar Medika Hospital Sidoarjo. There is a relationship between commitment and OCB level at Anwar Medika Hospital Sidoarjo.

There is a relationship between organizational culture and the level of OCB at Anwar Medika Hospital Sidoarjo.

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