



The Influence Of Tenure, Job Satisfaction And Organizational Culture On Organizational Citizenship Behavior At Hospital

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ABSTRACT

Organizational Citizenship Behavior (OCB) is a voluntary act of creativity and innovation designed to enhance an individual's or organization's performance with persistence and enthusiasm, involving taking more responsibility and encouraging others to do the same. One of the challenges that must be faced is low OCB. Instances reflecting low OCB behavior include difficulty finding replacements when colleagues are not available, a lack of commitment to tasks beyond routine work, and a strong sense of indifference. Therefore, an analysis is needed to determine the relationship between tenure, job satisfaction, organizational culture, and OCB at Delta Surya Sidoarjo Hospital.

The research method used is descriptive quantitative. The number of randomly selected respondents was 165. There were two variables in this study: the independent variable and the dependent variable. Independent variables include tenure (X1), job satisfaction (X2), and organizational culture (X3). The dependent variable in this study was Organizational Citizenship Behavior (Y). Two data analysis techniques employed in this study: the linear regression test and the chi-square test.

Based on the research results, it was found that the measurements of Organizational Citizenship Behavior for Delta Surya Hospital employees on December 19, 2022, showed that 33.33% of employees had high OCB, while 66.66% had low OCB. Using the linear regression test, it was stated that tenure did not affect OCB (sig = 0.396), Organizational Culture affected OCB (sig = 0.000), and job satisfaction influenced OCB (sig = 0.000).

Job satisfaction at Delta Surya Hospital is high, while Organizational Culture and Organizational Citizenship Behavior are low. Job Satisfaction and Organizational Culture affect Organizational Citizenship Behavior, while tenure has no effect.

Keywords: Tenure, Job Satisfaction, Organizational Culture, Organizational Citizenship Behavior

INTRODUCTION

Here's a revised version of your text with improved grammar:

Delta Surya Sidoarjo Hospital (RSDS), one of the class C hospitals in Sidoarjo, is facing issues related to employee turnover that exceed predetermined standards. According to Director's Decree No. 192/RSDS-DIR/KEP/X/2023 concerning employee turnover, the acceptable limit is set at 5%. Turnover is defined as the departure of an employee from the company where they work (Nasir, Syahnur, and Hasan, 2022). Within an organization, turnover can lead to instability and uncertainty regarding labor conditions, resulting in increased costs (Harvida and Wijaya, 2020).

Random interviews with 20 employees revealed differences in work culture, emphasizing the need for adapting new leaders to different leadership models. The resigned employees were long-serving permanent employees who felt that post-acquisition salaries had decreased and were no longer attractive, prompting some to seek employment elsewhere. The new management prioritizes career development for young employees, while some employees find discomfort in interacting with fellow teams or other units, affecting their motivation for routine daily work.

As a private hospital, Delta Surya Hospital must maintain a competitive advantage among several hospitals in Sidoarjo. It necessitates employees with strong capabilities, providing complete, professional services while upholding ethics and prioritizing patient safety according to applicable hospital service standards. Currently, finding replacements for absent employees is challenging, taking several hours to secure a replacement. There is also a shortage of human resources due to some individuals not showing up, with no one available to fill in. Additionally, it is difficult to find employees willing to take on leadership roles during hospital activities. Therefore, an analysis is required to determine the influence of tenure, job satisfaction, organizational culture, and Organizational Citizenship Behavior at Delta Surya Hospital.

Employees express dissatisfaction with current policies, citing their strictness, limited leave days, and the necessity to align leave with workplace conditions. Overtime work is common, yet there are no additional incentives or overtime pay. Leadership assessments still reflect a blaming culture, a lack of closeness to employees, and difficulty accepting input/opinions from subordinates. Several policies under the new management are perceived as unfavorable to employees, with a focus on increasing patient visits taking precedence over employee welfare.

MATERIALS AND METHODS

The research method used was descriptive quantitative. There were two variables in this study, namely the independent variable and the dependent variable. Independent variables include tenure (X1), job satisfaction (X2), and organizational culture (X4). The dependent variable in this study was *Organizational Citizenship Behavior* (Y). In this study, the measurement scale used was the Likert scale which tests the level of agreement of respondents to a statement, namely strongly disagree, disagree, neutral, agree and strongly agree. An online questionnaire-based questionnaire was conducted at Delta Surya Hospital on December 19, 2022. The online questionnaire was designed using Google Forms and circulated to the employees involved via the WhatsApp group. The population in this study were employees of Delta Surya Hospital. The sample from this study used *random sampling* to take 165 employees at random. Data analysis techniques in this study used SPSS version 27 with the *chi-square test* and simple linear regression.

RESULTS AND DISCUSSION

Characteristics of Respondents

Table 1 Characteristics of Respondents at Delta Surya Hospital

No	Characteristics	Amount	Percentage
Gender			
1	Man	46	27.88%
2	Woman	119	72.12%
Age			
1	20-35 years	69	41.82%
2	35-45 years	73	44.24%
3	>45 years	23	13.94%
Education			
1	High School/Equivalent	37	22.42%
2	D3 nursing	83	50.30%
3	S1	44	26.67%
4	S2	1	0.61%
Years of service			
1	1-2 years	7	4.24%
2	2-4 years	11	6.67%
3	4-10 years	49	29.70%
4	>10 years	98	59.39%
Grand Total		165	100.00%

Table 1 shows that most of the respondents were woman aged 35-45 years with the highest education was Diploma of Nursing with > 10 years of service.

Job satisfaction

Job satisfaction is a positive feeling about one's job as a result of evaluating its characteristics (Lestari & Ghaby, 2018). Someone with a high level of job satisfaction has positive feelings about their job, while someone dissatisfied has negative feelings about their job (Grasiaswaty, 2021). The following were the job satisfaction at Delta Surya Hospital Sidoarjo in December 2022.

Table 2 Job Satisfaction at Delta Surya Hospital Sidoarjo

No	Job Satisfaction Assessment Indicators	Average	Interpretation
Wages			
1	I feel satisfied if the company provides a high salary.	4,33	Tall
2	A high salary can increase my work enthusiasm.	4.54	Tall
3	Employees will get bonuses/rewards when achieving a targeted performance result.	4.35	Tall
Average		4,40	Tall
The Work Itself			
4	The company has placed employees according to their skills.	4.08	Tall
5	The level of difficulty and the variety of types of tasks will prevent employees from feeling bored with the same tasks so that they will be satisfied with the results of their performance.	3.62	Low
6	Challenges at work can raise my enthusiasm for work.	3.72	Low
Average		3.81	Low
HR Development			
7	Every employee has the same opportunity for career advancement.	4.08	Tall
8	I feel comfortable working here because there are many opportunities to advance or develop my career.	3.58	Low
9	Companies that provide clear career path development to their employees will encourage employee enthusiasm for work.	3.94	Low
Average		3.86	Low

No	Job Satisfaction Assessment Indicators	Average	Interpretation
Work colleague			
10	I feel happy with the current working environment.	3.99	Low
11	Can greetings from colleagues raise my work enthusiasm?	4.22	Tall
12	My coworkers at the office are fun.	4.09	Tall
Average		4.10	Tall
Average Job Satisfaction		4.04	Tall

Table 2 provided information that Delta Surya Hospital employees generally had high job satisfaction (58.3%) but still did not reach the predetermined minimum standard of 80% and job satisfaction influences *Organizational Citizenship Behavior* ($p = 0.000$; $sig < 0.05$). This is following the results of research by Jehad Mohamad et al, 2011 showing that intrinsic and extrinsic job satisfaction is positively related to *OCB*. William and Anderson (1991) found a positive relationship between extrinsic and intrinsic job satisfaction and each of the *OCB dimensions*. These results were consistent with previous research and were supported by social exchange theory. For example, when employees feel that their organization considers financial and material rewards or benefits for their job performance (e.g., salary, security, fair treatment, promotions, etc.), they feel satisfied with their jobs and were more willing to reciprocate by expressing and displaying positive attitudes and behaviour.

Another study of Employee Job Satisfaction that was built and developed in the Tirta Mangutama Water Supply Company, Badung Regency, Bali affects the formation of employee *organizational citizenship behaviour* in the sense that the higher the employee job satisfaction, the higher the employee *organizational citizenship behaviour*. So, the employee job satisfaction variable can be used as a reference in improving employee *organizational citizenship behaviour* (Darto, 2019).

Organizational culture

Organizational culture is a characteristic that exists in an organization and guides the organization so that it distinguished from other organizations (Williand Ari, 2019). In other words, organizational culture is the norms of behaviour and values that are understood and accepted by all members of the organization and are used as the basis for the rules of behaviour within the organization. (Abrar & Isyanto, 2019). The following is the Organizational Culture at Delta Surya Hospital in December 2022.

Table 3 Organizational Culture at Delta Surya Sidoarjo Hospital

No.	Work Culture	Average	Interpretation
1	Employees are motivated to be creative and innovative.	3.81	Low
2	Employees are motivated to try new things (dare to take risks)	3.59	Low
3	Employees carry out their work carefully.	4,14	Tall
4	Employees carry out work in detail or down to the little things	3.96	Low
5	Employees always maintain good quality work.	4.27	Tall
6	Employees are motivated to produce output from a large number of jobs	3,62	Low
7	Employees are free to do their work in their way	2.93	Low
8	The organization positions employees as respected members of the organization	3.64	Low
9	The organization always considers all decisions so as not to harm employees	3.85	Low
10	Organizations always design job desks (workloads) on a group basis (teamwork).	3.88	Low

11	The existing organizational structure emphasizes team-based organization	3.79	Low
12	Organizations are always able to make employees enthusiastic about achieving	3.65	Low
13	Organizations are always able to prevent employees from being lazy about working	3.73	Low
14	Organizations are always trying to progress and develop by changing existing conditions in a better direction or not maintaining the status quo	3.65	Low
Average work culture		3.75	Low

Table 3 presented data indicating that the organizational culture among employees at Delta Surya Hospital was rated as low. This can be attributed to various factors, including changes in management and leadership styles within the hospital, alterations in the organizational structure, a lack of motivation, and insufficient recognition from management for employees with over 10 years of service. Additionally, there has been a deficiency in the dissemination of organizational culture from the new management to the employees. To address these issues, the hospital must proactively cultivate organizational cultural behavior. It is imperative to provide motivation, particularly for employees with a decade or more of service, take into account the work environment, and enhance effective communication. This approach will facilitate the management's ability to socialize the company's goals and missions, announce new rules, and communicate the newly established policies.

Table 4 Organizational Citizenship Behavior at Delta Surya Sidoarjo Hospital

No	OCB Delta Surya Sidoarjo Hospital	Average	Interpretation
<i>Altruism</i>			
1	I've been happy to help colleagues who need help without expecting anything in return	4.31	Tall
2	Have I ever replaced a co-worker who was absent/rested?	4.11	Tall
3	I am willing to work overtime to help my colleagues complete their work without being paid overtime	2.70	Low
Average		3.71	Low
<i>Conscientiousness</i>			
4	I feel satisfied in my heart when my work is completed on time	4.50	Tall
5	I will complete every assignment given with full responsibility	4.47	Tall
6	I am willing to take any risk to be responsible and implement the results of the joint meeting decisions	3.88	Low
Average		4.28	Tall
<i>Courtesy</i>			
7	I am always involved in company functions	3.25	Low
8	I once invited my co-workers to have lunch together and share about the obstacles or problems faced in completing their assignments	3.61	Low
9	I once reminded my friend not to forget to complete his assignment	4.07	Tall
Average		3.64	Low
<i>Sportsmanship</i>			
10	I easily adapt to changes that occur within the company	3.79	Low
11	I never complain about company duties and policies	3.42	Low
12	If the company implements a new policy it is not in my opinion. I will adapt and implement the policy	3.66	Low
Average		3.62	Low

No	OCB Delta Surya Sidoarjo Hospital	Average	Interpretation
Civic Virtue			
13	I regularly participate in activities held by the company where I work	3.54	Low
14	I am interested in finding important information that can be useful for the company	3.60	Low
15	I always consider the best things for the future progress of the company	3.84	Low
Average		3.66	Low
Average OCB		3.78	Low

Organizational Citizenship Behavior has 5 dimensions, namely: *altruism*, *courtesy*, *conscientiousness*, *sportsmanship*, and *civic virtue*. *Altruism* is a person's ability to help others voluntarily, such as helping a coworker with a heavy workload (Tambe & Meera, 2018). *Courtesy* involves behaviour aimed at preventing work-related problems, for example, giving colleagues advance notice when something changed that could affect them (Bismala, 2020). *Conscientiousness* refers to exceed the minimum organizational role requirements, for example: punctuality, and compliance with company rules and procedures even when no one looking. *Sportsmanship* means an employee's willingness to tolerate organizational situations that are less than ideal without complaining and sacrificing one's interests (Maryati & Fernando, 2018). *Civic virtue* means employees' deep sense of concern and active interest in the existence of the organization, such as providing suggestions for development in meetings (Amanda et al., 2017). This research, states that *Organizational Citizenship Behavior* at Delta Surya Hospital Sidoarjo is low (less). Meanwhile, according to the dimensions, high on the *Conscientiousness dimension* means that behaviour shown by trying to exceed what the company expects includes presence (Mardiyana et al., 2019), obeying regulations, taking advantage of rest time, punctuality and so on is good (Auliya, 2017).

Effect of Tenure Regarding Organizational Citizenship Behavior, Job Satisfaction and Organizational Culture of Delta Surya Sidoarjo Hospital

Human resources are an integral part of company management, which is one of the determining factors for the company's success in achieving company goals (Sunarta, 2019). High-quality human resources are needed so that humans can perform the role of reliable executors in organizational functions with the belief that satisfied employees will have a good impact on the company.

Table 5 Effect of Tenure on Organizational Citizenship Behavior, Job Satisfaction and Organizational Culture at Delta Surya Hospital Sidoarjo

No	Variable	Sig	Information
1	Organizational Citizenship Behavior	0.489	No effect
2	Job satisfaction	0.697	No effect
3	Organizational culture	0.806	No effect

Based on Table 5, length of service does not affect *organizational citizenship behaviour*, job satisfaction and organizational culture at Delta Surya Hospital Sidoarjo, In several studies, work period affects job satisfaction. (Edi Winata, Kartika Sari Lubis, 2019; Maryati & Fernando, 2018) , regarding the length of service, there is no effect as stated in research conducted by Rahayu & Qomaruddin (2022) which states that there is no influence on the length of service *Organizational Citizenship Behavior*, while tenure work also does not influence organizational culture also conducted research (Yosepha, 2016).

The Influence of Tenure, Job Satisfaction and Organizational Culture on *Organizational Citizenship Behavior* at Delta Surya Sidoarjo Hospital

Analysis of the Influence of Tenure, Job Satisfaction and Organizational Culture on *Organizational Citizenship Behavior* at Delta Surya Hospital Sidoarjo was carried out using data on average Years of Service, Job Satisfaction and Work Culture and *OCB*. cross-tabulation of data with *Chi-Square* with length of service so that it has an effect if the sig value is < 0.05 and has no effect if the sig value is > 0.05 . The following are the results of the test of the influence of length of service on job satisfaction, Organizational Culture and *OCB*.

Table 6 Effect of Tenure, Job Satisfaction, Organizational Culture on *Organizational Citizenship Behavior* at Delta Surya Sidoarjo Hospital

No	Variable	Sig	Information
1	Years of service	0.396	No effect
2	Job satisfaction	0,000	Influential
3	Organizational culture	0,000	Influential

This shows that job satisfaction affects *Organizational Citizenship Behavior* ($p = 0.000$; sig < 0.05) where the higher the job satisfaction of employees in the company, the higher the *organizational citizenship behavior* of employees (Amanda et al., 2017). This also applies vice versa if employee job satisfaction is low, *organizational citizenship behaviour* in employees is also low. Employees who have job satisfaction will tend not to demand more recognition from the company, so with this feeling of satisfaction employees will be encouraged to provide more performance as a form of feeling satisfaction with their company (Mohammad et al., 2016). Another study of Employee Job Satisfaction that was built and developed in the Tirta Mangutama Water Supply Company, Badung Regency, Bali affects the formation of employee *organizational citizenship behaviour* in the sense that the higher the employee job satisfaction, the higher the employee *organizational citizenship behaviour*. So the employee job satisfaction variable can be used as a reference in improving employee *organizational citizenship behaviour* (Soedjono, 2005).

Organizational culture influences *Organizational Citizenship Behavior* ($p = 0.000$; sig < 0.05). Then there is no effect between tenure and *Organizational Citizenship Behavior* ($p = 0.396$; sig < 0.05) (Sena, 2017). This is due to changes in new management and leadership styles in the hospital as well as changes in organizational structure, no opportunity for promotion for employees who are over 40 years old, and no compensation/award for employees who have worked for more than 10 years. Therefore, efforts need to be made to make employees more loyal to the hospital, including providing appropriate compensation and benefits for employees, providing promotion opportunities, providing opportunities to attend training for employees who are over 40 years old, fostering good relations with other workers, superior support, a leadership style that not only shows the attitude of a manager but also a *leader* (Mohammad et al., 2016).

CONCLUSION

Based on the results of research regarding the influence of work experience, job satisfaction and organizational culture on *Organizational Citizenship Behavior* at Delta Surya Hospital Sidoarjo, it can be concluded that Job Satisfaction at Delta Surya Hospital Sidoarjo is High but has not yet reached the minimum standard for job satisfaction, namely 80%, while Organizational and Organizational Culture *Citizenship behaviour* at Delta Surya Sidoarjo Hospital is low. Then job

satisfaction and organizational culture influence significant to *Organizational Citizenship Behavior* while tenure has no effect.

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CONFLICT OF INTEREST

There is no conflict of interest in carrying out this research

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