
Boosting Nurses' Organizational Citizenship Behaviors (OCB) in Hospitals: The Cultural Mediation Between Seniority and OCB

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Abstract:

Purpose: This study investigated the impact of senior nurse experience on organizational citizenship behaviors (OCB), with organizational culture as a mediating mechanism. This study aimed to test and analyze the effect of organizational culture mediating seniority on OCB.

Design/Methodology/Approach: Survey data was collected from 197 nurses in an Indonesian hospital and analyzed using PLS-SEM methodology. The sampling technique used a simple random sampling technique using the Slovin calculation. A Likert scale was used to measure respondents' answers.

Findings: The findings revealed that seniority indirectly influenced OCB by enhancing cultural beliefs and values. Additionally, a direct positive effect of organizational culture on citizenship behaviors was noted.

Practical Implications: The research implies that hospital administrators should nurture an enabling culture and systematic mentoring of junior nurses by experienced staff to improve the extra-role of pro-social actions.

Originality/Value: Furthermore, future research can explore and compare the effect of organizational culture and OCB on various dimensions of performance based on age.

Keywords: Performance, nurse, seniority, organizational culture, OCB.

JEL Classification: M12, M54, I11, J24, D23.

Paper type: Research article.

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1. Introduction

The behavior of employees' extra roles, commonly known as organizational citizenship behavior (OCB), is essential for organizations today, especially in hospitals that have recently experienced an increase in patients. This condition can help employees complete their tasks effectively through voluntary helping behavior (Mekpor and Dartey-Baah, 2017).

OCB is a multidimensional employee behavior that includes various aspects of employee behavior that are positive and beneficial to organizational development (Khalili, 2017) and can reduce turnover (*Park et al.*, 2024). OCB becomes more attractive in social relationships because it elevates the status of those who participate in it as colleagues or friends (Jo and Joo, 2011). This behavior also increases employee commitment so the hospital can maintain its sustainability (Goh and Marimuthu, 2016).

OCB behavior is vital for leaders in encouraging their subordinates to behave beyond their formal work requirements. Leaders have been identified as having an essential role in influencing the behavior of their subordinates (Idris *et al.*, 2022). Leadership is a skill in influencing people, this element is essential for changing and directing individual behavior to achieve organizational goals (Qalati *et al.*, 2022; Norena-Chavez and Thalassinou, 2022).

Good leadership can inspire members to work harder and behave better than before (Sonmez Cakir and Adiguzel, 2020). Nurses with high OCB are closely related to the role of inspiring leaders (Kim and Seo, 2016). OCB, among nurses, builds cultural learning that requires more attention from leaders and organizations (Jo and Joo, 2011; Iqbal *et al.*, 2018).

It occurs at the level of individuals, teams, and the organization and is at least partly characterized by acquiring and sharing new knowledge. Organizations that facilitate employee learning impact the desire to increase OCB (Thao and Kang, 2020). Furthermore, previous research has also stated that job satisfaction decisively promotes OCB among healthcare professionals (Phetsombat and Na-Nan, 2023).

Empirical studies prove that job satisfaction is strongly related to various positive work outcomes for nurses, such as in-role and extra-role performance (Biagioli *et al.*, 2018) and collaborative teamwork (Monroe *et al.*, 2020). Although some previous studies have investigated OCB for healthcare professionals, especially in hospitals (Ng *et al.*, 2021; Diehl *et al.*, 2020), there are still inconsistencies regarding the relationship between the role of organizational culture and OCB (Arifiani *et al.*, 2020).

Lee *et al.* (2018) found that transformational leadership did not significantly encourage nurses' OCB. It contradicts previously mentioned: a strong correlation

exists between the two variables (Liu *et al.*, 2023). In addition, the role of organizational culture has been shown to strongly contribute to the increase of OCB (Al-Madadha *et al.*, 2021). Nurses' OCB can increase when employees are satisfied with their jobs (Ozluk and Baykal, 2020).

Therefore, we propose this study discusses how seniority affects OCB in nurses, with organizational culture as a mediating variable. It fills the research gap empirically regarding the inconsistency of findings and predictors of the role of organizational culture and OCB, especially in public hospitals. Theoretically, the study proposed a framework for establishing organizational culture as a mediator between senior nurses' performance and OCB.

Thus, this study investigates the relationship between senior nurses' performance and OCB by exploring the potential role of organizational culture as a mediator. Organizational culture plays a vital role in the professional development of employees. Organizational commitment and personal support are professionally seen as indications that employees are valued (Brekelmans *et al.*, 2016; Mlambo *et al.*, 2021).

Healthcare organizations are among society's most complex and dynamic organizations (Figueroa *et al.*, 2019). Therefore, to achieve organizational excellence and efficiency, attention must be paid to various management aspects such as organization, patients, processes, finance, human resources, information technology, facilities and tools, environment, and outcomes (Farida and Setiawan, 2022).

One problem that attracts health service managers' attention is human resource management due to the labor shortage (O'Neil, 2008; Boselie *et al.*, 2021). Human resources are considered an essential factor in the development and success of organizations in a reasonably dynamic competition (Tajeddini and Martin, 2020).

Therefore, an organization, namely a hospital, must be able to take responsibility for keeping and maintaining the quality of work life and fostering employees so that they are willing to contribute optimally to achieve the main objectives (Mahdavi *et al.*, 2023). One of the noble professions is nursing, along with the development of the era of a nurse who will face the demands of a large and robust time. It is because the dynamics of hospital issues will continue to evolve, ranging from standards of professionalism and advances in technology and information to laws and regulations that continue to change (Nilsen *et al.*, 2020). It encourages a nurse to improve each individual's skills or abilities (Ofei *et al.*, 2020; Zaitoun *et al.*, 2023).

Nursing services are part of health services in hospitals that are required to provide quality services. (Olinyk *et al.*, 2020). Qualified human resources can only produce quality health services (Yusefi *et al.*, 2022). The quality of a nurse can be seen from the length of time the employee has worked (Karaca and Durna, 2019). In several studies, it has been shown that novice nurses benefit significantly from support from

experienced nurses. This support, particularly emotional support and social interaction, can facilitate dynamic relationships on-site. It positively impacts novice nurses' commitment and willingness to remain employed (Dames, 2019).

Nursing is a profession that touches the lives of others. Nurses are responsible for providing well-being to patients. Despite this, nursing is considered a stressful profession. The work of nurses is complex as they have to apply knowledge, skills, and motor competencies simultaneously (Abdel-Fatah Ibrahim, 2016). Research shows that nurses' workload determines the level of vulnerability to stress (Regan *et al.*, 2017). Due to their high workload, time constraints, and lack of professional roles, nurses are more vulnerable to stress (Babaei and Taleghani, 2019).

A study in a hospital in Thailand showed that nurses experienced emotional exhaustion, which affected the delivery of services to patients (Nantsupawat *et al.*, 2016). Thus, the psychological condition of a nurse can interfere with their performance. The results showed that psychological factors such as work stress due to fatigue can jeopardize patient safety by 27.9% (Park *et al.*, 2024).

Seniority nurses play an essential role in hospitals in assisting novice nurses. Seniority is also defined as the length of service a person is recognized by the organization, both in the position concerned and in the organization. Seniority also reflects the notion of age and one's work experience (Desselle *et al.*, 2017). Seniority can also be a way to promote because seniority avoids problems, and partiality is given to favored employees. There is usually a correlation between seniority and performance. Until then, employees become more competent at their jobs as they gain experience.

OCB is always characterized by individuals who voluntarily contribute more than themselves in their tasks and work. It is considered a factor that influences organizational effectiveness. OCB is generally considered a positive organizational behavior (Yu *et al.*, 2017). OCB is considered behavior that exceeds what has been standardized by the company (Tsai and Wu, 2010). OCB is individual behavior explicitly or indirectly recognized by the formal system.

In addition, OCB also aggregately functions effectively and efficiently in an organization. It is characterized by the behavior of individuals who voluntarily contribute extra roles beyond their *Job Description* to the organization. People who display more OCB behavior are referred to as good employees (Brito Duarte, 2015).

Previous research has shown that employees who feel emotionally attached to their organization show more OCB. Organizational experts conclude that OCB is important for an organization's success because it positively impacts the organization, such as improving service quality, improving group performance, and raising the level of organizational culture. One of the desirable functions of organizational culture is to promote organizational citizenship behavior.

In addition, the concept of OCB is fundamental in the service sector and has been applied in hospitals, hotels, and many other organizations. Many organizations, such as public and private organizations, apply the concept of OCB to improve their efficiency and behaviors (Ebrahimpour *et al.*, 2011). The results of other studies reveal that women's OCB is higher than that of men. This is because women's minds are more subtle, tenacious, patient, and do not give up easily (Abu Nasra, 2020).

Male nurses are likelier to leave their profession (Mervi Flinkman, 2010). In Taiwan, male nurses face higher social pressures than females during career development and are likelier to leave the workplace early in their career stage (Lou *et al.*, 2010).

Organizational Culture and OCB are now being discussed everywhere among experts, business practitioners, and executives. Those organizational cultures have made an organization more stable, advanced, and anticipatory of environmental changes. One aspect of organizational culture that has proven to be very prominent and is a component in many measures of culture is OCB. The cultural norms that apply in an organization along with OCB generally help members create a harmonious and healthy environment (Desselle *et al.*, 2017).

Good nurse work attitudes are characterized by good OCB behavior that can improve organizational performance. Previous studies have stated that organizational culture, justice, and commitment affect OCB. This is proven by Winarsih and Riyanto (2020), who found that organizational culture affects OCB.

Other findings in the study at the Regional People's Representative Council Secretariat Office reveal that organizational culture positively and significantly affects OCB. This condition proves that organizational culture can increase OCB (Sitompul, 2023).

Similarly, organizational culture significantly increases job satisfaction in Taiwan. In short, organizations that support culture benefit health professionals (Huang *et al.*, 2024). Since the mid-1990s, research on ethical behavior in business organizations has increased dramatically (Ruiz-Palomino and Martínez-Cañas, 2014).

Organizational culture, often described as shared values, beliefs, and assumptions, can provide positive energy for employees. Organizational culture supports individual ethics and behaviors and improves organizational outcomes (BERSON, 2008).

However, few studies have examined the relationship between organizational culture and OCB among senior nurses, especially in regional public hospitals in Indonesia. Thus, this study aimed to examine and analyze the effect of organizational culture mediating seniority on OCB.

2. Literature Review

2.1 Organizational Culture in the Health Sector

In nursing, organizational culture has a major impact on employees' work performance and the quality of services offered by the organization. Depending on its orientation, organizational culture in hospitals significantly affects patient satisfaction and employee job performance. Organizational culture is an important element that substantially affects the effectiveness or ineffectiveness of the quality of health services. In hospitals, the entire workforce strictly enforces values, rules, and assumptions.

According to a study, organizational culture can directly affect organizational capabilities (Bakertzis, 2022). Patient safety is one of the important instruments in the healthcare quality movement, and errors due to negligence in nursing duties can have a negative impact on patient safety (Stavrianopoulos, 2012). The research results show that safe and effective services require all elements of the healthcare system to be well-integrated and coordinated (Sfantou *et al.*, 2017).

Based on statistics, one-fifth of the population of each society is affected by medical errors, which may increase to 35%-42% (Said and Emil, 2009). Therefore, patient safety has attracted the attention of many researchers in the healthcare field in recent years (Keykaleh *et al.*, 2018). Since patient safety culture affects performance, authorities have prioritized maintaining and promoting patient safety when delivering healthcare services by influencing the voluntary behavior of healthcare providers (Farzi *et al.*, 2017).

Assessing the existence of an organizational safety culture is the first step in developing a safety culture (Hellings *et al.*, 2007). Assessing patient safety culture, which reputable international organizations require, allows healthcare organizations to get a clear view of patient safety aspects that require immediate attention, identify the strengths and weaknesses of their safety culture, help healthcare units identify their patient safety, and benchmark their patient safety issues and scores against other hospitals (El-Jardali *et al.*, 2011).

2.2 Organizational Citizenship Behavior

Health professions, nurses play a key role in ensuring the quality and safety of health services (Alquwez *et al.*, 2018). Recent studies have shown that high levels of organizational commitment (Horwitz and Horwitz, 2017) and job satisfaction have a positive impact on Patient Safety Culture (PSC) (Alswat *et al.*, 2017). In addition, PSC has a positive effect on nurse performance and hospital efficiency (Sun *et al.*, 2023).

Therefore, PSC measurement provides the necessary information to improve patient safety and helps monitor necessary changes at all times (Classen *et al.*, 2021). According to a study, factors such as patient safety culture and patient satisfaction are strongly associated with hospital performance (Mohebi *et al.*, 2018). The findings show that OCB has a statistically significant impact on PSC.

The low level of OCB towards benevolent behavior, sportsmanship, and courtesy may indicate nurses' low interest in participating in organizational affairs and their low attention to actions that prevent harm to their organization. Nursing managers should, therefore, focus more on these dimensions, identify influential factors, and take appropriate management actions to encourage these behaviors. If our findings are confirmed in future research, nursing managers may consider developing organizational citizenship behaviors as one of the managerial approaches to promote patient safety culture. (Jafarpanah and Rezaei, 2020).

On the other hand, the concept of OCB has been considered in recent studies. OCB usually includes optional behaviors beyond the formal role of the employee, which are not directly recognized by the organization's reward system (Jafarpanah and Rezaei, 2020). Organ (1988) identified five OCB dimensions, civic virtue, altruism, conscientiousness, sportsmanship, and courtesy. Civic virtue, altruism, and conscientiousness are considered positive and useful factors, while sportsmanship and courtesy represent avoiding damage to the organization (Pohl *et al.*, 2015).

Indeed, OCB refers to maintaining and improving the social and psychological context, which supports task performance. This definition emphasizes three characteristics of this behavior: voluntariness, organizational benefits, and multifaceted nature (Johansson and Hart, 2023). On the other hand, OCB includes three main parts: employee personal traits, employee attitudes, and managerial factors. Employee attitudes and managerial factors can be modified, while employee personal traits are the least flexible factors.

The most important of the three factors is the role of management in promoting healthy and constructive employee behavior (Taghinezhad *et al.*, 2015; Lim *et al.*, 2018). OCB increases employee participation, encourages teamwork, reduces the cost of errors, and provides a positive organizational environment (Clark *et al.*, 2014). It also reduces the need for staff monitoring and positively impacts organizational performance and the provision of high-quality services (Li *et al.*, 2024).

Previous research has shown that management practices significantly influence OCB and that OCB can be strengthened by appropriate leadership styles and management policies (Hasan, 2013). In this case, leadership, especially transformational leadership, positively affects OCB and employee commitment (Nurjanah *et al.*, 2020). Several studies have shown that workplace spirituality, emotional intelligence, job satisfaction, and social capital improve nurses' OCB (Apore and

Asamoah, 2019). Conversely, an increase in nurses' OCB appears to influence safety climate, job performance and quality of healthcare services (Khaola and Rambe, 2021).

2.3 Nurse Seniority Performance

Seniority is the length of service of employees in the company who are recognized for their achievements by the company in their position. Seniority related to work experience and employee tenure can support the promotion of the employee himself. With their work experience, employees are willing to be transferred to higher positions. Employees' work experience makes them more dexterous because they are very familiar with their tasks and have previous experience in similar jobs.

Meanwhile, according to Japanese tradition, senior employees have more experience, so they are believed to be wiser in developing ways of thinking based on the knowledge and experience they have gained over the years (Lazaridi, 2012). This can be seen from age, experience, and length of service (Chung *et al.*, 2015).

Senior employees no longer doubt the loyalty and compliance of employees with the company. This can be seen in loyalty to a job and willingness to sacrifice for the satisfaction of others, which arises from the desire to be loyal and improve work, groups, superiors and companies (Agyeiwaah *et al.*, 2022). Employees who have strong obedience and high loyalty can increase their chances of promotion. (Bahadur *et al.*, 2020).

This is due to the loyalty of working hours to the company to increase responsibility and devotion. Loyalty is one-factor influencing job promotion because employees with high job loyalty can provide maximum results (Veloso *et al.*, 2021). In addition, the obedience, compliance and discipline of employees towards the company will make it easier to achieve a goal that the company will achieve (Abd-El-Salam, 2023)..

Professional care has also come a long way in recent years. Most healthcare services are provided by teaching hospitals, and most nurses working in these hospitals have university degrees. However, Iran's health system faces several important challenges, especially regarding the quality of health services and health performance (Mosadeghrad, 2014).

There are also serious challenges in the nursing profession, such as job dissatisfaction, poor social status, shortage of nurses, heavy workload and the gap between theory and practice. Evidence suggests that Iranian nurses experience higher levels of work stress, workload, and burnout than nurses in other countries; this reduces the quality of nursing care and leads to patient dissatisfaction (Farsi *et al.*, 2010); (Mustafaei Najaf-Abadi and Rezaei, 2018).

3. Research Methodology

3.1 Population and Sample

This study examined and analyzed the effect of seniority on OCB with organizational culture as a mediating variable. The research method used is a survey method with an explanatory type where this research explains the relationship between two or more variables. The survey in this study was conducted using written questions and distributing questionnaires.

The research location is Dr. M. Haulussy Ambon Hospital. The population in this study amounted to 197 people, which can be detailed in Table 1. The sampling technique supported in this study is non-probability sampling, where all populations are sampled (Ethics, 2016; Tyrer and Heyman, 2016). This research aimed to make generalizations by getting a very small error rate.

Table 1. *Demographics of the research sample for senior nurses at Dr. Haulussy Ambon hospital*

Room	Number of Nurses	Length of Service
ICU	9	6
ICCU	12	8
NICU	7	7
IBS	14	16
EMERGENCY ROOM	18	6
Pavilion	12	20
Women's Surgery	10	7
ENT	5	9
Kunkel	3	11
Cendrawasih	10	5
Children	10	8
Internal Female	11	9
Wetar	2	15
Lungs	8	5
Internal Male	13	7
Male Surgery	11	13
Neurology	11	6
Hemodialysis	11	12
Polyclinic	20	10

Source: *Own study.*

3.2 Research Instruments

A Likert scale was used to measure respondents' answers. Likert scale is a scale that contains five levels of answers regarding the respondent's agreement with the statements or statements put forward preceding the answer options provided, namely

strongly agree (S.S.), agree (S), Neutral (N), disagree (T.S.), and strongly disagree (STS) Likert scale is a psychometric scale commonly used in questionnaires.

The Likert scale measures the attitudes, opinions, and perceptions of a person or group of people about social phenomena. In this study, three types of variables are used. The independent variable is seniority. The mediating variable is organizational culture, and the dependent variable is OCB.

3.3 Data Analysis Technique

The data analysis technique in this study used Partial Least Square (PLS). PLS is a Structural Equation Modeling (SEM) equation model with a variance-based approach or component-based structural equation modeling.

This explanatory research aims to test a theory or hypothesis to strengthen or reject a pre-existing theory or research hypothesis. Explanatory research emphasizes the causal relationship between research variables and hypothesis testing.

4. Results

Data processing techniques using SmartPLS (Partial et al.) require two stages to assess the Fit Model of a research model. These stages are as follows:

Evaluation of Measurement Model (Outer Model):

There are three criteria for using data analysis techniques with Smart PLS to assess the evaluation of measurement models: convergent validity, discriminant validity, and composite validity.

1) Convergent Validity

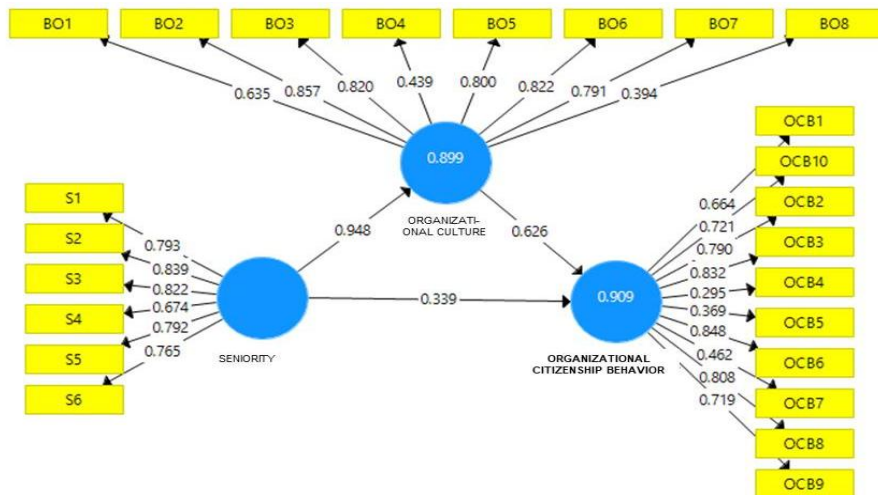
Loading Factor:

Assessment of convergent validity based on the correlation between item score/component score estimated with PLS software. An individual reflexive measure is considered high if it correlates more than 0.7 with the measured construct.

However, according to Chin, cited by Imam Ghozall, the outer loading value is between 0.5-0.6. The initial assessment stage is considered sufficient to meet the requirements of convergent validity. In this study, a loading factor limit of 0.7 will be used.

Table 2 shows that there are variables of organizational culture and organizational citizenship behavior whose loading factor value is < 0.5 , namely BO4, BO8, OCB4, OCB5, and OCB7. Therefore, the variables of organizational culture and citizenship behavior of these items must be removed.

Figure 1. Loading Factor (Outer Loading)



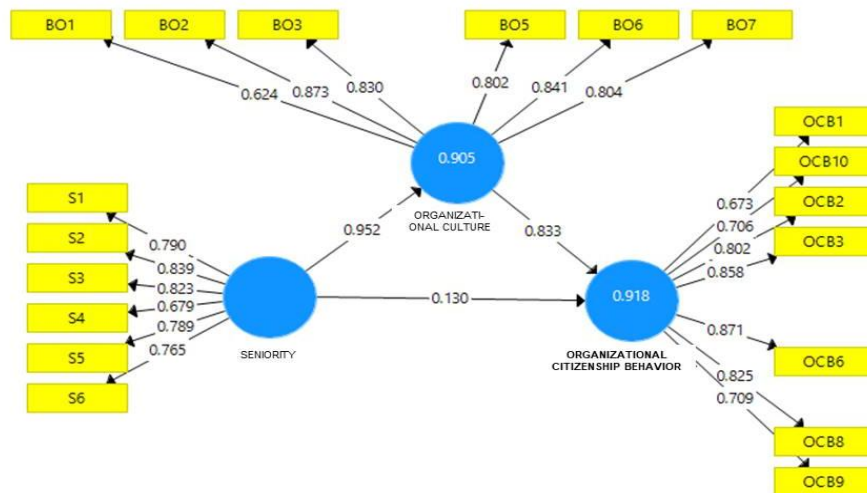
Source: Own study.

Table 2. Loading factor value

Variables	Indicator	Loading Factor
Seniority	S 1	0.793
	S 2	0.839
	S 3	0.822
	S 4	0.674
	S 5	0.792
	S 6	0.765
Organizational Culture	B.O. 1	0.635
	BO 2	0.857
	BO 3	0.820
	BO 4	0.439
	BO 5	0.800
	BO 6	0.822
	BO 7	0.791
	BO 8	0.394
Organizational citizenship behavior (OCB)	OCB 1	0.664
	OCB 2	0.790
	OCB 3	0.832
	OCB 4	0.295
	OCB 5	0.365
	OCB 6	0.848
	OCB 7	0.462
	OCB 8	0.808
	OCB 9	0.719
	OCB 10	0.721

Source: Own study.

Figure 2. Modified Model



Source: Own study.

Table 3. Loading factor value

Variables	Indicator	Loading Factor
Seniority	S 1	0.790
	S 2	0.839
	S 3	0.823
	S 4	0.679
	S 5	0.789
	S 6	0.765
Organizational Culture	B.O. 1	0.624
	BO 2	0.873
	BO 3	0.830
	BO 5	0.802
	BO 6	0.841
	BO 7	0.804
Organizational citizenship behavior (OCB)	OCB 1	0.673
	OCB 2	0.802
	OCB 3	0.858
	OCB 6	0.871
	OCB 8	0.825
	OCB 9	0.709
	OCB 10	0.706

Source: Own study.

The results of data processing using SmartPLS can be seen in Table 3. The *Outer Loading* value, or the correlation between constructs and variables, has met *convergent validity* and is declared valid because it has a *loading factor* value > 0.7.

Then, all indicators on all variables are declared feasible and valid and can be used for further analysis.

Average Variance Extracted (AVE):

Different from the *loading factor*, which is each indicator's value, *Average Variance Extracted (AVE)* is each variable's value. If the value of each variable is above 0.5, then the variable is declared valid.

Table 4. *Average variance extracted (AVE)*

Variables	Average Variance Extracted (AVE)
Seniority	0.613
Organizational Culture	0.512
Organizational Citizenship Behavior	0.620

Source: *Own study.*

Based on the data in Table 4, it is known that the AVE value, variable X1 (Seniority), is 0.613, variable X2 (*Organizational culture*) is 0.512, and variable Y (*Organizational Citizenship Behavior*) is 0.620. The value is above 0.5, and these variables are valid based on the predetermined value standards.

1) Discriminant Validity

Fornell-Lacker Criterion:

This is the correlation value between the variable and the variable with other variables. The *Fornell-Larcker Criterion* is used to measure the correlation of the variable with the variable itself. It cannot be smaller than the correlation of the variable with other variables.

Table 5. *Fornell larcker criterion*

Variables	X1 (Seniority)	X2 (Organizational culture)	Y (OCB)
X1 (Seniority)	0.783		
X2 (Organizational culture)	0.948	0.716	
Y (Organizational citizenship behavior)	0.933	0.947	0.678

Source: *Own study.*

The results in Table 5 show that the correlation between variables and the variable itself has a value that is greater than the correlation of variables with other variables. For example, the construct on the variable (X1 with X1) is 0.783.

In contrast, the variable construct (X1 with X2) has a value of 0.948, the variable construct (X1 with Y) has a value of 0.933, the construct (X2 with X2) has a value of 0.716, the variable construct (X2 with Y) has a value of 0.947 and the variable construct (Y with Y) has a value of 0.678, which has a value greater than the

construct (X with X) itself, which has a value greater than the construct (X with X) itself. This also applies equally to other variable constructs.

2) Composite Reliability

Composite Reliability is an index that shows the extent to which a measuring instrument is trustworthy and reliable. Data that has a composite reliability > 0.7 has high reliability. The composite reliability of indicator blocks that measure a construct can be evaluated with Internal Consistency and Cronbach's Alpha.

Table 6. Composite reliability

Variables	Composite Reliability
X1 (Seniority)	0.904
X2 (Organizational Culture)	0.888
Y (OCB)	0.887

Source: Own study.

Based on the data in Table 6 above, it can be seen that the *composite reliability* value of all research variables is > 0.7 . Seniority variable (X1) 0.904, Organizational culture variable (X2) 0.888, and Organizational citizenship behavior variable (Y) 0.887. These results indicate that each variable has met the *composite reliability*, so it can be concluded that the overall variable has a high level of reliability.

3) Cronbach's Alpha

The reliability test with *composite reliability* can be strengthened by using *Cronbach's alpha* value. A variable can be declared reliable or meet *Cronbach's alpha* if it has a *Cronbach's alpha* value > 0.6 . The following is *Cronbach's alpha* value for each variable.

Table 7. Cronbach's alpha

Variables	Cronbach's Alpha
X1 (Seniority)	0.872
X2 (Organizational Culture)	0.856
Y (OCB)	0.858

Source: Own study.

Based on Table 7, *Cronbach's alpha* value for each research variable is > 0.6 . Where the *Seniority* variable (X1) is 0.872, Organizational culture (X2) is 0.856, and Organizational citizenship behavior (Y) is 0.858. Thus, these results show that each research variable met *Cronbach's alpha* value requirements. Then, the overall variable has a high level of reliability.

4) Structural Model Evaluation (Inner Model)

Evaluation of the *structural* model (*inner model*) is a measurement to evaluate the model's accuracy level in the research by forming several constructs and their

indicators. The *structural* model is evaluated by looking at the percentage of variance explained, namely the R-squared value for endogenous latent constructs.

Table 8. *R-Square value*

Construct	R-Square	Adjusted R-Square
Organizational Culture (X2)	0.899	0.898
OCB (Y)	0.909	0.906

Source: *Own study.*

Based on Table 8, the R-squared value of organizational culture is 0.899 or 89.9%. These results indicate that the diversity of organizational culture variables can be explained by seniority by 89.9%. Meanwhile, the remaining 11.1% is the contribution of other variables not discussed in this study. The R-squared value on the OCB variable is 0.909 or 90.9%.

These results indicate that the diversity of OCB variables can be explained by seniority and organizational culture by 90.9%. Meanwhile, the remaining 0.1% is the contribution of other variables not explained in this study.

In the Q-Square value of predictive relevance, the organizational culture variable is 0.898. It shows that seniority has a strong predictive power on organizational culture. The OCB variable has a predictive relevance Q-Square value of 0.906. It shows that seniority and organizational culture have predictive solid power on OCB.

5) Hypothesis Testing Results

Direct effect test

Hypothesis testing in this study was carried out by looking at the *T-statistic* and *P-value* values. The research hypothesis can be declared accepted if the *P-value value* < 0.05. The following are the results of the direct effect hypothesis test obtained in this study.

Table 9. *Hypothesis test results of direct effect*

Hypothesis	Relationship between Constructs	T-Statistic	P-Values	Status
H1	Seniority (X1) → OCB (Y)	0.813	0.417	Rejected
H2	Seniority → (X1) Organizational Culture (X2)	111.085	0.000	Accepted
H3	Organizational culture (X2) → OCB (Y)	5.375	0.000	Accepted

Source: *Own study.*

Indirect Effect Test / Mediation Effect

The following are the results of the Indirect Effect / Mediation Effect Hypothesis Test obtained in this study.

Table 10. Hypothesis Test Results of Indirect Effect / Mediation Effect

Hypothesis	Relationship between Constructs	T-Statistic	P-Values
H4	Seniority (X1 $\longrightarrow$ OC (X2 $\longrightarrow$ OCB (Y)	5.437	0.000

Source: Own study.

5. Discussion

5.1 The Relationship between Senior Nurse Performance and OCB

The data findings show that the P-value is 0.417, more than the significant value, namely, 0.05. Therefore, seniority is not significant to OCB. Seniority is the length of service a person provides to the company. Seniority to OCB has a strong relationship in the company, namely, more influence, especially regarding employee performance. A nurse who has worked in the hospital for a long time will usually have more abilities and experience even though they are in the same position.

Seniority shows that many nurses at Regional Public Hospital, such as Dr. M Haulussy Ambon, have a high organizational culture. Seniority, with a mean value of 3.53, is classified as good. It can be seen from the number of nurses who strongly agree that work experience is essential for creating achievements and goals at work. Based on this situation, intelligent senior nurses are highly tolerant toward coworkers. If the nurse does not have good work experience, then the nurse, in this case, the senior nurse, has a high probability of not completing her work correctly.

With high work experience, nurses at Regional Public Hospital Dr. M Haulussy Ambon are more willing to be part of the company for as long as possible, especially when job opportunities are few. That makes senior nurses want to keep working at Dr. M Haulussy Ambon Hospital. In addition, due to the status of nurses who have become permanent employees and most of the senior nurses at Regional Public Hospital Dr. M Haulussy Ambon who have worked for 10-20 years, even more than 15 years, nurses have a high organizational culture.

Therefore, violating work rules or norms is difficult when they start to violate them. Then, automatically, the nurses must also be dealt with administrative or warnings from the most basic in the form of SP1 (Warning Letter 1). The high seniority of senior nurses encourages employees to have a high organizational culture.

OCB has a positive effect on nurse performance, which means that the size of OCB impacts nurse performance. Nurses show voluntary behavior towards coworkers to motivate them to complete their responsibilities immediately. Then, the productivity of these coworkers can increase. Helping behavior for senior nurses will help set a good example for new nurses and spread throughout the work unit. As a concrete

form of OCB behavior, nurses who come before the work schedule starts will help their colleagues' workloads that exceed capacity.

This behavior can increase morale, closeness, and a sense of belonging between group members to improve the performance of nurses. They engage in activities, are accountable for their involvement, and maintain the organization's good name. Nurses help leaders provide valuable advice and input for nurses and can increase the effectiveness of the work unit. Polite nurses avoid conflict and tolerate coworkers can create a pleasant work atmosphere to help leaders avoid management crises.

The results of previous research state that OCB has a significant effect on employee performance (Fitrio et al., 2019). This research is not in line with the results of Eyupoglu (2016), which states that OCB affects employee performance simultaneously, but partially, several dimensions of OCB do not support employee performance. OCB behavior tends to be low due to the high workload and limited number of nurses. Things like this will cause nurse performance to be low due to patient and family dissatisfaction with services.

Based on the description above, it can be said that several things related to OCB in hospital institutions must be explained. Namely, nurses should be tolerant, maintain working relationships, and try not to create or exaggerate problems with other nurses to create a good and conducive work environment. (Mohammadi *et al.*, 2022).

This needs to be done so that nurses have high enthusiasm in carrying out their duties and improving their performance. OCB behavior is low due to the high workload and limited number of nurses. This condition will cause nurses' performance to be low due to the dissatisfaction of the patient's family with the service.

Based on the description above, it can be explained that several things must be explained related to OCB in a hospital institution; namely, nurses must tolerate and maintain working relationships and try not to create or exaggerate problems with other nurses to create a good and conducive work environment. (Johansson and Hart, 2023). It needs to be done so that nurses have high enthusiasm in carrying out their duties and improving their performance (Dasgupta, 2022).

International data from South Africa reports that the nursing profession is in crisis. Senior nurses are leaving the country to seek lucrative jobs abroad. It is because the salary or wages received do not match the working hours in the hospital. This leads to problems such as enormous pressure on existing nurses, resulting in job stress and dissatisfaction. This has an impact on nurse-patient relationships as well, sometimes poorly characterized by conflict, clinical neglect, and verbal and physical violence. (Jacobs, Roodt, Jacobs, and Roodt, 2008).

Many factors can influence job satisfaction in different environments where employees can be satisfied based on salary package, promotion possibilities, fair policies, level of care, appreciation, health, safety, and relationship with supervisors. (Kol *et al.*, 2017).

5.2 Senior Nurses Can Improve Organizational Culture

The test results prove that seniority positively and significantly affects organizational culture, which means that seniority can improve organizational culture. In the study, executive nurses at Haulussy Hospital had an excellent organizational culture. This is because the cultural principle of the Moluccan people that has been rooted from generation to generation is the Culture of "*Ale Rasa Beta Rasa*," which means that one person is happy, everyone is happy, and so on.

Therefore, this principle supports the performance of nurses and hospitals. This aligns with research on organizational culture, which shows that 60% of health workers with a strong culture can maintain organizational strength in competing health organizations. (Hyde *et al.*, 2014). Previous studies show that 70.1% of executive nurses with a solid organizational culture perform well.

The performance of nurses with inappropriate service organization values causes a decrease in service quality by 52.2% (Acar and Acar, 2014). Organizational culture has functions and objectives to establish organizational identity, encourage organizational commitment, determine organizational stability, and become an organizational sensory tool. Research conducted in hospitals in Turkey explains that a solid organizational culture directs nurse members to carry out their work following the demands of their duties and responsibilities (Basit and Duygulu, 2018).

The results of this study indicate a relationship between the implementation of the management function of the head of the room and the performance of the executive nurse. This relationship explains that implementing management functions by a good head of the room will improve the performance of executive nurses. Following previous research, initial planning in nursing services will determine the success of providing nursing care to patients. Implementing nurses perform their work following the nursing manager's plans. A well-conceived plan will direct nurses in providing nursing care (Ray, 2015).

Indeed, since the early 2000s, organizational culture has been a significant theme of debate in healthcare organizations in the U.S. and U.K. (Mbau and Gilson, 2018). Organization and tenure are essential for work-related behaviors and performance (Atatsi *et al.*, 2021). The phenomenon is that patients often complain that nurses are not friendly in serving patients, are irresponsive to patient complaints, patients should wait in long queues, and nurses often chat with coworkers who have nothing to do with work.

Research states that 90% of patients feel uncomfortable communicating with nurses, and 84% feel uncomfortable communicating with nurses by paying attention to patient needs, especially at night (Masih *et al.*, 2018). The mentoring behavior carried out by nurses showed a significant relationship with patient satisfaction. However, 15.2% stated that the mentoring carried out by nurses could have been more satisfying for patients (Shabbir and Inayat, 2017).

Organizational culture can improve organizational performance and job satisfaction and increase a sense of certainty about problem-solving. Organizational effectiveness may decline if the organizational culture becomes misaligned with the changing expectations of internal and external stakeholders (Beidas *et al.*, 2018).

Organizational culture can improve organizational performance, nurses' job satisfaction, and a sense of certainty about problem-solving. The critical role of culture can increase the ability of member organizations to innovate. In addition, possessing positive cultural characteristics provides the organization with the necessary materials to solve creative problems (Farouk Kamel, 2017).

Organizational culture comprises several factors: internal communication, work balance, leadership style, professional growth, employee satisfaction, reward system, and organizational performance. When any of these factors are compromised, it can negatively impact the productivity and profitability of the organization (Paais and Pattiruhu, 2020).

There is a relationship between healthcare organizational culture and nurse empowerment in the hospital environment. This is depicted in Denison's organizational culture model in Figure 3. This model is considered interesting because organizational changes determine the components of organizational culture that require change. This model also examines group behavior and directly affects organizational culture.

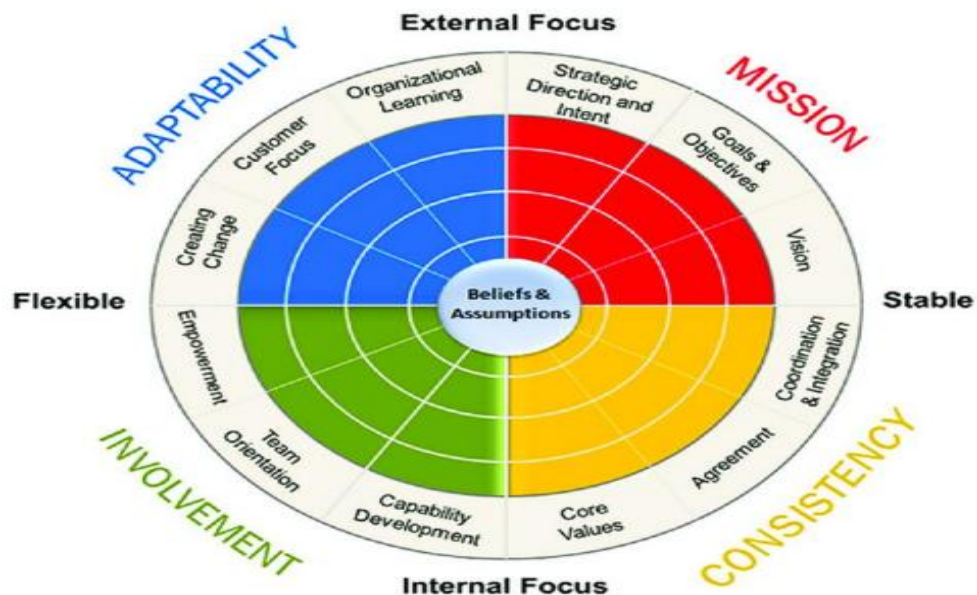
It provides a new framework compared to other organizational culture models and has been widely used in various organizations to assess organizational culture. There is a positive correlation between healthcare organizational culture and structural and psychological empowerment.

There is a positive correlation between structure and psychological empowerment. Only gender is not different from psychological empowerment. Maintaining a solid healthcare organizational culture increases structural and psychological empowerment among nurses (Harhash *et al.*, 2021).

Good performance is also supported by the stabilization of management functions carried out by the head of the room. Nursing organizations with duties and responsibilities that follow the nurses' ability in the room will reduce the feeling of being burdened in doing their work. This follows research on healthcare providers,

which explains that the unbalanced division of nurses' duties will increase nurses' burnout at work. (Kamardin and Haron, 2011).

Figure 3. Denison's model of organizational culture (1990)



Source: Own study.

The division of service schedules will affect the ability and motivation of executive nurses. Research conducted in Singapore and Tanzania explains that scheduling significantly affects organizational employee performance. The attitude shown on the work schedule that is prepared by not paying attention to working hours and conditions of employee availability will reduce the quality of work of other employees (Boldy *et al.*, 2013).

5.3 OC Positively Affects OCB

The data findings show that the P-value is 0.001, smaller than the significant value, namely, 0.05. This means that O.C. has a positive and significant effect on OCB, which can significantly reduce OCB. OCB is an extra role behavior that improves workplace performance and is essential for organizational survival (Farhiya *et al.*, 2023).

The results of hypothesis testing prove that organizational culture has a positive effect on OCB. The relationship between organizational culture and OCB is unidirectional; namely, the higher the cultural values owned and developed by nurses at Dr. M Haulussy Ambon Hospital, the higher the OCB of the nurses in the

organization, and vice versa, the lower the cultural values owned and developed in nurses, the lower the OCB of the nurses at Dr. M Haulussy Ambon Hospital. The results of this study align with research conducted at Nala Husada - Surabaya Dental and Oral Hospital.

Organizational culture and organizational commitment have a significant effect on organizational citizenship behavior. Job Satisfaction significantly influences Organizational Citizenship Behavior at Nala Husada Dental and Oral Hospital Surabaya (Tandy *et al.*, 2022). O.C. is said to affect the effectiveness of an organization. O.C. can also similarly impact the OCB of academic staff in higher education institutions in Malaysia (Teh *et al.*, 2012). The results of a study in Korea showed that there was no significant relationship between clan culture and organizational citizenship behavior (Kim, 2014).

The primary function of organizational culture is as a boundary of distinction, organization, and other groups and as a control mechanism in guiding and shaping the attitudes and behaviors of employees. Organizational culture can have a positive impact on a company's OCB. More than an organization with skilled employees is needed to achieve organizational goals.

The most crucial issue is how to manage qualified employees so that they show their performance actively and are involved in all work and organizations with the expertise they have or even exceed their formal roles and responsibilities. The company's human resources quality can be seen from how much employees can contribute and complete all their duties correctly.

However, it can be seen how many employees have the initiative to complete other work outside of their jobs. Employee behavior is expected by organizations that complete tasks per their usual duties (in the role) and employees willing to provide performance that exceeds expectations (Uliyah and Ariyanto, 2021).

Based on the results of interviews with the Head of Personnel and the Director of Regional Public Hospital, Dr. Haulussy Ambon, regarding OCB behavior in employees, it can be concluded that the level of OCB behavior in employees is not high enough because employees tend to focus on achieving target work. On the contrary, OCB is necessary for an organization, especially during the past pandemic, where office policies must be readjusted.

Employees often complain, lack enthusiasm, and do not care about environmental work in the office environment. Of course, such employees cannot support the organization effectively and efficiently. On the other hand, some employees have positive behavior. This then becomes a particular concern because one of an organization's advantages is its human resources' reliability. OCB is considered necessary in an office environment, especially in the service sector, where it will affect the quality of service provided to the broader community.

Nurses who behave well, are willing to try and work hard and do not give up easily are characteristics of OCB behavior (Adnans *et al.*, 2021). High work motivation significantly affects the emergence of OCB behavior in organizational culture (Nurjanah *et al.*, 2020).

Nurses who have high motivation will produce good work results, which will then encourage OCB behavior. In the second and third ranks are organizational culture and employee competence. OCB is a form of volunteer activity of executive members that supports managerial functions. This behavior is more altruistic (helping), expressed in actions that show selflessness and concern for the welfare of others. Organizational culture is a system of beliefs and values that develops within the organization and directs the behavior of its members. Experts and consultants believe cultural differences significantly affect company performance and quality (Lam *et al.*, 2021).

5.4 OC Can Mediate Seniority Against OCB

The data processing results show seniority on OCB with O.C. as a mediating variable. Before discussing the role of mediation or indirect relationships, the indirect relationships between seniority, organizational culture, and OCB will be explained. The results show that (1) there is no influence between seniority and OCB, (2) there is an influence between seniority and O.C., and (3) there is an influence between organizational culture and OCB. When viewed from the results of the relationship's significance, the organizational culture's mediation status is perfect.

With this mediation status, it can be stated that nurses at Regional Public Hospital Dr. M Haulussy Ambon feel an attitude of tolerance among colleagues, and nurses can comply with applicable rules or norms. Good work will not necessarily generate a sense of competition at work, but organizational culture is necessary for the intention to help colleagues to be achieved.

Thus, organizational culture influences seniority in OCB. Perceived seniority makes organizational culture increase. The impact of an increased organizational culture is an increase in the level of OCB. The results of this study are reinforced by previous research, stating that the results of organizational culture research can mediate the relationship between seniority and OCB.

Such conditions will lead to low nurse performance caused by the condition of the patient and the patient's family's dissatisfaction with the service. Based on the description above, it can be explained that several things must be explained related to OCB in a hospital institution; namely, nurses must tolerate and maintain working relationships and try not to create or exaggerate problems with other nurses to create a good and conducive work environment. This needs to be done so that the problems

will maintain nurses' high enthusiasm in carrying out nurse performance due to patient and patient family dissatisfaction with services.

Based on the description above, it can be explained that several things must be explained related to OCB in a hospital institution; namely, nurses should be tolerant, maintain working relationships, and try not to make or exaggerate problems with other nurses to create a good and conducive work environment (Mohammed *et al.*, 2020). This needs to be done so that nurses have high enthusiasm in carrying out their duties and improving their performance.

Therefore, several things related to OCB in hospital institutions must be explained. Namely, nurses should tolerate and maintain working relationships and try not to create or exaggerate problems with other nurses to create a good and conducive work environment. This needs to be done so that nurses have high enthusiasm in carrying out their duties and improving their performance. Duties and improving their performance. Conditions like this will cause (Utami *et al.*, 2020).

6. Conclusions

Based on the findings, it can be concluded that:

- 1) Seniority is insignificant to OCB in Dr. M Haulussy Ambon Hospital nurses. It is due to the attitude of seniority possessed by senior nurses, who only focus on what they do without seeing the surrounding environment. This resulted in no cooperation or support;
- 2) Seniority significantly affects organizational culture. This significant effect is evidence that the better the seniors with all the work experience they have, the more it will improve the organizational culture of nurses at Regional Public Hospital Dr. M Haulussy Ambon;
- 3) Organizational culture has a significant effect on OCB, this is evidence that the higher the organizational culture, the higher the OCB in nurses at Dr. M Haulussy Ambon Hospital;
- 4) The attitude of seniority is only focused on what they do without seeing the surrounding environment, this results in the absence of cooperation or support for one another. Future research can explore and compare the influence of organizational culture and OCB on various dimensions of performance based on age.

The limitation of this study is that it is only limited to the scope of Dr. M Haulussy Ambon Hospital with a limited number of samples. Therefore, in the future, it may be possible to reveal the variables studied on a broad scale at the provincial level or several government and private hospitals in Maluku Province. This can be seen in ethnic groups with different cultures and individual characteristics.

This will allow further researchers to expand the reach of their research to the national and international levels and observe more variables such as mediation, such as employee behavior, organizational commitment, emotional intelligence, and others.

Therefore, external factors, namely a good organizational culture, are needed to increase job satisfaction and competence and OCB, especially for those who work in hospitals. Thus, the suggested implication for increasing the impact of organizational culture on OCB behavior through nurse seniority is to look at the dimensions of organizational culture used in this study.

The first dimension is that organizational culture can encourage OCB when employees take risks on a job. Employees or nurses who get appreciation from the leadership will feel satisfied. Therefore, they feel free and comfortable to innovate and improve their competence. The second dimension is individual orientation, which encourages organizations to help employees make decisions about a problem so that employees will feel appreciated and the hospital will recognize their presence.

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Conflict of interest:

The authors declare no conflict of interest.

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