

The Influence of Organizational Culture on Organizational Citizenship Behavior Through Spirituality Workplace as Moderating Variable

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Abstract—This study aims to determine the effect of organizational culture on organizational citizenship behavior (OCB) toward spirituality workplace as a moderating variable for employees at St. Carolus Borromeus Hospital-Kupang. The method used in this study is a survey method with a quantitative approach. The sample in this study was taken using simple random sampling technique with Slovin method by taking 39 respondents from the entire population. Primary data is obtained by a questionnaire filled out directly by the respondent. The results of this study indicate that organizational culture has a positive and significant effect on OCB with a coefficient of 0.540 with a significance level of $0.004 < 0.05$. The results of the Moderated Regression Analysis (MRA) in a spirituality workplace that deserves to be a moderating variable and is able to strengthen organizational culture variables towards OCB.

Keywords—Organizational Culture, Organizational Citizenship Behavior, OCB, Spirituality Workplace

I. INTRODUCTION

Human resources are the drivers of creativity and innovation in an organization which will increase the reputation and profit of the organization over a long time. Reference [1] said that organizations that want to live long and sustainably must place reliable human resources as human capital. The importance of the role of human resources in realizing the alignment of the organization's vision and mission needs to be balanced with the company's ability to set values that lead to a high level of comfort for members of the organization.

In organizations, of course, many factors influence a person to achieve his goals. One part of the organization that follows the changes in organizational culture. Organizational culture is a belief and values that become the main philosophy that is held firmly by members of the

organization in carrying out or operating organizational activities. Organizational culture is a shared perception shared by members of the organization or a system of shared meanings valued by the organization. Therefore, of course, the organization needs to build a strong organizational culture together with members because this factor influences the emergence of positive behavior among members, one of which is the behavior that shows Organizational Citizenship Behavior.

Motivation of people to work varies, some require appreciation, recognition, money and some even need a place to socialize. At work, there is also a member who is willing to help colleagues, even though he still has to do a lot of work and even the help given to colleagues is not included in the performance evaluation. Voluntary behavior is referred to as extra-role behavior which is also referred to as Organizational Citizenship Behavior (OCB). OCB focuses on people's behavior and does not trace the underlying motives or motivations.

OCB is a form of behavior that is an individual choice and initiative, not related to the organization's formal reward system but in aggregate increases organizational effectiveness. Successful organizations need members who will do more than their formal duties and are willing to deliver performance that exceeds expectations. Thus the behavior can indirectly foster positive results for the organization, both for the organization itself and for social life in the organization. The emergence of OCB is quite complex and interrelated with one another, one of which is spirituality workplace [2].

The dimension of human spirituality was initially unacceptable in the world of work, but at present, the rejection of the world of work towards the human spiritual dimension has diminished. According to [3], the pressure of global competition has led organizational leaders to think that member creativity is needed to express themselves fully at work and this will happen if the work is felt to be meaningful to members. Spirituality becomes a new hope

for the improvement of morals, ethics, values, creativity, productivity, and attitude.

Related to spirituality, one of the private hospitals in Kupang City is St. Hospital. Carolus Borromeus (Borromeus Hospital), which is a hospital-owned by the Elisabeth Gruyters Foundation and managed by CB (Carolus Borromeus) Nurse's. The vision of Borromeus Hospital is "To be a quality and professional choice hospital and committed to a dignified and virtuous life". Whereas Borromeus Hospital's mission includes: 1) Providing quality, professional health services and prioritizing patient safety by being friendly, compassionate, and respectful of life; 2) Increase human resources so that they are quality in service and have a fighting spirit; 3) Provide facilities and infrastructure that support quality health services; 4) Building strategic cooperation networks inside and outside the Hospital; 5) Maintaining and developing the hospital environment. Based on Borromeus Hospital's mission, it shows that voluntary behavior is carried out outside the formal role of someone who helps other members to do their work or who shows support and awareness of the organization, namely OCB, because OCB is the behavior of a member not because of the demands of his duties but more based on volunteerism.

Based on Borromeus Hospital's vision and mission, it is seen that the culture formed at Borromeus Hospital is unique and different from other organizations. Employees are expected to be able to work sincerely and take part in both serving patients and colleagues. In an organizational environment, employees are expected to position themselves with superiors and colleagues.

Relationships with colleagues can be formed by showing OCB behavior. With a background of values like this, it is expected that employees can carry out organizational activities based on Christian teachings with spiritual values that must be visible in the service. For this reason, based on the hospital background that is different from other public organizations, the writer is interested in researching the Influence of Organizational Culture on OCB through Spirituality Workplace as Moderating Variable.

II. LITERATURE REVIEW

A. Organizational Citizenship Behavior (OCB)

OCB is a chosen behavior that is not part of a member's formal work obligations and contributes to the psychological and social environment at work. Successful organizations need members who will go beyond their general work assignments that will deliver performance beyond expectations. OCB levels in individuals have seen from the extent to which their behavior makes an overall positive contribution to the organization [4].

Based on the expert opinion above, it can be concluded that OCB is voluntary individual behavior within the organization and is free to be carried out outside of the job description and not in a reward system but always makes a positive contribution to the effectiveness and efficiency of the implementation of functions within the organization.

- OCB Dimension

Aspects of OCB are widely seen as factors that contribute to the overall work of the organization. According Organ mentions five aspects of OCB, namely:

- 1) The aspect of Altruism is the voluntary behavior of helping other members without coercion on tasks that are closely related to organizational operations.
- 2) Conscientiousness aspect is the voluntary behavior (extra-role) of individuals involved in tasks that go beyond the minimum requirements of the organization in terms of attendance, obedience, and submission, not taking additional breaks and so on.
- 3) Aspects of Sportsmanship are behaviors that show a willingness/tolerance to continue working in an organization without complaining even though the situation in the organization is less pleasant.
- 4) Courtesy aspect is an aspect in the sense that members do good and respect for others, including behavior such as helping someone to prevent a problem from happening or taking steps to reduce the development of a problem.
- 5) Civic virtue aspect is the behavior of an individual that shows that he cares about the survival of the organization, is responsible and is involved in overcoming the problems faced by the organization for the survival of the organization.

B. Organizational Culture

Organizational culture is a system of meaning that is shared by members of the organization, which distinguishes it from other organizations. Organizational culture as a set of shared values and norms that control the interaction of organizational members with each other and with people outside the organization. Organizational culture is formed by people in the organization, organizational ethics, labor rights granted to members, and the structure used by the organization. Furthermore, organizational culture is a pattern of shared basic assumptions that have been learned by group members during problem-solving, forming members who are able to adapt to the environment and unite organizational members. Therefore it must be taught to new members as a correct way of studying, thinking and feeling the problems being faced.

Based on the various definitions from experts above, it can be concluded that organizational culture is a set of systems that determine the behavior of all members within the organization and is an identity that is owned by the organization and will certainly distinguish the organization from other organizations.

- Dimensions of Organizational Culture

The study of Denison's organizational culture suggests that there are four principles regarding the interrelationship

between organizational culture and organizational work effectiveness.

1. Involvement.

High involvement of members of the organization affects organizational performance, especially regarding management, organizational strategy, organizational structure, transaction costs and so on. The main idea is that organizational effectiveness is a function of the level of involvement and participation of members of the organization. This concept suggests that a high level of involvement and participation creates a sense of ownership and responsibility. Out of this awareness comes a greater commitment to the organization and less need for a strict control system.

2. Consistency

Consistency concerns beliefs, values, symbols and regulations that have an influence on organizational performance, especially regarding methods of doing business, employee behavior and other business actions. Consistency theory says that shared meaning has a positive impact, because of organization members work according to a shared framework of values and beliefs form the basis of their communication.

3. Adaptability

There are three aspects of adaptability that have an impact on organizational effectiveness, namely the ability to be aware of and react to the external environment, the ability to react to the internal environment, and the ability to react to internal and external customers. The three aspects above are the result of the development of assumptions, values, and basic norms that provide structure and direction for the organization.

4. Mission.

Mission accomplishment provides two major influences on organizational functions, such as (1) determining benefits and meaning by defining social roles and social goals and external targets for the institution and defining the role of individuals with regard to the role of the institution. (2) Provide clarity of direction or rules. Awareness of the mission provides clear directions and goals that serve to define the right set of actions for the organization and its members.

C. Spirituality Workplace

According to [3], spirituality workplace is an acknowledgment that a member has an inner life that nourishes and is nurtured by meaningful work that takes place wherein this context it is the community. It is emphasized that spirituality at work is not about religion, although people sometimes express their religious beliefs at work. Spirituality at work as a recognition that people come to work have more than their bodies and minds; they carry unique individual talents and souls. Reference [5] define spirituality workplace as an experience of the interrelation

between people involved in work processes initiated by purity, reciprocity, and good faith and generated by the meaning inherent in the work to produce greater motivation and organizational success.

Reference [6] defines spirituality workplace as an acknowledgment that employees have an inner life to find life goals, both in relationships with coworkers and have consistency or harmony between beliefs and values in the organization. Spirituality workplace as an organizational recognition of human needs as creatures that have an inner dimension behind the physical elements, this is what underlies humans as workers in the organization no longer work just to earn money, but also makes work as a journey to be able to develop and towards goals the larger one [6].

Based on the various definitions of the experts above, it can be concluded that spirituality workplace is an organizational recognition that there is a fulfillment of the employee's inner life of meaning and purpose of life in their work, is connected inwardly with every individual in the organization and has harmony between beliefs and organization values.

- Dimensions of Spirituality Workplace

The dimensions of spirituality workplace in this study refer to 4 dimensions according to Milliman in [7], namely:

1. Meaningful Work

This is a fundamental aspect of spirituality workplace, which consists of the ability to feel the deepest meaning and purpose of someone's work. This dimension represents how workers interact with their work from day to day at the individual level. This is based on the assumption that humans have their own deepest motivation, truth, and desire to carry out activities that bring meaning to their lives other people's lives. However, spirituality sees work not only as fun and challenging, but also about things such as finding meaning and deepest goals, living someone's dreams, fulfilling someone's life's needs by finding meaningful work, and contributing to others.

2. A sense of community

This dimension refers to the group level of human behavior and focuses on interactions between workers and colleagues. At this level, spirituality consists of the mental, emotional, and spiritual relationships of workers in a team or group in an organization. The essence of this community is the existence of deep relationships between people, including support, freedom of expression, and protection.

3. Alignment with organization values

This third dimension shows the experiences of individuals who have strong alignments between their values with mission and goals of the organization. This relates to the premise that organization goals are greater than their self.

III. RESEARCH METHOD

This research method is a quantitative approach, using a survey method that is taking respondents from the entire population of the object under study, using a questionnaire as a primary data collection tool. This study was conducted at the ST. Carolus Borromeus Hospital-Kupang. The population in this study amounted to 65 employees, with a total sample taken using the Slovin formula ($e = 10\%$) to produce a sample that was studied as many as 39 respondents/employees. The sampling technique used in this research is simple random sampling.

IV. RESULT AND DISCUSSION

From the total sample of 39 medical and non-medical respondents, it was found that the majority of respondents were female 27 people (69%) and male respondents 12 people (31%). This can be caused because in organizations such as hospitals, women are more dominant than men, because the role of women in the public sphere due to the power relations built and developed in the nursing profession forms the stereotype that the nursing profession is a profession that is seen as more suitable for women than male. Continued from the service point of view, some patients also still considered that women were more flexible in carrying out nursing tasks.

Then, with the characteristics based on age, the highest respondent was aged 26-35 years with 23 people (59%) of the total sample, which means that at this age the level of maturity/ideal of someone working in organizations such as hospitals that have high risk and full responsibility answer every job. Furthermore, based on religion, Borromeus employees have a Catholic workforce that is more dominant than other religions with 23 employees (59%) of the total sample. This can be caused because Borromeus is a hospital-owned by a Catholic foundation so that it is dominated by Catholic employees.

• *Simple Linear Regression Analysis and Moderated Regression Analysis (MRA)*

The test in this study aims to prove: (a) the influence of organizational culture on OCB on employees in Borromeus Hospital and (b) the influence of organizational culture on OCB on Borromeus employees, which is moderated by spirituality workplace. Based on the results of the questionnaire from 39 respondents, the results analyzed using SPSS 23.00 software as follows:

A. *Simple Linear Regression Analysis Results*

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	10,223	6,504		1,572	,125
OC	,540	,109	,636	4,939	,000

a. Dependent Variable: OCB

$$Y = \alpha + bX + e$$

$$Y = 10,223 + 0,540X + e$$

A constant value of 10,223 implies that the consistent value of OCB variable is 10,223. This means that OCB variable is 10,223 if organizational culture variable is equal to zero.

The regression coefficient X of 0.540 states that for each addition of 1 unit of the lifestyle variable value, the value of OCB variable will increase by 0,540. The regression coefficient is positive, so it can be said that the direction of influence of variable X on Y is positive.

B. *Moderated Regression Analysis (MRA) Result*

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	21,466	6,919		3,102	,004
BO	-,020	,208	-,023	-,094	,926
OC.SW	,006	,002	,748	3,056	,004

a. Dependent Variable: OCB

Based on the data above, it is known that the constant value (a) is 21.466 while the value of the organizational culture variable (b / regression coefficient) is -0.020. Then the value of the organizational culture variable is moderated by the spirituality workplace variable which can be seen in the following equation:

$$Y = \alpha + \beta_1X_1 + \beta_2X_1 * X_2 + e$$

$$Y = 21,466 - 0,020BO + 0,006BO * SW + e$$

The regression coefficient of the SW moderation variable (spirituality workplace) of 0.006 is positive with a significance value of 0.004 < 0.05. This means that the spirituality workplace can be a moderating variable between organizational culture and OCB.

• *Coefficient of Determination (R²)*

The determinant coefficient can be analyzed through the coefficient of determinant test by calculating adjusted R². The coefficient of determinant measures how far the model's ability to explain variations in the dependent variable [8]. The following are the results of the determinant coefficient (R²) before the MRA test:

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,636 ^a	,404	,387	3,654

a. Predictors: (Constant), BO

On results above, the R² value of 0.404 or 40.4% is shown. These results indicate that 40.4% of OCB variables can be explained by organizational culture variables. While the remaining 59.6% can be explained by other variables not included in this research model. Thus the organizational culture has a high enough influence on OCB because it produces an R² of 40.4%.

The following are the results of coefficient determination test after the MRA test:

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.728 ^a	.529	.503	3,292

a. Predictors: (Constant), BO.SW, BO

The result shows adjusted R² after the moderating variable (spirituality workplace). In the results in table above, R² becomes 0, 529 or 52.9%. R² increased from 40.4% to 52.9%. Thus, it can be explained that the existence of spirituality workplace variable at work as a tested moderation variable can strengthen the influence of organizational culture on OCB by 52.9%.

• *Influence of Organizational Culture on Organizational Citizenship Behavior (OCB)*

In this study organizational culture has a positive and significant effect on OCB. These results indicate that the dimensions measured in this study on organizational culture-independent variables (involvement, consistency, adaptability, and mission) affect the dimensions of OCB dependent variables (altruism, conscientiousness, sportsmanship, civic virtue, and courtesy)

Reference [9] states that all dimensions of organizational culture have a significant positive relationship to OCB. This statement is in line with the results of this study, where the positive and significant influence means that if the culture of the organization runs very well or increases, OCB employees at Borromeus hospital also experience an increasing trend. Vice versa, if the organizational culture is not going well or has decreased, then the tendency of OCB employees at the Borromeus Hospital also has decreased.

The results of this study are in line with [10] with the title "Analysis of the Influence of Organizational Culture and Organizational Justice Against OCB with Organizational Commitment as Intervening Variables in the Office of PT Telekomunikasi Indonesia Tbk. Regional Division IV of Central Java and Yogyakarta Region ". As well as other studies that are in line with this study conducted by the previous researcher with the title "The Influence of Organizational Culture on Employee OCB Through Organizational Commitment as Intervening Variables on SRB PNM Binama Semarang". Both of these studies have produced that organizational culture and OCB influence each other positively and significantly, which means that a good culture will display good employee OCB behavior as well.

• *Influence of Organizational Culture on Organizational Citizenship Behavior (OCB) Through Spirituality Workplace as Moderating Variable*

Based on the results of the Moderated Regression Analysis (MRA) test, a constant value of (a) of 21,466 is obtained. The regression coefficient of the spirituality workplace moderation variable is 0.006 with a significance of 0.004 <0.05. This means that the spirituality workplace can be used as a moderating variable. Furthermore, the R² test results before the MRA test was obtained 0.40 or 40%, but after the MRA test, the R² was increased to 0.529 or 52.9%. From the results of this processing, it can be explained that organizational culture has a positive and significant effect on OCB through work spirituality workplace as moderating variable.

Furthermore, after MRA testing also resulted in the value of organizational culture variables decreased from 0.540 to -0.020 with a significance of 0.926, which can be concluded that organizational culture becomes negative and not significant to OCB in the MRA test. This can be interpreted that the value of the spirituality workplace is purely the spirituality felt individually by Borromeus employees who are not influenced by the organizational culture of the Borromeus hospital. So that organizational culture has decreased but not significantly.

V.CONCLUSIONS AND SUGGESTIONS

• Conclusions

Based on data analysis, results and discussion, it can be concluded as follows:

1. The results of simple linear regression analysis produce an organizational culture that has a positive and significant effect on OCB.
2. The results of Moderated Regression Analysis (MRA) test result in spirituality in the workplace being a moderating and tested variable that can strengthen the position of organizational culture variables with OCB.

• Suggestions

Based on the results of the research conducted, the researchers developed a number of suggestions that are expected to be useful for further researchers and for the agencies in this study, as follows:

1. For hospitals. St. Carolus Borromeus Kupang

It is expected that management will always evaluate the organizational culture that is formed so that it always reflects the vision and mission, especially coordination between units must be further improved. Hospital management also maintains matters related to work culture that can provide growth in the spiritual life of employees, so as to create a work atmosphere that supports spiritual life and a sense of togetherness.

2. For Further Researchers

This research is expected can be a reference in further research, developed in a different research model with this research, for example by adding other variables, or developing spirituality workplace variable from the point of view of other experts according to the state of the object of further research.

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