

Organizational Citizenship Behavior (OCB) Influence on Employee Performance in Hospital

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KEYWORDS

Altruism, Courtesy,
Sportmanship

ABSTRACT

Organizational citizenship behavior (OCB) holds a fundamental position in influencing the efficacy of employee performance evaluations. Employing a mixed methods research design, specifically a commentary approach, this study encompasses all employees across various units of Hospital X in Banjarbaru City. Through purposive sampling, a non-probability method, 32 respondents were selected as samples. Findings reveal dimension scores: Altruism at 486, Courtesy at 668, Conscientiousness at 569, Sportmanship at 584, and Civic Virtue at 603. The study concludes that employee performance at X Hospital in Banjarbaru City is commendable across dimensions of Courtesy, Civic Virtue, Sportmanship, Conscientiousness, and Altruism.

1. Introduction

In today's competitive business environment, organizations recognize that simply fulfilling the formal job requirements may not be enough to maintain a competitive edge (Alali, 2022). Researchers have found that when employees engage in positive behaviors that go beyond their prescribed duties, it can contribute to the organization's effectiveness through various mechanisms. These discretionary behaviors, known as organizational citizenship behaviors (OCB), have become a topic of great interest in the field of human resource management (Jahani et al., 2021). Organizational citizenship behaviors (OCB) refer to voluntary actions and behaviors exhibited by employees that are not formally required by the organization, but nonetheless contribute to its overall functioning and effectiveness. These behaviors can include activities such as volunteering for extra work, helping colleagues, avoiding unnecessary conflicts, and tolerating occasional work-related impositions (Chen et al., 2020).

Conditions in the modern era that are increasingly competitive give rise to competition between organizations that are getting tighter, such as in hospitals as organizations that provide health services. In the scope of the current hospital, both government and private hospitals are competing to provide the best service. The success of the organization comes from the initiator and continuous changes in human resources (HR). This requires the organization to determine the steps taken by management, especially in the HR field (Narisah and Imelda, 2019; Ritonga, 2018). The development and achievement of organizational goals is greatly influenced by employees as human resources driving the organization. Organizational success depends on employee performance which is an important element in realizing the vision, mission, goals and strategies of the organization. Performance is the result of efforts made by organizational components in carrying out their duties (Nisa et al, 2018; Lestari and Ghaby, 2018). X Hospital is one of the private hospitals in Banjarbaru City which provides health services from general and specialist care. Hospital X in Banjarbaru City is a class C private hospital that has collaborated with various health insurance institutions, both private and government-owned. Banjarbaru City X Hospital has excellent services including *eye center* and *urology center services*. In 2022, X Hospital in Banjarbaru City has succeeded in obtaining 3 certifications, namely the first private hospital to receive sharia certification in South Kalimantan, a Hospital with Satellite Education accreditation, and a Fully Accredited Hospital. An organization can run well and achieve its goals fully because the performance produced by each component runs smoothly and supports each other. Attitudes and behavior of employees who care about the organization are needed by organizations, especially public organizations.

Organizational citizenship behavior (OCB) is a basic concept in the perspective of the effectiveness of influencing employee performance appraisal. Performance is supported by both external and internal factors, while OCB is behavior in employees, which affects the internal environment (Nisa et al, 2018) . The performance produced by employees will affect the work system provided by the organization or hospital. OCB has an important role for hospitals, considering the quality of health services from employees will determine whether the hospital is good or bad. Employees who have high OCB will create a positive atmosphere in providing services to patients, so they can make a positive contribution to the hospital. (Princess and Utami, 2017) . Organ in 1988 measured OCB with five dimensions that can improve employee performance, namely (a) *altruism* (behavior to help others); (b) *conscientiousness* (accuracy and prudence); (c) *sportsmanship* (sportsmanlike behavior); (d) *courtesy* (maintaining good relations); (e) *civic virtue* (citizen wisdom) .Based on the background of the problems above, a study was conducted to analyze the description *Organizational Citizenship Behavior* (OCB) on employee performance at X Hospital Banjarbaru City.

2. Research Methods

The research design used is *mixed methods research*, which is a research step by combining two approaches in research, namely qualitative and quantitative. The research design used was a commensurate *mix methods design* . This method uses a quantitative and qualitative approach at a commensurate level, meaning that qualitative or quantitative data are collected at the same time and analyzed to complement each other. The population in this study were all employees working in all units of X Hospital in Banjarbaru City. The samples taken in this study amounted to 32 respondents. The research sample was obtained using the *non-probability sampling method* , namely by using the *purposive sampling method* . As for the analysis technique Quantitative data was used, namely univariate analysis which aims to determine the frequency distribution of the characteristics of the respondents and the dimensions of the study , as well as descriptive analysis to calculate the score on each dimension of OCB. While the qualitative data analysis technique is in the form of in-depth interviews. This research was conducted at X Hospital in Banjarbaru City in November-December 2022.

3. Results And Discussion

Characteristics of Respondents

Table 1: Frequency Distribution Based on Respondent Characteristics

No.	Characteristics of Respondents	Amount	(%)
Gender			
1.	Man	20	62.5
2.	Woman	12	37.5
Age			
1.	Late teens (17-25 years)	23	71.9
2.	Early adulthood (26-35)	8	25
3.	Late adulthood (36-45 years)	1	3,1
Last education			
1.	D3	27	84.4
2.	S1	5	15,6
Work			
1.	Midwife	1	3,1
2.	Nurse	2	6,3
3.	General Officer	1	3,1
4.	Private sector employee	5	15,6
5.	<i>Cleaning Service</i>	16	50
6.	security	4	12.5
7.	Field officer	3	9,4
Length of work			
1.	<1 year	17	53,1
2.	> 1 year	15	46,9

	Marital status		
1.	Not married yet	21	65,6
2.	Married	11	34,4
	Total	32	100

Based on table 1 above, it can be seen that the majority of respondents were male as many as 20 respondents (62.5%) and the most respondents were late adolescents as many as 23 respondents (71.9%). at the educational level, there were 27 respondents (84.4%) with the last education level being D3, while at the occupational level it was found that a maximum of 16 respondents (50%) had jobs as *cleaning services* . The respondents who worked the most for <1 year were 17 respondents (53.1%). As for the 32 respondents, there were 21 respondents (65.6%) who were not married.

Dimensions of *Organizational Citizenship Behavior (OCB)*

Table 2: Frequency Distribution Based on Respondent Characteristics

No.	<i>Organizational Citizenship Behavior (OCB) Dimension</i>	Amount	Percentage (%)
	<i>Altruism Dimension</i>		
1.	I am always ready to help when a colleague needs help		
	Almost always	25	78.1
	Rather often	7	21,9
2.	I will replace the role of a coworker who does not show up for work		
	Almost always	10	31,3
	Rather often	8	25
	Sometimes	12	37.5
	Seldom	1	3,1
	Never	1	3,1
3.	I am willing to work overtime to help co-workers complete their work even though I do not get rewarded		
	Almost always	8	25
	Rather often	10	31,3
	Sometimes	9	28,1
	Seldom	3	9,4
	Never	2	6,3
4.	I give my time and energy for the benefit of the group even though there is no direct benefit for me		
	Almost always	8	25
	Rather often	14	43,8
	Sometimes	8	25
	Seldom	1	3,1
	Never	1	3,1
	<i>Courtesy Dimension</i>		
1.	I always maintain good relations with fellow employees		
	Almost always	30	93.8
	Somewhat Often	2	6,3
2.	I am always open to colleagues who want to exchange ideas		
	Almost always	21	65,6
	Rather often	8	25
	Sometimes	2	6,3
	Seldom	1	3,1
3.	I always remind co-workers not to forget to complete their assignments		
	Almost always	19	59,4

	Somewhat Often	8	25
	Sometimes	4	12,5
	Seldom	1	3,1
4.	I often discuss with co-workers related to work problems		
	Almost always	21	65,6
	Somewhat Often	6	18,8
	Sometimes	5	15,6
The Conscientiousness Dimension			
1.	I always think positively about the policies set		
	Almost always	24	75
	Somewhat Often	7	21,9
	Sometimes	1	3,1
2.	I always consider the best things for the progress of the hospital		
	Almost always	22	68,8
	Somewhat Often	6	18,8
	Sometimes	3	9,4
	Seldom	1	3,1
3.	I always have a high spirit in achieving the goals of the hospital		
	Almost always	25	78,1
	Somewhat Often	5	15,6
	Sometimes	2	6,3
4.	I feel capable when I have to lead a work team		
	Almost always	11	34,4
	Rather often	10	31,3
	Sometimes	7	21,9
	Seldom	2	6,3
	Never	2	6,3
Sportmanship Dimension			
1.	I will be happy to accept all policies set by the hospital		
	Almost always	26	81,3
	Somewhat Often	6	18,8
2.	I easily adapt to the changes that occur in the hospital		
	Almost always	18	56,3
	Somewhat Often	9	28,1
	Sometimes	4	12,5
	Seldom	1	3,1
3.	I do not complain in doing the work that is my responsibility		
	Almost always	19	59,4
	Rather often	12	37,5
	Sometimes	1	3,1
4.	I put the patient's interests first even though it would be at the expense of mine		
	Almost always	19	59,4
	Rather often	10	31,3
	Sometimes	3	9,4
Civic Virtue dimensions			
1.	I often arrive early to work, so I'm ready to work when working hours start		
	Almost always	24	75
	Rather often	6	18,8
	Sometimes	2	6,3

2.	I always try to finish the job on time		
	Almost always	27	84.4
	Somewhat Often	5	15,6
3.	I always participate in activities at the hospital		
	Almost always	21	65,6
	Rather often	7	21,9
	Sometimes	4	12.5
4.	I am always responsible for the tasks given to me		
	Almost always	25	72
	Rather often	7	28
	Total	32	100

Based on table 2 above it can be seen that:

a. *Altruism* Dimension

The dimension of *Altruism* or the behavior of helping others is the behavior of employees in helping co-workers who experience difficulties in the situation they are facing, both regarding tasks in the organization and other people's personal problems. This dimension leads to giving help that is not an obligation that is borne. In the *Altruism dimension*, the best behavior is behavior in voluntarily helping colleagues (Nahrisah and Imelda, 2019).

b. *Courtesy* Dimension

Courtesy is the behavior of maintaining good relations with co-workers to avoid interpersonal problems. Someone who has this dimension is a person who respects and cares for others. The best behavior in this dimension is to behave well with colleagues and discuss with each other (Nahrisah and Imelda, 2019).

c. *The Conscientiousness* Dimension

Conscientiousness is a behavior that is shown by trying to exceed what is expected by the company. Voluntary conduct that is not an employee's obligation or duty. This behavior is without asking for anything in return and is not excluding part of the responsibility. Good behavior in the *conscientiousness dimension* is taking extra responsibility, being punctual, etc. The opposite trait to this trait is idealistic nature (Nahrisah and Imelda, 2019).

d. *Sportmanship* Dimension

Sportmanship or sporting behavior is behavior that tolerates less than ideal conditions in the organization without raising objections. Someone who has a high level of *sportmanship* will increase a positive climate among employees, employees will be more polite and cooperate with others so that it will create a more pleasant work environment (Nahrisah and Imelda, 2019).

e. *Civic Virtue* dimensions

Civic Virtue or citizen wisdom is a behavior that dedicates itself to corporate responsibility. The best behavior is behavior that indicates responsibility for organizational life (Nahrisah and Imelda, 2019).

3.2.1 Analysis of *Altruism* Dimensions on Employee Performance in X Hospital Banjarbaru City

Table 3: Frequency Distribution Based on Respondent Characteristics

No.	Statement items	Score	(%)
1.	I am always ready to help when a colleague needs help	125	25,7
2.	I will replace the role of a coworker who does not show up for work	121	24,9
3.	I am willing to work overtime to help co-workers complete their work even though I do not get rewarded	115	23,7
4.	I give my time and energy for the benefit of the group even though there is no direct benefit for me	125	25,7
	Total	486	100

Altruism dimension as a whole is good where the respondent's answer score is 486. The factor that has the highest influence on this dimension is because employees at X Hospital Banjarbaru have an attitude of always being ready to help when there are colleagues who need help and are willing give their time and energy for the benefit of the group even though there is no direct benefit. Based on the results of the interviews, *the altruism* possessed by employees at X Hospital in Banjarbaru City, especially in the General Unit and IPSRS and the Partnership Unit, is awareness among employees in collaborating with each other in carrying out organizational tasks. This statement is supported by the results of in-depth interviews with representatives of the Banjarbaru City X Hospital Partnership Unit.

"... *that is in accordance with the meaning of work at Hospital X in Banjarbaru City, namely "Jamaah", which means employees work together to complete work even though it is outside their responsibilities so they must help each other* ".

In addition to this, Banjarbaru City X Hospital is also based on piety, trust, congregation, and compassion. One of the foundations in this hospital is the jamaat system, where there are recitation activities twice a week, usually on Wednesdays and Fridays. " ...*so it is hoped that with this activity, every employee of X Hospital in Banjarbaru City can increase their communication with each other and work together with each other in carrying out their duties, and can improve their performance at the hospital* ," hoped the representative from the General Unit and IPSRS at X Hospital Banjarbaru City who have been interviewed. This shows that the religious values and togetherness applied at Hospital X Kota Banjarbaru play an important role in encouraging altruistic behavior among employees. With a system of congregations and regular religious activities, employees feel more connected and motivated to help each other, which ultimately has a positive impact on their performance (Mauluddi et al., 2021). These values create a harmonious and collaborative work environment, where employees feel valued and supported, which in turn increases the overall effectiveness of the organization (Ramadhani & Soenarto, 2023)cHalim and Dewi's 2020 research states that work that is not completed on time indicates a decrease in employee performance, so it is necessary to have partners who are able to cover and assist in completing work when an employee is not at work or unable to complete work. This is also the main characteristic of *altruism* that stands out, namely the willingness to help colleagues (Halim and Dewi, 2020) .

3.2.2 Analysis of *Courtesy* Dimensions on Employee Performance at X Hospital Banjarbaru City

Table 4: Frequency Distribution Based on Respondent Characteristics

No.	Statement items	Score	(%)
1.	I always maintain good relations with fellow employees	158	23,6
2.	I am always open to colleagues who want to exchange ideas	225	33,7
3.	I always remind co-workers not to forget to complete their assignments	141	21,1
4.	I often discuss with co-workers related to work problems	144	21,6
	Total	668	100

Courtesy dimension as a whole is good where the respondent's answer score is 668. The factor that has the highest influence on this dimension is because employees at X Hospital Banjarbaru have an attitude of always maintaining good relations with fellow employees and opening themselves up to colleagues. work that wants to exchange ideas. Based on the results of the interviews, *the courtesy* of employees at Hospital X is always maintained because employees apply the meaning of work at X hospital in Banjarbaru City, namely "Taqwa, Trust, Compassion, Congregation and Professional". With good application of these meanings, hospital employees can always maintain good relations with their co-workers, even if they are in different units.

The application of these values helps to create a work culture that is respectful and supportive, which ultimately improves the performance of individuals and the organization as a whole (Zhenjing et al., 2022). This shows that politeness and respect between employees at Hospital X Kota Banjarbaru is not just a habit, but is the result of the implementation of strong and consistent organizational values. Halim

and Dewi's 2020 research states that employees who have *courtesy* will be able to strengthen and support colleagues when colleagues are under pressure and are in a declining condition. (Halim and Dewi, 2020) . In line with Sanjaya in 2020 which in his research stated that *Organizational Citizenship Behavior* (OCB) significantly influence employee performance. By increasing *Organization Citizenship Behavior* (OCB) The good thing is that the relationship between employees will make the company more harmonious so as to create increased performance for employees (Sanjaya, 2020) .

3.2.3 Conscientiousness Analysis of Employee Performance at X Hospital Banjarbaru City

Table 5. Overall Results of *Conscientiousness Dimensions*

No.	Statement items	Score	(%)
1.	I always think positively about the policies set by X Hospital in Banjarbaru City	151	26.5
2.	I always consider the best things for the progress of Banjarbaru City X Hospital	145	25,6
3.	I always have a high spirit in achieving the goals of Banjarbaru City X Hospital	151	26.5
4.	I feel capable when I have to lead a work team	122	21,4
	Total	569	100

The *Conscientiousness* dimension as a whole is good where the respondent's answer score is 569. The factor that has the highest influence on this dimension is because employees at X Hospital Banjarbaru have a positive attitude towards the policies set and always have a good spirit. high in achieving the goals of X Hospital Banjarbaru City. Based on the results of the interviews, *the conscientiousness* of employees at X Hospital Banjarbaru City is always maintained because employees consistently carry out their duties according to procedures and regulations that have been set in accordance with hospital policies. This statement is supported by the results of an in-depth interview with one of the employees from the Banjarbaru City X Hospital Partnership Unit. " ...yes it is appropriate and following the procedures because we are adjusting to Islamic principles and values."

Employees always have high enthusiasm in achieving goals and always consider the best things for the progress of X Hospital in Banjarbaru City, this can be seen from the good achievements of each work unit and the results are appropriate and proven by obtaining plenary accreditation by X Hospital in Banjarbaru City. This statement is supported by the results of in-depth interviews with representatives of the Banjarbaru City X Hospital Partnership Unit.

" Until now because of the achievements of each unit, so far it's been pretty good because the results are in accordance with our plenary accreditation."

These findings show that employee commitment and compliance with organizational procedures and policies play a significant role in improving the overall performance of the hospital. The passion and dedication of employees in carrying out their duties well creates an orderly and professional work environment, which ultimately contributes to the achievement of organizational goals effectively and efficiently (Podsakoff et al., 2000). Halim and Dewi's 2020 research states that one form of behavior related to the character of *conscientiousness* is complying with company regulations even though no one is supervising them, and also making proper use of rest periods (Halim and Dewi, 2020) .

In line with Putri and Utami in 2017, their research stated that there is a significant influence of the *Conscientiousnes variable* on employee performance. In this variable, the influencing factors are dominated by two factors, namely punctuality in work and readiness to attend when needed. With the awareness and behavior of giving more than the main task, this will support the quality of work provided by employees (Putri and Utami, 2017). This is the same as research by Wiranti in 2020 which shows results that *Organizational Citizenship Behavior* (OCB) has a positive and significant effect on employee performance. In this research, it is known that employee performance is good because employees are always skilled in providing ideas and ideas that are beneficial to the company, are always precise and thorough in completing work (Wiranti, 2020) .

3.2.4 Analysis of *Sportsmanship Dimensions* on Employee Performance at X Hospital

Banjarbaru City

Table 6. Overall Results of *Sportsmanship Dimensions*

No.	Statement items	Score	(%)
1.	I will be happy to accept all the policies set by X Hospital in Banjarbaru City	154	26,4
2.	I easily adapt to the changes that occur at X Hospital in Banjarbaru City	140	24
3.	I do not complain in doing the work that is my responsibility	146	25
4.	I put the patient's interests first even though it would be at the expense of mine	144	24,6
	Total	584	100

Sportsmanship dimension as a whole is good as indicated by the respondent's answer score of 584. The factor that has the highest influence on this dimension is because employees at X Hospital Banjarbaru have an attitude of happily accepting all policies set and not complaining about doing work that is the responsibility. Based on the results of the interviews, *Sportsmanship* that is owned by employees at X Hospital Banjarbaru City is that employees always improve a positive work climate by applying the meaning of "congregation" which is owned by X Hospital Banjarbaru City. With this jamaah system, it can increase friendship between employees and can increase cooperation. This statement is supported by the results of an in-depth interview with one of the employees from the General Unit and IPSRS.

"... for the positive work earlier as I explained with the congregation system. So, we level up the relationship between employees again. The hope is that a congregation system like that will be held."

Apart from that, it was said that employees were happy to accept all the policies set by Hospital X, one of which was the measurement of employee performance carried out in each hospital unit. Performance measurement in accordance with the policy of Banjarbaru City X Hospital is carried out using the *Key Performance Indicator* or KPI method. Performance appraisal using the KPI method consists of several elements, namely discipline, professionalism, and responsibility. KPI measurements by Hospital X are carried out after 3 months of placement for new employees, and 3 times a year in the January-December period for other employees, namely at the beginning, middle and end of the month. This KPI assessment is in the form of a questionnaire with a *Likert scale*. As for the performance appraisal method for this employee, it is based on an interview with one of the employees from the Partnership Unit, which is Trust-based. This statement is supported by the results of in-depth interviews with representatives of the Banjarbaru City X Hospital Partnership Unit.

"... if the assessment method is based on "Trust" which is in accordance with the sharia hospital code of ethics in chapter 13 that the hospital provides guidance to leaders, staff and employees according to Islamic values " .

Based on the interviews, it is known that the performance appraisal method for employees of X Hospital in Banjarbaru City is considered effective because the assessment questionnaire already includes various elements and is quite clear for the assessment. The results of this study show that the application of strong religious values and working principles at Hospital X Kota Banjarbaru not only improves altruism, politeness, conscientiousness, and sportsmanship, but also has a positive impact on the overall performance of the hospital. These findings emphasize the importance of applying cultural and religious values in creating a positive and productive work environment (Podsakoff et al., 2000)

Halim and Dewi's 2020 research states that one of the characteristics of *sportsmanship* is not complaining at work, not exaggerating problems at work, not thinking negatively when problems occur. If employees do not have *sportsmanship*, when employees feel tired in a bad mood, *employees will tend to complain easily and think negatively*. This will have an impact on the quality of services provided (Halim and Dewi, 2020) In line with Putri and Utami in 2017, their research stated that *sportsmanship* has a positive influence and supports employee performance. *Sportsmanship* is an employee's sportsmanship towards the company by not showing behavior or not complaining about company policies. This sporty behavior provides an atmosphere that supports employees to have a positive attitude towards the company and run according to company policies (Putri and Utami, 2017)

.This is the same as research by Wiranti in 2020 which shows results that *Organizational Citizenship Behavior* (OCB) has a positive and significant effect on employee performance. In this research it is known that *Organizational Citizenship Behavior* (OCB) is very good where employees have a very high sportsmanship attitude, are always on time in doing work and in using the right rest hours and comply with the rules that have been set (Wiranti, 2020)

3.2.5-Dimensional Analysis of *Civic Virtue* on Employee Performance at X Hospital Banjarbaru City

Table 6. Overall Results of *Civic Virtue Dimensions*

No.	Statement items	Score	(%)
1.	I often arrive early to work, so I'm ready to work when working hours start	150	24,9
2.	I always try to finish the job on time	155	25,7
3.	I always participate in activities at X Hospital Banjarbaru City	145	24
4.	I am always responsible for the tasks given to me	153	25,4
	Total	603	100

civic virtue dimension as a whole is good as indicated by the respondent's answer score of 603. The factor that has the highest influence on this dimension is because employees at X Hospital Banjarbaru have an attitude of always trying to get the job done in a timely and responsible manner. for the assigned task. Based on the results of the interviews, *the Civic Virtue* owned by employees at X Hospital in Banjarbaru City is good, this is because the level of awareness of employees in completing their job responsibilities is quite high. Before employees work at X Hospital in Banjarbaru City, employees enter into work contracts and agreements with the hospital so that employees already have clear job descriptions and are their responsibilities to complete. This statement is supported by one of the employees of X Hospital Banjarbaru.

“ ... so far, every employee continues to carry out work in accordance with their responsibilities. Because before we had a work contract, we made an agreement with the employees who would work here.

In addition, it was said that employees always participate in activities at Hospital X, one of which is by participating in training or competency improvement held by the hospital. This statement is supported by the results of an in-depth interview with one of the employees from the General Unit and IPSRS X Hospital in Banjarbaru City.

“...thank God, so far we are very concerned, especially in activities at this hospital. Because before the work contract, we explained about our hospital, then what system do we implement in this hospital?”

These findings show that employees' commitment to their job responsibilities and active participation in competency development activities are the result of clear and transparent hospital policies. With clear employment contracts and agreements, employees understand their roles and responsibilities, which ultimately encourages them to work more efficiently and effectively. Participation in training and competency development activities also reflects the proactive attitude of employees in improving their abilities, which directly contributes to the improvement of overall hospital performance (Podsakoff et al., 2000). The training or competency improvement held by the hospital is attended by officials and hospital staff for a minimum of 20 hours/year. There are also mandatory training such as *PPI mandatory training, affective disease management, mandatory fiqh* and so on. In addition, there is also training conducted by each hospital unit according to the competency needs of each unit. One of them is in the Hospital Health Promotion Unit (PKRS) where special training is effective communication and *public speaking*. Halim and Dewi's 2020 research states that employees who adopt *civic virtue values* will have an increase in performance. This is because employees are more active in participating in company activities, and there is an increase in employee awareness as a result of employees always following the information available in the company (Halim and Dewi, 2020) .

Meanwhile Putri and Utami in 2017 in their research stated that employee performance can be significantly influenced by *Civic Virtue*. It can be concluded that the behavior of *Civic Virtue*, which means a sense of belonging to the organization, has an influence on employee performance. This *Civic Virtue* behavior will support employee performance through the sense of belonging given to the company. This sense of belonging influences the fate of the organization (Putri and Utami, 2017).

4. Conclusion

Based on the results of this study, it shows that the *Altruism dimension* has a score of 486, because employees at Hospital X in Banjarbaru City have an attitude of always being ready to help when a colleague needs help and are willing to give their time and energy for the benefit of the group even though there is no direct benefit. Furthermore, the *Courtesy dimension* has a score of 668, because employees at Hospital X have an attitude of always maintaining good relations with fellow employees and are open to colleagues who want to exchange ideas. Then the *Conscientiousness dimension* has a score of 569, because employees at X Hospital in Banjarbaru City always have a positive attitude towards the policies set and always have high enthusiasm in achieving goals. The *Sportmanship dimension* has a score of 584, because employees at X Hospital in Banjarbaru have an attitude of being happy to accept all the policies set and don't complain in doing the work they are responsible for. Meanwhile, the *Civic Virtue dimension* has a score of 603, because employees at Hospital X in Banjarbaru City have an attitude of always trying to complete work on time and are responsible for the tasks assigned. It can be concluded that the findings of this study are that the performance of employees at X Hospital Banjarbaru City is classified as good based on the dimensions of *Courtesy, Civic Virtue, Sportmanship, Conscientiousness, Altruism*.

THANK-YOU NOTE

Researchers would like to thank the Public Health Study Program, Faculty of Medicine, Lambung Mangkurat University for supporting this research. Thank you also to the parties involved, especially to the X Hospital of Banjarbaru City who have allowed and facilitated this research and to the respondents who were very cooperative in the research process.

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