

The Influence of Organizational Culture, Work Morale and Organizational Citizenship Behavior on the Performance of Employees at Waled Regional Hospital

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Abstract

This study examined the effects of Organizational Culture, Work Morale, and Organizational Citizenship Behavior (OCB) on the performance of non-healthcare employees at Waled Regional General Hospital, Cirebon Regency. A quantitative survey design was employed involving 148 non-healthcare employees selected using a saturated sampling technique. Data were collected through structured questionnaires and analyzed using SPSS version 26, including validity, reliability, classical assumption, and simple linear regression analyses followed by partial t-tests. The findings revealed that Organizational Culture had a positive and significant effect on employee performance ($B = 0.452$; $\beta = 0.506$; $t = 4.843$; $p < 0.001$). In contrast, Work Morale ($t = 0.348$; $p = 0.729$) and Organizational Citizenship Behavior ($t = 1.689$; $p = 0.093$) showed positive but statistically insignificant effects on employee performance. These findings indicate that Organizational Culture is the most influential factor in improving the performance of non-healthcare employees, while Work Morale and OCB alone are insufficient to produce significant performance improvements. This study provides practical implications for hospital human resource management by emphasizing the importance of strengthening organizational culture to enhance employee performance and offers a reference for future studies in public healthcare organizations.

Keywords: Organizational Culture, Work Morale, Organizational Citizenship Behavior, Employee Performance

INTRODUCTION

Organizational culture is an important factor in shaping employee work behavior. A strong culture provides identity for employees, shapes work values and norms, and serves as a behavioral guideline in dealing with work situations. (Robbins S. d., 2018) explains that a strong organizational culture can increase behavioral consistency, reduce ambiguity, and improve goal alignment in the work environment. In the public service sector, an organizational culture that supports professionalism, discipline, and service orientation is a very important need. Organizational culture is a set of shared values and norms that control the interaction of organizational members with each other and with suppliers, customers, and others outside the organization (Jones, 2013). However, in the context of Waled Regional Hospital, the work culture between units still shows variation, so it is necessary to strengthen more uniform and adaptive work values.

In addition to organizational culture, work spirit or work motivation is also a factor that influences employee productivity and performance. Work spirit reflects employees' enthusiasm, energy, and sincerity in completing tasks. (Hasibuan, 2019) states that work spirit is part of motivation that functions to encourage employees to work responsibly. In practice, non-healthcare workers often face high routines and administrative pressures that require precision and speed. If not managed, this situation can reduce work spirit. (Rina Maretasari, 2022) found that work motivation has a significant influence on improving employee performance, especially in administrative work that requires high discipline and precision.

Another equally important factor is Organizational Citizenship Behavior (OCB), which is voluntary employee behavior that is not listed in job descriptions but makes a significant contribution to organizational effectiveness. (Organ, 1988) explains that OCB includes behaviors

such as helping coworkers, showing a positive attitude, maintaining a comfortable work environment, and actively participating in organizational activities. OCB behavior is highly needed in hospitals, especially for non-healthcare workers who must coordinate with various units and provide fast and friendly service to patients. (Ticoalu, 2013) found that OCB has a direct influence on employee performance, especially in service organizations that require collaboration and effective teamwork. (Rina Maretasari, 2022) also emphasized that OCB can improve employee performance in the service sector, because extra-role behavior can improve the work atmosphere and increase unit productivity.

Several previous studies have examined the relationship between organizational culture, work morale, organizational citizenship behavior (OCB), and employee performance. Girsang et al. (2021) reported that organizational culture significantly improves employee performance by strengthening employees' commitment, discipline, and collaboration within the organization. Similarly, Maretasari and Febrianti (2022) found that employees with higher work morale tend to demonstrate better job performance because they perform their duties with greater enthusiasm and responsibility. Furthermore, Ticoalu (2013) revealed that Organizational Citizenship Behavior (OCB) positively contributes to employee performance by encouraging voluntary behaviors such as helping colleagues, maintaining harmonious working relationships, and supporting organizational effectiveness. These studies indicate that organizational culture, work morale, and OCB are important determinants of employee performance across various organizational settings.

Although previous studies have consistently demonstrated the importance of organizational culture, work morale, and Organizational Citizenship Behavior (OCB) in improving employee performance, several limitations remain. Most existing studies have been conducted in private companies, educational institutions, or government offices, while empirical evidence from non-healthcare employees in public hospitals remains limited. In addition, previous research generally examined these variables separately or in different organizational contexts. Therefore, this study extends the existing literature by simultaneously examining the effects of organizational culture, work morale, and OCB on the performance of non-healthcare employees at Waled Regional General Hospital, Cirebon Regency. This research is expected to provide empirical evidence that enriches the literature on human resource management in public healthcare organizations.

Although extensive research has been conducted on organizational culture, work morale, OCB, and employee performance, a research gap remains, particularly in the context of non-healthcare workers in regional hospitals. Most previous studies have focused on the education sector, private companies, or public government employees. Research that simultaneously combines all three variables—organizational culture, work morale, and OCB—with the performance of non-healthcare workers in hospitals is still limited. Therefore, this study is novel in providing a new perspective on the internal factors that influence the performance of non-healthcare workers at Waled Regional Hospital, whose role is crucial but often overlooked by academic research.

RESEARCH METHODS

This study employed a quantitative research approach based on the positivist paradigm. According to Creswell (2018), quantitative research is a systematic process of collecting numerical data and analyzing it using statistical techniques to examine relationships among variables and test hypotheses objectively. Likewise, Sugiyono (2018) defines quantitative research as a method grounded in positivist philosophy that is used to investigate specific

populations or samples through structured research instruments and statistical data analysis. This study adopted a causal associative research design to examine the cause-and-effect relationships between the independent variables, namely Organizational Culture (X1), Work Morale (X2), and Organizational Citizenship Behavior (OCB) (X3), and the dependent variable, Employee Performance (Y). The population consisted of all 233 non-healthcare employees of Waled Regional General Hospital, Cirebon Regency. The sample size was determined using the Slovin formula with a 5% margin of error, resulting in 148 respondents, which were selected to represent the study population.

Research data consists of from primary data and secondary . Primary data is obtained through distribution questionnaire based scale Likert five- choice answer For measure perception respondents to culture organization , spirit work , OCB, and performance employees , as well as supported interview with party management And Committee Ethics Study Health use get information policy And condition work . Secondary data obtained from document official House Sick related attitude work , skills , attendance , and discipline employees , as well as studies library in the form of book And journal scientific as runway theory . Determination indicator variables done through study a number of theory And study previously Then customized with characteristics Waled Regional Hospital organization to be able to represent condition Work in a way actual .

Data processing is carried out using IBM SPSS Statistics version 26 via stages test validity And reliability instrument , continued test assumptions classics that include normality , heteroscedasticity , and multicollinearity For ensure feasibility of the regression model . Analysis furthermore use linear regression for know influence each variables independent to performance employees , while testing hypothesis done with partial t test . Study carried out at Waled Regional Hospital Cirebon Regency on November 7, 2025 with apply principle ethics study in the form of informed consent, maintaining confidentiality identity respondents , and data usage only For interest academic

RESULTS AND DISCUSSION

RESULT

Validity Test

Validity testing is carried out by comparing the calculated r value with the r table at a significance level of 5% from degrees of freedom (df) = n-2, in this case n is the number of samples. In this study, instrument validity testing was carried out using the Pearson Product Moment correlation technique, which aims to determine the relationship between the score of each question item and the total score of all items in one variable. The following is the r table:

Tabel r untuk df = 101 - 100					
df = (N-2)	Tingkat signifikansi untuk uji satu arah				
	0.05	0.025	0.01	0.005	0.001
Tingkat signifikansi untuk uji dua arah					
	0.1	0.05	0.02	0.01	0.001
101	0.1500	0.1497	0.2500	0.2500	0.3100
102	0.1492	0.1487	0.2479	0.2479	0.3101
103	0.1484	0.1479	0.2458	0.2458	0.3102
104	0.1476	0.1471	0.2437	0.2437	0.3103
105	0.1468	0.1463	0.2416	0.2416	0.3104
106	0.1460	0.1455	0.2395	0.2395	0.3105
107	0.1452	0.1447	0.2374	0.2374	0.3106
108	0.1444	0.1439	0.2353	0.2353	0.3107
109	0.1436	0.1431	0.2332	0.2332	0.3108
110	0.1428	0.1423	0.2311	0.2311	0.3109
111	0.1420	0.1415	0.2290	0.2290	0.3110
112	0.1412	0.1407	0.2269	0.2269	0.3111
113	0.1404	0.1399	0.2248	0.2248	0.3112
114	0.1396	0.1391	0.2227	0.2227	0.3113
115	0.1388	0.1383	0.2206	0.2206	0.3114
116	0.1380	0.1375	0.2185	0.2185	0.3115
117	0.1372	0.1367	0.2164	0.2164	0.3116
118	0.1364	0.1359	0.2143	0.2143	0.3117
119	0.1356	0.1351	0.2122	0.2122	0.3118
120	0.1348	0.1343	0.2101	0.2101	0.3119
121	0.1340	0.1335	0.2080	0.2080	0.3120
122	0.1332	0.1327	0.2059	0.2059	0.3121
123	0.1324	0.1319	0.2038	0.2038	0.3122
124	0.1316	0.1311	0.2017	0.2017	0.3123
125	0.1308	0.1303	0.1996	0.1996	0.3124
126	0.1300	0.1295	0.1975	0.1975	0.3125
127	0.1292	0.1287	0.1954	0.1954	0.3126
128	0.1284	0.1279	0.1933	0.1933	0.3127
129	0.1276	0.1271	0.1912	0.1912	0.3128
130	0.1268	0.1263	0.1891	0.1891	0.3129
131	0.1260	0.1255	0.1870	0.1870	0.3130
132	0.1252	0.1247	0.1849	0.1849	0.3131
133	0.1244	0.1239	0.1828	0.1828	0.3132
134	0.1236	0.1231	0.1807	0.1807	0.3133
135	0.1228	0.1223	0.1786	0.1786	0.3134
136	0.1220	0.1215	0.1765	0.1765	0.3135
137	0.1212	0.1207	0.1744	0.1744	0.3136
138	0.1204	0.1199	0.1723	0.1723	0.3137
139	0.1196	0.1191	0.1702	0.1702	0.3138
140	0.1188	0.1183	0.1681	0.1681	0.3139
141	0.1180	0.1175	0.1660	0.1660	0.3140
142	0.1172	0.1167	0.1639	0.1639	0.3141
143	0.1164	0.1159	0.1618	0.1618	0.3142
144	0.1156	0.1151	0.1597	0.1597	0.3143
145	0.1148	0.1143	0.1576	0.1576	0.3144
146	0.1140	0.1135	0.1555	0.1555	0.3145
147	0.1132	0.1127	0.1534	0.1534	0.3146
148	0.1124	0.1119	0.1513	0.1513	0.3147
149	0.1116	0.1111	0.1492	0.1492	0.3148
150	0.1108	0.1103	0.1471	0.1471	0.3149

The criteria for determining validity are as follows:

- If the calculated $r > r$ table at a significance level of 0.05, then the question item is valid (suitable for use in research).
- If r count $< r$ table then the question item is invalid (not suitable for use in research).

Validity Test of Organizational Culture Variable (X1)

From the output of the validity test of the Organizational Culture variable instrument, it can be seen that in the *TOTAL X1 column*, the validity test of the Organizational Culture variable statement instrument is obtained below:

Table 1
Results of Organizational Culture Validity Test Measurement (X1)

Item No.	R count	R table	Information
P1	0.600	0.1614	Valid
P2	0.711	0.1614	Valid
P3	0.532	0.1614	Valid
P4	0.765	0.1614	Valid
P5	0.569	0.1614	Valid
P6	0.525	0.1614	Valid
P7	0.613	0.1614	Valid
P8	0.592	0.1614	Valid
P9	0.718	0.1614	Valid
P10	0.709	0.1614	Valid
P11	0.681	0.1614	Valid
P12	0.558	0.1614	Valid
P13	0.608	0.1614	Valid

The validity test results for the Organizational Culture variable (X1) show that all question items have a calculated r value greater than the table r of 0.1614. The calculated r value ranges from 0.525 to 0.765, which means that all items have a significant correlation with the total score of the variable. Thus, all indicators in the Financial Compensation variable are declared valid because they are able to reflect or describe well the things to be studied, so they are suitable for use in research analysis.

Validity Test of Work Spirit Variable (X2)

From the output of the validity test of the Work Spirit variable instrument, it can be seen that in the *TOTAL X2 column* , the validity test of the Work Spirit variable statement instrument is obtained below:

Table 2
Results of the Work Spirit Validity Test Measurement (X2)

Item No.	R count	R table	Information
P1	0.590	0.1614	Valid
P2	0.470	0.1614	Valid
P3	0.531	0.1614	Valid
P4	0.601	0.1614	Valid
P5	0.661	0.1614	Valid
P6	0.668	0.1614	Valid
P7	0.622	0.1614	Valid
P8	0.663	0.1614	Valid
P9	0.654	0.1614	Valid
P10	0.676	0.1614	Valid
P11	0.742	0.1614	Valid
P12	0.592	0.1614	Valid
P13	0.667	0.1614	Valid
P14	0.759	0.1614	Valid
P15	0.663	0.1614	Valid

Based on the validity test results for the Work Spirit variable (X2), all items were declared valid. This is indicated by the calculated r values for each item, which ranged from 0.470 to 0.759, all exceeding the table r value of 0.1614. This condition indicates that each item has a significant relationship with the total score of the variable. Thus, all indicators are considered capable of representing the aspects of intrinsic motivation to be measured and are suitable for use in the next stage of analysis.

Validity Test of Organizational Citizenship Behavior (OBC) Variable (X3)

From the output of the validity test of the Organizational Citizenship Behavior variable instrument, it can be seen that in the *TOTAL X3 column* , the validity test of the Organizational Culture variable statement instrument is obtained below:

Table 3
Measurement Results of the Validity Test of Organizational Citizenship Behavior (OBC) (X3)

Item No.	R count	R table	Information
P1	0.500	0.1614	Valid
P2	0.574	0.1614	Valid
P3	0.669	0.1614	Valid
P4	0.541	0.1614	Valid
P5	0.557	0.1614	Valid
P6	0.661	0.1614	Valid
P7	0.604	0.1614	Valid
P8	0.734	0.1614	Valid
P9	0.577	0.1614	Valid
P10	0.627	0.1614	Valid
P11	0.415	0.1614	Valid

P12	0.592	0.1614	Valid
P13	0.586	0.1614	Valid
P14	0.648	0.1614	Valid
P15	0.647	0.1614	Valid

Based on the validity test results for the Organizational Citizenship Behavior (X3) variable, all items were declared valid. This is indicated by the calculated *r* values for each item, which ranged from 0.500 to 0.734, all exceeding the table *r* value of 0.1614. This condition indicates that each item has a significant relationship with the total score of the variable. Thus, all indicators are considered capable of representing the aspects of intrinsic motivation to be measured and are suitable for use in the next stage of analysis.

Validity Test of Employee Performance Variable (Y)

From the output of the validity test of the Employee Performance variable instrument, it can be seen that in the *TOTAL Y column*, the validity test of the Employee Loyalty variable statement instrument is obtained below:

Table 4
Employee Performance Validity Test Measurement Results (Y)

Item No.	R count	R table	Information
P1	0.549	0.1614	Valid
P2	0.674	0.1614	Valid
P3	0.621	0.1614	Valid
P4	0.628	0.1614	Valid
P5	0.542	0.1614	Valid
P6	0.468	0.1614	Valid
P7	0.444	0.1614	Valid
P8	0.193	0.1614	Valid
P9	0.609	0.1614	Valid
P10	0.560	0.1614	Valid
P11	0.721	0.1614	Valid
P12	0.646	0.1614	Valid
P13	0.615	0.1614	Valid

All statement items in the Employee Performance (Y) variable were declared valid based on the validity test results. This is evident from the calculated *r* values, which range from 0.193 to 0.721, all exceeding the table *r* value of 0.1614. Thus, each item has a significant relationship to the total score of the variable, accurately indicating employee performance. Therefore, all indicators in this variable can be used for further analysis as they have been proven to measure important indicators of employee performance.

Reliability Test

In this study, reliability testing was conducted using the Cronbach's Alpha method. The reliability assessment criteria are as follows:

- If the Cronbach's Alpha value is ≥ 0.60 , then the instrument is declared reliable.
- If the Cronbach's Alpha value is < 0.60 , then the instrument is declared unreliable.

Reliability Test of Organizational Culture Variable (X1)

Table 5. Reliability Test Results (X1)

Reliability Statistics	
Cronbach's Alpha	N of Items
.871	13

Source: Researcher Output Results IBM SPSS version 26 for Windows

the Reliability Statistics output for variable **X1 (Organizational Culture)** , the Cronbach's Alpha value is **0.871** with **13 questions** analyzed. This Cronbach's Alpha value has exceeded the minimum limit of **0.60** . which is generally used as a criterion to state that a research instrument has a good level of reliability (Ghozali, 2021).

Thus, it can be concluded that all statement items in the Organizational Culture variable are consistent in measuring the construct under study and are capable of producing reliable data. These results indicate that the Organizational Culture variable instrument is suitable for use in research because it provides stable and reliable measurement results.

Reliability Test of Work Spirit Variable (X2)

Table 6. Reliability Test Results (X2)

Reliability Statistics	
Cronbach's Alpha	N of Items
.889	15

Source: Researcher Output Results IBM SPSS version 26 for Windows

The Reliability Statistics output for variable **X2 (Work Morale)** , the Cronbach's Alpha value is **0.889** for the **15 items** analyzed. This Cronbach's Alpha value exceeds the minimum threshold of **0.60** , which is used as a reliability criterion for research instruments (Ghozali, 2021). This indicates that all items in the Work Morale variable have an excellent level of internal consistency in measuring the same construct. Therefore, it can be concluded that the Work Morale variable instrument is reliable and suitable for use in research because it is able to produce stable, consistent, and trustworthy data.

Reliability Test of Organizational Citizenship Behavior Variable (X3)

Table 7. Reliability Test Results (X3)

Reliability Statistics	
Cronbach's Alpha	N of Items
.865	15

Source: Researcher Output Results IBM SPSS version 26 for Windows

The Reliability Statistics output on variable **X3 (Organizational Citizenship Behavior/OCB)**, it is known that **the Cronbach's Alpha value The reliability of the OCB variable was 0.865**, with **15 items** analyzed. This value exceeds the minimum threshold of **0.60** used as a benchmark for research instrument reliability (Ghozali, 2021). This indicates that the items in the OCB variable have a good level of consistency in measuring the studied variables. Therefore, the Organizational Citizenship Behavior instrument is considered reliable and suitable for use because it produces stable and reliable data.

Reliability Test of Employee Performance Variable (Y)

Table 8. Reliability Test Results (Y)

Reliability Statistics	
Cronbach's Alpha	N of Items
.819	13

Source: Researcher Output Results IBM SPSS version 26 for Windows

Based on **the Reliability Statistics results table** , a **Cronbach's Alpha value of 0.819** was obtained with a total of **13 question items** on the **Employee Performance variable (Y)** . This value indicates that the instrument has a high level of reliability because it is above the threshold of **0.60** . This indicates that each statement item in the questionnaire has good internal

consistency in measuring employee performance variables. Thus, the research instrument is declared reliable and consistent, and is suitable for use as a data collection tool in this study.

Frequency Distribution

The frequency distribution of the variables, organizational culture, work enthusiasm, **organizational citizenship behavior** and employee performance from 148 respondents can be described as follows:

Frequency Distribution of Organizational Culture Variable (X1)

From the results of the questionnaire answers given to 148 respondents for 13 statements with the highest score being 5 and the lowest score being . The following is a distribution table of the organizational culture variable (X1).

Table 9. Frequency Distribution of Organizational Culture Variable (X1)

Butir	Jawaban										Jumlah		Rata - Rata
	Sangat Setuju		Setuju		Cukup		Tidak Setuju		Sangat Tidak Setuju				
	5		4		3		2		1				
	F	X	F	X	F	X	F	X	F	X			
Y1	36	180	81	324	8	24	22	44	1	1	148	573	0.25829
Y2	46	230	72	288	9	27	21	42	0	0	148	587	0.25213
Y3	55	275	85	340	4	12	4	8	0	0	148	635	0.23307
Y4	44	220	71	284	6	18	27	54	0	0	148	576	0.25694
Y5	40	200	103	412	4	12	1	2	0	0	148	626	0.23642
Y6	46	230	88	352	10	30	4	8	0	0	148	620	0.23871
Y7	45	225	96	384	4	12	3	6	0	0	148	627	0.23604
Y8	48	240	81	324	7	21	12	24	0	0	148	609	0.24302
Y9	44	220	92	368	4	12	8	16	0	0	148	616	0.24026
Y10	50	250	86	344	3	9	9	18	0	0	148	621	0.23833
Y11	39	195	75	300	6	18	28	56	0	0	148	569	0.26011
Y12	44	220	93	372	2	6	9	18	0	0	148	616	0.24026
Y13	48	240	84	336	6	18	10	20	0	0	148	614	0.24104
Variabel Kinerja Pegawai													3.17462
Rata-Rata													0.2442

Source: Primary Data Processed by Researchers 2026

Information :

P = Statement Item

F = Number of Respondents

X = Number of Respondents x Score Value

Based on **Table 9** , it can be seen that the **Organizational Culture variable (X1)** has an **average value of 3.17** . The lowest average value obtained is in the range of **3.15** , while the highest average value reaches around **3.26** . Based on the assessment interval of **2.61 – 3.40** , it can be concluded that the **Organizational Culture variable (X1)** is in the **fairly good category**. This shows that in general respondents gave a fairly positive assessment of the statements used to measure Organizational Culture in this study.

Frequency Distribution of Work Morale Variable (X2)

From the results of the questionnaire answers given to 148 respondents for 13 statements with the highest score being 5 and the lowest score being . The following is a distribution table of the work enthusiasm variable (X2).

Table 10. Frequency Distribution of Work Morale Variable (X2)

Butir	Jawaban										Jumlah		Rata - Rata
	Sangat Setuju		Setuju		Cukup		Tidak Setuju		Sangat Tidak Setuju				
	5		4		3		2		1				
	F	X	F	X	F	X	F	X	F	X			
Y1	53	265	82	328	2	6	10	20	1	1	148	620	0.23871
Y2	51	255	87	348	4	12	6	12	0	0	148	627	0.23604
Y3	53	265	90	360	2	6	3	6	0	0	148	637	0.23234
Y4	43	215	99	396	2	6	4	8	0	0	148	625	0.2368
Y5	47	235	97	388	1	3	3	6	0	0	148	632	0.23418
Y6	44	220	101	404	1	3	2	4	0	0	148	631	0.23455
Y7	42	210	102	408	2	6	2	4	0	0	148	628	0.23567
Y8	51	255	95	380	1	3	1	2	0	0	148	640	0.23125
Y9	54	270	92	368	1	3	1	2	0	0	148	643	0.23017
Y10	46	230	97	388	2	6	3	6	0	0	148	630	0.23492
Y11	49	245	80	320	2	6	17	34	0	0	148	605	0.24463
Y12	52	260	86	344	5	15	5	10	0	0	148	629	0.23529
Y13	45	225	100	400	2	6	1	2	0	0	148	633	0.23381
Y14	48	240	96	384	3	9	1	2	0	0	148	635	0.23307
Y15	56	280	91	364	1	3	0	0	0	0	148	647	0.22875
Variabel Semangat Kerja													3.52018
Rata - Rata													0.23468

Source: Primary Data Processed by Researchers 2026

Information :

P = Statement Item

F = Number of Respondents

X = Number of Respondents x Score Value

Based on **Table 10** , it can be seen that the **Work Spirit variable (X2)** has an **average value of 3.52** . The lowest average value obtained was **3.20** , while the highest average value reached **3.84** . Based on the assessment interval of **3.41 – 4.20** , it can be concluded that the **Work Spirit variable (X2)** is in the **good category** . This shows that in general respondents gave a positive assessment of the statements used to measure Work Spirit in this study.

Organizational Citizenship Behavior Variable (X3)

From the results of the questionnaire answers given to 148 respondents for 13 statements with the highest score being 5 and the lowest score being . The following is a distribution table of the **Organizational Citizenship Behavior variable (X3)**.

Table 11. Organizational Citizenship Behavior Variable (X3)

Butir	Jawaban										Jumlah		Rata -Rata
	Sangat Setuju		Setuju		Cukup		Tidak Setuju		Sangat Tidak Setuju				
	5		4		3		2		1				
	F	X	F	X	F	X	F	X	F	X	F	X	
Y1	45	225	96	384	4	12	2	4	1	1	148	626	0.23642
Y2	38	190	73	292	10	30	26	52	1	1	147	565	0.26018
Y3	43	215	77	308	8	24	20	40	0	0	148	587	0.25213
Y4	54	270	89	356	2	6	2	4	1	1	147	637	0.23077
Y5	54	270	87	348	5	15	1	2	1	1	147	636	0.23113
Y6	41	205	96	384	9	27	2	4	0	0	148	620	0.23871
Y7	42	210	84	336	10	30	11	22	1	1	147	599	0.24541
Y8	49	245	86	344	9	27	4	8	0	0	148	624	0.23718
Y9	49	245	82	328	9	27	8	16	0	0	148	616	0.24026
Y10	38	190	81	324	16	48	13	26	0	0	148	588	0.2517
Y11	48	240	86	344	9	27	5	10	0	0	148	621	0.23833
Y12	41	205	99	396	5	15	2	4	1	1	147	621	0.23671
Y13	39	195	99	396	9	27	1	2	0	0	148	620	0.23871
Y14	35	175	84	336	12	36	16	32	1	1	147	580	0.25345
Y15	36	180	83	332	12	36	16	32	1	1	147	581	0.25301
Variabel Semangat Kerja													3.6441
Rata - Rata													0.24294

Source: Primary Data Processed by Researchers 2026

Information :

P = Statement Item

F = Number of Respondents

X = Number of Respondents x Score Value

Based on **Table 11** , it can be seen that the **Organizational Citizenship Behavior (OCB) variable (X3)** has an **average value of 3.64** . The lowest average value obtained is in the range of **3.58** , while the highest average value reaches around **3.68** . Based on the assessment interval of **3.41 - 4.20** , it can be concluded that **the Organizational Citizenship Behavior (OCB) variable** is in **the good category** . This shows that in general respondents gave a positive assessment to the statements used to measure organizational citizenship behavior in this study.

Frequency Distribution of Employee Performance Variable (Y)

From the results of the questionnaire answers given to 148 respondents for 13 statements with the highest score being 5 and the lowest score being . The following is a distribution table of **the Employee Performance variable (Y)**.

Table 12
Frequency Distribution of Employee Performance Variable (Y)

Butir	Jawaban										Jumlah		Rata -Rata
	Sangat Setuju		Setuju		Cukup		Tidak Setuju		Sangat Tidak Setuju				
	5		4		3		2		1				
	F	X	F	X	F	X	F	X	F	X	F	X	
Y1	57	285	90	360	1	3	0	0	0	0	148	648	0.2284
Y2	54	270	82	328	2	6	10	20	0	0	148	624	0.23718
Y3	65	325	78	312	4	12	1	2	0	0	148	651	0.22734
Y4	60	300	83	332	2	6	3	6	0	0	148	644	0.22981
Y5	51	255	92	368	4	12	1	2	0	0	148	637	0.23234
Y6	55	275	89	356	3	9	1	2	0	0	148	642	0.23053
Y7	63	315	82	328	3	9	0	0	0	0	148	652	0.22699
Y8	81	405	65	260	2	6	0	0	0	0	148	671	0.22057
Y9	69	345	77	308	2	6	0	0	0	0	148	659	0.22458
Y10	69	345	77	308	2	6	0	0	0	0	148	659	0.22458
Y11	51	255	74	296	5	15	18	36	0	0	148	602	0.24585
Y12	55	275	88	352	3	9	2	4	0	0	148	640	0.23125
Y13	62	310	83	332	2	6	1	2	0	0	148	650	0.22769
Variabel Kinerja Karyawan													2.98711
Rata-Rata													0.22978

Source: Primary Data Processed by Researchers 2026

Information :

P = Statement Item

F = Number of Respondents

X = Number of Respondents x Score Value

Based on **Table 4.12**, it can be seen that the **Employee Performance (Y) variable** has an average value of **2.98711**. The lowest average value obtained is in the range of **2.92**, while the highest average value reaches around **3.02**. Based on the assessment interval of **2.61 - 3.40**, it can be concluded that the **Employee Performance (Y) variable** is in the **fairly good category**. This indicates that in general employee performance is already at an adequate level, but not yet optimal and still has room for improvement in certain aspects .

Discussion

The Influence of Organizational Culture (X1) on Employee Performance (Y) at Waled Regional Hospital, Cirebon Regency

The results of the hypothesis testing using the partial t-test indicate that **Organizational Culture (X1)** has a positive and significant effect on **Employee Performance (Y)**. This is evidenced by the calculated t-value of **4.843** and a significance value of **0.000 < 0.05**, so the first

hypothesis (H_1) is accepted. Thus, organizational culture has an important role in improving the performance of employees at Waled Regional Hospital, Cirebon Regency.

These results align with the simple linear regression analysis, which shows a regression coefficient of $B = 0.452$, indicating that every one-unit increase in organizational culture will increase employee performance by 0.452 units. The standardized beta value of 0.506 also indicates that organizational culture is the most dominant variable influencing employee performance compared to other variables in this research model.

Empirically, these findings indicate that organizational values such as discipline, teamwork, results-oriented, attention to detail, and adherence to organizational rules can motivate employees to work more effectively and responsibly. A strong organizational culture creates clear behavioral guidelines for employees, enabling them to understand the work standards expected by the organization.

The results of this study are consistent with previous research, including research conducted by Girsang, Zulkarnain, & Isnaniah (2021), which found that organizational culture has a positive and significant effect on employee performance. Research by Rahmawati & Juwita (2019) also concluded that implementing a good organizational culture can significantly improve employee performance. Furthermore, Anindita Chairunnisa Mokoginta (2024) stated that an organizational culture that supports individual learning and growth encourages employees to make maximum contributions to the organization.

Thus, the results of this study strengthen the theory of Robbins & Judge (2018) which states that organizational culture functions as a value system that shapes work behavior and directly influences employee performance.

The Influence of Work Spirit (X2) on Employee Performance (Y) at Waled Regional Hospital, Cirebon Regency

Based on the results of the partial t-test in this study, the Work Spirit variable (X2) has a calculated t-value of 0.348 with a significance value of $0.729 > 0.05$. Thus, it can be concluded that Work Spirit does not have a significant effect on Employee Performance (Y), so the hypothesis stating that Work Spirit has a significant effect on Employee Performance is rejected.

The results of this study indicate that although employee morale is descriptively good, statistically, it has not significantly impacted employee performance. This indicates that high morale does not necessarily directly impact performance unless supported by other factors such as strong work skills, work systems, and organizational culture.

The results of this study align with research (Bustari, 2023) that found that work morale does not significantly influence employee performance. The study explained that although work morale has a positive influence, its influence is not statistically significant because other factors are more dominant in influencing employee performance. This finding indicates that work morale is not the sole determinant of performance; it needs to be supported by adequate organizational aspects and work systems to optimally improve employee performance.

Thus, the results of this study strengthen the findings of previous studies that work enthusiasm has a positive but not significant influence on employee performance, so that increasing work enthusiasm needs to be balanced with improvements in other organizational factors in order to provide a more optimal impact on employee performance.

The Influence of Organizational Citizenship Behavior (OCB) (X3) on Employee Performance (Y) at Waled Regional Hospital, Cirebon Regency

Based on the results of the partial t-test in this study, the Organizational Citizenship Behavior (OCB) variable (X3) has a calculated t-value of 1.689 with a significance value of $0.093 > 0.05$. Thus, it can be concluded that OCB does not have a significant effect on Employee Performance (Y), so the hypothesis stating that OCB has a significant effect on Employee Performance is rejected.

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