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# Literature Review: The Influence of Organizational Culture On Organizational Citizenship Behavior (OCB) With Employee Engagement As A Mediating Factor In Hospital

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## A B S T R A C T

Understanding the influence of organizational culture on Organizational Citizenship Behavior (OCB) is essential for optimizing employee engagement and performance, particularly in the healthcare sector. This literature review investigates the relationship between organizational culture, OCB, and employee engagement, with a focus on medical personnel and nurses in hospital settings. Through a comprehensive analysis of existing literature, this study underscores the pivotal role of organizational culture in shaping OCB and highlights the mediating effect of employee engagement. Findings reveal that organizational culture significantly impacts OCB, with employee engagement serving as a crucial intermediary mechanism. The synthesis of previous research suggests that fostering a positive organizational culture is imperative for promoting OCB and enhancing employee engagement, ultimately benefiting both healthcare professionals and organizational outcomes. This review underscores the importance of strategic interventions aimed at leveraging organizational culture to optimize employee behaviors and organizational effectiveness in healthcare settings.

## A R T I C L E   I N F O

## 1. INTRODUCTION

Organizational culture, a multifaceted framework encompassing shared beliefs, values, and practices within an organization (Lee & Kim, 2017), serves as its DNA, influencing behaviors and shaping norms (Jeong et al., 2019). This shared culture, comprising values, beliefs, ideologies, customs, norms, traditions, knowledge, and skills (Lee & Kim, 2017), reflects the organization's values and behaviors, thus influencing its distinct ways of operating (Sarhan et al., 2020). It plays a pivotal role in shaping organizational commitment, as evidenced by its positive effects on commitment and organizational citizenship behavior (Nikpour, 2017; Siswondo et al., 2022). Studies have consistently shown that a strong organizational culture positively impacts various outcomes such as job satisfaction (Supriyati et al., 2021), employee performance (Wijaya & Eppang, 2021), and organizational effectiveness in achieving goals (Wira Putri & Chalidyanto, 2020). Thus, understanding and nurturing a positive organizational culture remains imperative for organizations seeking to enhance their performance and achieve their objectives.

Organizational Citizenship Behavior (OCB) complements this by referring to discretionary actions by employees that contribute to the effective functioning of the organization (Podsakoff et al., 2000). These behaviors, which go beyond formal job requirements, create a supportive workplace environment and include activities such as assisting colleagues and promoting positive aspects of the organization (Andrianto & Palupi, 2023; Chiaburu et al., 2011). OCB is crucial in enhancing organizational effectiveness and performance by fostering cooperation, increasing organizational commitment, and improving employee job satisfaction (Ismail Ibrahim et al., 2022; Serpian et al., 2016). It also protects against destructive behaviors and enhances information sharing within the organization, thereby contributing to its overall success.

The influence of various factors on OCB, such as organizational culture, leadership styles, job satisfaction, and organizational justice, underscores the importance of the work environment and leadership in shaping employee behaviors (Haghighi & Maleki, 2016; Marihot et al., 2023; Moorman, 1991). Organizational culture, for instance, directly impacts OCB by creating norms and expectations that encourage such behaviors (Ardiansyah et al., 2020). Transformational leadership, known for its ability to inspire and motivate employees, has also been found to positively influence OCB, highlighting the role of leadership styles in driving organizational behavior (Calen et al., 2021).

The relationship between organizational culture and Organizational Citizenship Behavior (OCB) holds significant implications for hospital settings, where teamwork, collaboration, and going the extra mile are crucial for patient care outcomes (Idris et al., 2021). Organizational culture, encompassing shared values, beliefs, and practices, profoundly influences employee behavior, thereby impacting the delivery of care (Ali et al., 2023). The research underscores the influence of organizational cultures and transformational leadership on OCB among healthcare professionals, suggesting the importance of fostering a culture that promotes such behaviors (Ali et al., 2023; Nadatien et al., 2022).

Furthermore, studies highlight the mediating role of organizational commitment in the relationship between organizational culture and OCB, emphasizing the need for cultivating environments that enhance commitment and foster positive behaviors among healthcare staff (Santol et al., 2022). Additionally, factors like ethical climates and emotional intelligence have been shown to influence OCB among nurses, indicating the relevance of creating supportive environments that prioritize ethical conduct and emotional well-being (Ali et al., 2023). By understanding and nurturing these relationships, hospitals can promote a culture

of OCB, leading to improved teamwork, employee engagement, and, ultimately, better patient care outcomes.

Employee engagement is a pivotal mediator in the interplay between organizational culture and Organizational Citizenship Behavior (OCB) within an organization (Indryani & Ardana, 2019). Defined as the dedication, loyalty, and enthusiasm employees exhibit towards their work and organization, employee engagement correlates positively with OCB, as engaged employees are more inclined to go beyond their formal job roles to contribute positively. Organizational culture significantly shapes employee engagement by influencing perceptions of the work environment, values, and norms (Satyawati & Rahyuda, 2022). A nurturing organizational culture that fosters trust, open communication, and collaboration is conducive to higher levels of employee engagement, thereby increasing OCB among employees.

Moreover, employee engagement is a vital mediating factor in the association between organizational culture and OCB (Indryani & Ardana, 2019). Highly engaged employees are more likely to internalize and embody the values embedded in the organizational culture, translating them into proactive behaviors like OCB. The research underscores the enhanced impact of employee engagement on various factors influencing OCB, such as career development, organizational justice, and corporate social responsibility. Recognizing this mediating role is essential for organizations to cultivate cultures that promote positive employee behaviors, thereby fostering improved teamwork, job satisfaction, and organizational effectiveness.

The primary objective of this study is to undertake a comprehensive literature review to delve into the intricate dynamics between organizational culture and Organizational Citizenship Behavior (OCB), with a specific emphasis on the context of hospitals. By synthesizing existing research findings, this study aims to elucidate the profound impact of organizational culture on the manifestation of OCB among healthcare professionals. Understanding how organizational culture influences OCB holds immense significance, particularly for healthcare organizations, as it provides insights into the mechanisms through which employee behavior is shaped and fostered within the hospital environment. Moreover, by exploring the relationship between organizational culture and OCB, this study seeks to underscore the pivotal role of employee engagement as a mediating factor. Recognizing this relationship is paramount for healthcare institutions striving to cultivate a work culture that encourages OCB and enhances employee engagement, fostering a positive organizational climate and ultimately improving overall performance and patient outcomes.

## 2. METHODS

The method used in this research is a literature review. The analysis of this literature starts with reading articles, conducting analyses, and then making adjustments according to research needs. For this study, previous literature on similar topics was examined. This research article utilizes a literature review method to integrate data and identify and interpret the analysis of the influence of organizational culture on Organizational Citizenship Behavior (OCB), with employee engagement as a mediating factor among medical and nursing personnel in hospitals. Data was collected via Scopus and Google Scholar searches using the PoP (Publish or Perish) application. The search was conducted using the keyword "organizational citizenship behavior." The inclusion criteria for this research comprised articles used as literature, including original articles, studies, or reviews. The articles or literature discussed the analysis of the influence of organizational culture on OCB with employee engagement as a mediating factor among medical and nursing personnel in

hospitals, published between 2020 and 2023. Researchers identified articles matching these criteria through Scopus details (n = 78).

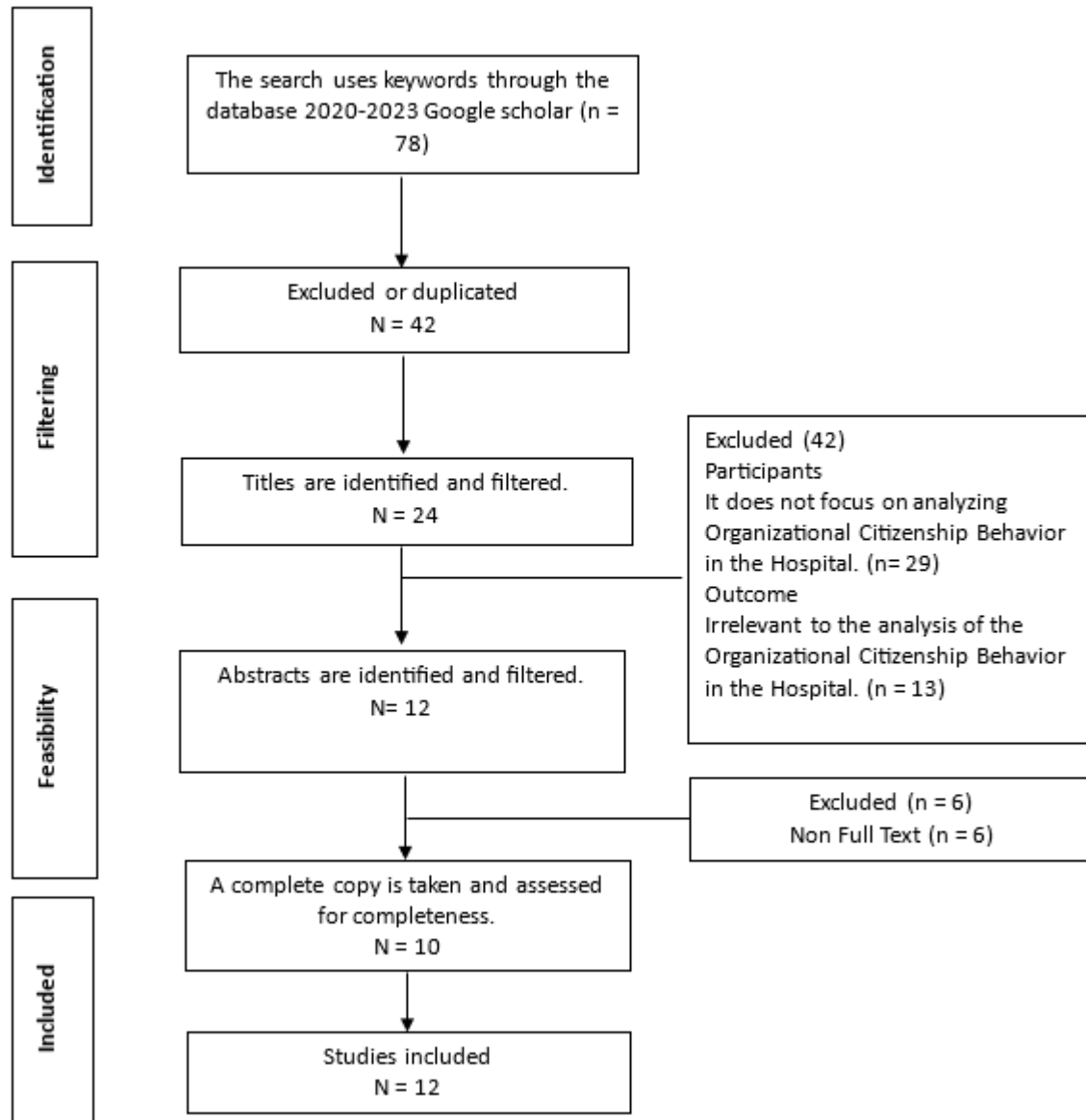The article selection flow in the PRISMA Diagram is shown in Figure 1 below.



**Figure 1. Diagram PRISMA**

## 3. Results

Based on the PRISMA Procedure, it is found that organizational culture in hospitals has a significant impact on the emergence of organizational citizenship behavior (OCB) in the working environment, as listed in Table 2. Organizational support, leadership relationships, and job characteristics are key drivers in shaping the norms and values that encourage employees, including medical personnel, to behave beyond their core tasks. However, to better understand the mechanisms behind the influence of organizational culture on OCBs, a more in-depth review of the research on the role of employee engagement as a mediation factor is required a more in-depth review.

## Table 1. Summary of Reference Articles

| Author & Year | Title | Method | Result |
|---|---|---|---|
| (Amelia et al., 2023) | Impact of Quality of Work Life on Employee Engagement on PT. Honda Sanggar South Sea Branch of Palopo City | Questionnaire | There is a positive and significant influence on employee engagement and the quality of work life. |
| (Dewi et al., 2023) | Analysis of Employee Engagement Factor Relationship with Nurse Performance in Hospital | Questionnaire | There is a positive and significant influence between employee engagement and the performance of nurses. |
| (Nida Ghaniyyaturrahmah, 2023). | Impact of Perceived Organizational Support on Work Engagement on Nurse RSUD Majalengka | Questionnaire | A positive and significant influence exists between perceived organizational support and work engagement. |
| (Indrawan, 2020) | Path Analysis : Pengaruh Quality Work Life Terhadap Employee Engagement Dan Turnover Intention Perawat Rumah Sakit | Path Analysis | There is a positive and significant influence between the quality of work life on employee engagement and the turnover intention of nurses. |
| (Nur Miftahul Janna & Mene Paradilla, 2023). | Impact of Employee Engagement on Turnover Intention Nurses From Grestelina Makassar Rs 2022 | Questionnaire | There is a positive and significant influence between employee engagement and the turnover of nurses' intentions. |
| (Pashiera & Budiono, 2023). | Role of Work Engagement as a Variable Intervening on the Effect of Psychological Well-Being and Work Environment on Employee Performance at Pt Port of Indonesia (Persero) Regional 3 Office Surabaya | Questionnaire | There is a positive and significant influence between work engagement and employee performance, with the role as an intervening variable between psychological well-being and the work environment. |
| (Sari, 2021) | Impact of Employee Engagement on Officer Performance Through Organizational Commitment as Intervening Variable in Rsud H. Abdul Manap City Jambi Street Care Section | Questionnaire | There is a positive and significant influence between employee engagement and employee performance, with the role as an intervening variable between organizational commitments. |
| (Tigau & Sugiarto, 2022) | Strategies to Control Employee Turnover: Case Study on a Private Hospital in Manado City | Case study | Several strategies can be applied to control employee turnover, one of which is improving employee work-life quality. |

Source: research data, 2023

Employee engagement, which covers employees' physical, cognitive, and emotional dimensions towards work and organizations, emerged as the key part that connects organizational culture and the emergence of positive behavior like OCB. In the hospital context, the interaction of the medical team and emotional involvement are crucial. Employee engagement can be a bridge that connects organizational culture and the emergence of positive behavior. Employees are actively involved in work, and organizations tend to show positive behavior, such as OCBs. Therefore, understanding the interrelationship between organizational culture, employee engagement, and OCB provides a deeper insight into how these factors interact (Ghaniyyaturrahmah, 2023).

The findings of (Ghaniyyaturrahmah, 2023) show that organizational support creates an environment in which employees feel appreciated and supported, promoting a tendency to commit voluntary actions that support the organization. Lead-to-lead relations also play a crucial role in shaping the organizational culture, creating norms that stimulate care and support among team members. The characteristics of the task are a factor influencing the emergence of OCBs. It covers aspects of work that are not confined only to the employee's primary duties. Organizational culture can shape employees' perceptions of how far they are expected to contribute beyond their routine tasks. If organizational culture encourages active participation and initiative, employees, including medical personnel, may be more likely to engage in OCB behavior. In the human resource management research field, in the context of hospitals, organizational culture and employee behavior, especially medical personnel, are the main focus.

The criteria defining Organizational Citizenship Behavior (OCB), including altruism, sincerity, sportsmanship, decency, and civic virtue, offer insights into the behaviors categorized as OCB. Acts of helpfulness, adherence to rules, collegiality, politeness, and a sense of responsibility as organizational members all exemplify the positive contributions expected from employees within OCB. This dimension delineates OCB as a series of actions extending beyond employees' formal duties to support the organization's success. Within the human resource management research field, particularly in hospitals, the focus remains on organizational culture and employee behavior, particularly among medical personnel such as nurses. Given their pivotal role in healthcare provision, the cultural dimensions of organizations and positive behaviors, including OCB, assume critical significance. Hospitals, being intricate entities, necessitate collaboration and cohesion among their medical teams. Organizational culture is a guiding framework shaping shared norms, values, and assumptions. With nurses and other medical personnel integral to the team, an understanding and embracing organizational culture can significantly influence nursing attitudes and behaviors.

Previous research has underscored the significant impact of organizational culture on the manifestation of Organizational Citizenship Behaviors (OCBs) in the workplace. Organizational support, leadership relationships, and job characteristics are pivotal in shaping the norms and values that foster engagement in behaviors beyond employees' core responsibilities, particularly among hospital medical staff. However, it is essential to recognize the mediating role of employee engagement. Employee engagement encompasses employees' positive physical, cognitive, and emotional disposition towards their work and organization. Actively engaged employees are more inclined to exhibit positive behaviors like OCBs. In the hospital setting, where interactions within the medical team and emotional involvement are paramount, employee engagement connects organizational culture to the emergence of positive behaviors. Through enhanced engagement, medical personnel is more likely to

engage in additional role behaviors that enhance healthcare quality, aligning with OCB aspects.

A comprehensive understanding of the relationship between organizational culture and the emergence of OCB in the workplace illuminates the tangible impact of organizational culture on employee behavior, including that of medical personnel. Within this framework, factors such as organizational support, leader-member relationships, and job characteristics emerge as key drivers in shaping the norms and values that encourage employees, including medical personnel, to extend their behaviors beyond their core duties. Organizational support, for instance, cultivates an environment where employees feel valued and supported, fostering a propensity to undertake voluntary actions that benefit the organization. Leadership relationships also significantly influence organizational culture, with positive relationships fostering norms that promote care and support among team members. Leaders who build strong relationships create an atmosphere where employees feel compelled to assist and support one another, including through OCB behavior. Additionally, task characteristics, identified as factors influencing the emergence of OCBs, encompass aspects of work that transcend employees' primary tasks. Organizational culture molds employees' perceptions of the extent to which they are expected to contribute beyond their routine duties.

If organizational culture promotes active participation and initiative, employees, including medical personnel, are likelier to engage in Organizational Citizenship Behavior (OCB). Therefore, organizational culture profoundly influences positive behavior in the workplace, including OCB. These findings also offer a pertinent foundation for identifying strategies to enhance organizational culture to foster the emergence of OCBs among medical personnel in hospitals or other healthcare settings. Employee engagement, or involvement, emerges not only as an independent concept but also as a pivotal element linking organizational culture and OCB. Employee involvement represents a positive manifestation encompassing the physical, cognitive, and emotional dimensions of work and the organization.

Employee involvement is a crucial link between organizational culture and OCB. Actively engaged employees typically exhibit high levels of emotional attachment. By sensing organizational support and experiencing emotional engagement, employees, including hospital medical staff, are more inclined to engage in extra-role behaviors such as OCB. Organizational support, a significant factor fostering employee involvement, lays the groundwork for establishing an emotional bond between employees and the organization. When medical staff feel supported and valued by the organization, their emotional attachment intensifies. This emotional attachment serves as a potent motivator to exceed expectations, including through OCB behavior. Emotional engagement among medical personnel can wield considerable influence, particularly within the complex hospital environment. Emotionally engaged medical professionals tend to develop stronger connections with patients and the healthcare mission. They are more motivated to undertake extra-role actions to enhance healthcare quality, such as assisting colleagues, providing additional attention to patients, or contributing to process improvement initiatives. Thus, through employee engagement mechanisms, organizational culture plays a significant role in shaping positive behaviors like OCB among medical personnel.

Developing and nurturing an organizational culture that fosters employee engagement is a crucial strategy for enhancing healthcare quality and cultivating a positive workplace environment within hospitals and other healthcare institutions. A profound comprehension of the interconnections between organizational culture, Organizational Citizenship Behavior

(OCB), and employee engagement holds significant implications for hospital managers. In the hospital setting, where medical teams play a pivotal role in healthcare provision, implementing organizational culture policies conducive to employee engagement represents a strategic approach to fostering OCB.

Recognizing that organizational culture profoundly influences employee norms, values, and attitudes, hospital managers can focus on cultivating a culture that promotes employee involvement. By establishing a work environment that reinforces employee commitment and dedication to both their work and the organization, hospitals can set the stage for fostering OCB. Enforcing organizational culture policies supportive of employee engagement entails addressing factors such as managerial support, acknowledgment of employee contributions, and fostering emotional bonds between employees and the organization. This support serves as a catalyst for motivating medical teams, including medical personnel, to fulfill their core responsibilities and exceed expectations. With heightened employee involvement, particularly through emotional engagement, hospitals will likely witness an enhancement in OCB behaviors among medical teams.

Improved healthcare services, enhanced teamwork effectiveness, and proactive initiatives to enhance work processes represent some anticipated outcomes of an increase in OCB. The positive ramifications of heightened OCB are not confined solely to the efficacy of the medical team but also extend to the patient experience. Enhanced healthcare quality, responsiveness to patient needs, and heightened attention to detail can directly result from OCB behaviors stimulated by an organizational culture supportive of employee engagement. Furthermore, heightened employee satisfaction stemming from the positive impact of an organizational culture fostering engagement can cultivate a healthier and more productive work environment.

Ultimately, the organization aims to contribute to the overall well-being of its employees, creating an environment where employees feel valued and motivated to deliver their best. Thus, comprehending and implementing policies integrating organizational culture, employee engagement, and OCB can represent a hospital's strategic stride. It transcends mere enhancement of medical team performance, positively impacting healthcare delivery, patient satisfaction, and employee well-being. As an integrated framework, these elements foster an environment conducive to growth and collective success in healthcare.

**Discussion**

Organizational culture is a complex entity involving a system of common meanings distinguishing an organization from others. This concept includes norms, values, assumptions, and habits collectively accepted by members of the organization. As a system of shared meaning, organizational culture summarises the normative framework that guides employee behavior and the internal arrangements of the organization as a whole. Organizational patterns of behavior and arrangements become a real embodiment of that culture. In this context, organizational culture is a set of values written in official documents and reflected in day-to-day actions, decisions, and interactions among organization members. Organizational culture gives an entity an identity, distinguishes it from other organizations, and creates stability in its internal dynamics. Some of the main factors that influence the formation and development of organizational culture can be identified. First, the observed orderly behavior forms the basis for the norms that govern interaction within the organization. It includes formal and informal rules that give structure to employee behavior. These norms, dominant values, organizational philosophy, official rules, and organizational climate create consistent behavior patterns and attitudes in the workplace.

These regulations can also infiltrate strategic decisions, governance, and how organizations adapt to external change. The cultural aspects of an organization can be found in the eight key principles that form the foundation of the culture. First, the organization's purpose becomes the main pillar guiding activities and decisions. As a second principle, consensus highlights the importance of mutual agreement among the organization's members toward common goals. Excellence and unity refer to the urge to set high standards and maintain cohesion within the organization. Achievement and empiricism emphasize the importance of learning from experience and achieving optimal results. Furthermore, intimacy and integrity create the basis for strong interpersonal relationships that are consistent with valued values. As a whole, these principles describe the foundations of a culture that encompasses the broader dimensions of an organization.

The organizational culture's evaluation factors include individual initiatives, risk tolerance, direction, integration, management support, control, identity, reward systems, conflict tolerance, and communication patterns. Individual initiative and risk tolerance create an environment where new ideas and creativity are driven while direction and integration guide common goals. Management support, control, and identity are important in shaping the organization's image and providing a foundation for effective coordination. Reward systems, conflict tolerance, and communication patterns guide the recognition of performance, the management of conflict, and the flow of information within an organization. All these factors interact and form an organizational cultural landscape unique to each entity. Organizational culture has become a very important concept in shaping the characteristics and identity of an organization.

In this sense, organizational culture is not just written rules but also includes common norms, values, assumptions, and habits recognized and pursued by members of the organization. In hospitals, organizational culture takes on a more specific and vital role. Hospitals are responsible for providing quality and safe patient services as a health institution. The hospital's organizational culture reflects a commitment to high-quality health care, professional ethics, and values that prioritize patient safety.

The commitment to health care reflects that the organizational culture in hospitals is oriented towards meeting the needs of patients and improving public health. This can be reflected in the norms emphasizing the importance of providing effective, accurate, and patient-focused care. Professional ethics have also become integral to the hospital's organizational culture. This culture encourages ethical practices, preserves patient privacy, and respects patient rights. Professional ethics also includes values such as integrity, honesty, and accountability that are the basis for any action taken by members of the organization.

The hospital's organizational culture also promotes values that specifically emphasize patient safety. It includes norms for involving patients in decision-making, ensuring environmental hygiene, and implementing procedures that keep patients safe. Thus, the organizational culture in the hospital is not just a set of formal rules but a common view that describes the identity and purpose of the organization. Implementing a strong organizational culture in hospitals can create an environment that supports superior health principles, ensures quality of service, and builds confidence among patients, families, and medical team members.

Employee involvement is an important dimension in the context of organizational success, and this concept includes positive physical, cognitive, and emotional expressions given by employees to the work and organization in which they work. Employee engagement reflects their enthusiasm, dedication, and attention to the task and work environment. The first aspect of employee engagement is enthusiasm. This spirit involves the high energy and

enthusiasm that employees bring to their work. Employees with a high spirit tend to perform better and more proactively in their duties. They see work as a routine obligation and an opportunity to impact positively.

Dedication is the second aspect of employee engagement. The dedication includes the enthusiasm and meaning employees find in their work. Highly dedicated employees feel that their work has meaning and a significant impact. It increases internal motivation and creates a more positive working environment. Attention is the third aspect of employee engagement. Attention reflects the full focus of employees on their work. Employees with high attention tend to pay attention to details, understand the context of work, and strive for optimal results. Full focus on their duties and responsibilities helps improve efficiency and quality of work.

The employees involved show their involvement through passion, dedication, attention, and personal characteristics. They tend to speak positively about work and organization, prefer to stay in their workplace and strive to contribute to the organization's overall success. In addition, personal characteristics such as extroversion, sincerity, and a degree of neuroticism can be identified as indicators of employee involvement. Extroversion reflects social traits and enthusiasm; sincerity shows perseverance in pursuing goals; and the degree of neuroticism can affect an employee's emotional stability in the working environment. All these factors together form a picture of employee engagement and its impact on the performance and success of the organization.

## 4. Conclusion

Based on the findings elucidated in the preceding literature review, it is evident that the quality of work life exerts a positive and substantial influence on employee engagement. This underscores the significance of fostering a conducive work environment that enhances employee attachment to the organization. Elevated employee attachment manifests beneficial effects across various domains, including heightened performance, productivity, and job satisfaction. Hence, prioritizing enhancing employee work-life quality is pivotal and imperative for organizations. To this end, companies can undertake several measures to augment the quality of employees' work experiences. These measures may encompass offering competitive salaries and benefits, ensuring a safe and comfortable working milieu, providing opportunities for self-development, and fostering a positive and supportive work culture. By enhancing the quality of employee work life, organizations stand to bolster employee productivity and performance, thereby facilitating the attainment of organizational objectives.

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