

THE ROLE OF SELF-EFFICACY MEDIATION IN INCREASING ORGANIZATIONAL CITIZENSHIP BEHAVIOR OF CLASS C PRIVATE HOSPITAL AT BEKASI

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ABSTRACT

Organizational citizenship behavior is an important thing that must be considered by hospitals because it can affect overall organizational performance. The low voluntary behavior of helping each other among colleagues and the lack of teamwork and support among others can affect all processes in the workplace, both in terms of work productivity and organizational profitability. The purpose of this study was to analyze the effect of diversity in the workplace and organizational culture on organizational citizenship behavior with self-efficacy as a mediator. The role of self-efficacy can help overcome the obstacles associated with low organizational citizenship behavior, including low organizational culture and differences arising from diversity. This research is explanatory with a quantitative approach in the form of using causal hypotheses with a sample of 90 health workers. This study uses the SEM-PLS (Structural Equation Modeling-Partial Least Squares) method to examine the model and the relationship between variables. In this study, self-efficacy was found to mediate the relationship between organizational culture and diversity in the workplace and organizational citizenship behavior. Organizational culture has a positive and significant effect on organizational citizenship behavior, but diversity in the workplace does not have a significant effect on organizational citizenship behavior. Diversity in the workplace and organizational culture have a positive and significant influence on self-efficacy. The implications of this research theoretically prove the effect of research variables, and managerially, it can be used as an effective strategy to improve organizational citizenship behavior and create a good and productive work environment for health workers.

INTRODUCTION

The health industry in Indonesia is growing rapidly, along with the increasing rate of economic growth. This condition gives health services a competitive strategy and the ability to improve service quality and patient satisfaction. Cooperative and helpful behaviors that go beyond formal requirements are essential to the functioning of organizations.

Organizational citizenship behavior is an important thing that must be considered by hospitals because it can affect overall organizational performance. Unnoticed organizational citizenship behavior can affect all processes in the workplace, both in terms of work productivity and organizational profitability.

Recapitulation data from the HRD department and interviews at Type C Hospital in Bekasi regarding organizational citizenship behavior found that some health workers faced busy work situations, not prioritizing helping coworkers who were in need, excessive workload causing complaints with work, lack of support from coworkers, and injustice in the division of tasks. From the

data obtained through a pre-survey of 10 employees, 50% found low helpful behavior, 40% complained about work, 50% found cooperation between team members that was not well established, and 40% lacked mutual respect among fellow employees. 2021 HRD report states that in the last year, 32 out of 158 employees (20.25%) have resigned. Employees who participated in interviews acknowledged that there were interpersonal issues as a result of both personal and financial issues, such as disparities in attitudes, personalities, and viewpoints. The low organizational and communication culture makes cooperation between team members less well-established, thus hindering effectiveness at work.

The phenomenon of low self-efficacy, which is still relatively low, can be seen in 60% of employees who express a lack of confidence in the tasks assigned. There is a transition to other divisions and handling different responsibilities, and a lack of training and career development makes employees lack skills in their work and relationships with fellow co-workers. Self-efficacy is needed to achieve the expected results of the organization.

Some of the employees interviewed felt that diversity in the workplace was less conducive due to differences in work styles, values, and communication within the hospital's internal environment. Some workers find it difficult to collaborate with colleagues who have different educational backgrounds and feel uncomfortable working in an environment where young workers predominate.

The theoretical studies conducted found independent variables such as work attitude, personality, leadership, task characteristics, groups, organizations, and cultural context influencing organizational citizenship behavior (Pratiwi, Mahaputra, & Sudiartana, 2021). In this study, organizational culture, self-efficacy, and diversity in the workplace are said to have an influence on organizational citizenship behavior. The Tsui et al. (2018) study, which was conducted on company employees in China, showed that gender, race, and age diversity had a negative and insignificant effect on organizational citizenship behavior.

(Khan et al., 2019) mentions a significant relationship between role-oriented culture and achievement at a commercial bank in Nigeria, which has a positive effect on organizational citizenship behavior because it has organizational stability and awakens employees to support and care for each other. Na-nan et al. (2021) found that efficacy has a direct effect on organizational citizenship behavior, with the ability possessed to contribute by taking initiative and performing additional tasks.

(Waqas, Jabeen, Hayat, Khan, & Alsaedi, 2019) mentioned the relationship between organizational citizenship behavior and diversity in the workplace, although the correlation is weak. (Berger et al., 2021) found a significant relationship between diversity in the workplace and self-efficacy, indicating that there are differences between men and women in the development and success of training. (Han et al., 2018) provides research findings that show there is a positive and significant relationship between organizational culture and employee self-efficacy through interpersonal relationships, communication, and collaboration to increase self-confidence and support among fellow employees.

THEORETICAL REVIEW

Organizational Citizenship Behavior

(Organ et al., 2006) defines organizational citizenship behavior as individual behavior that has the freedom to choose, is indirectly or directly linked to the reward system, and contributes to the effectiveness and efficiency of organizational functions. According to (Lopez, Whalley, Robbins, & Lister, 2008), organizational citizenship behavior is voluntary individual behavior that is not part of the formal requirements of work but can improve the effective functioning of the organization. Meanwhile, according to Aldag & Resckhe (1997), organizational citizenship behavior is an individual's contribution to exceeding the demands of roles in the workplace.

Self-Efficacy

Bandura (2010) states that self-efficacy is an individual's belief about his own ability to perform the tasks or actions needed to achieve certain results. (Maba, 2017) defines self-efficacy as the perception of how well oneself can function in certain situations, such as self-assessment, as required. (Marx et al., 2012) states that self-efficacy is the belief possessed by a person to carry out all the duties and responsibilities that have been assigned to him.

Diversity in The Workplace

(Waqas et al., 2019) state that diversity in the workplace is a concept that focuses on the legal protection of human characteristics such as age, gender, ethnicity, and individual characteristics such

as physical abilities, religious practices, and gender issues. According to (Igel et al., 2015), diversity in the workplace is a type of individual difference that depends on biographical and personal traits. According to (Hayes & Ninemeier, 2009), primary and secondary dimensions influence a person's difference in the workplace.

Organizational Culture

Denison (1990) stated that organizational culture is the basic pattern of values, hopes, habits, and beliefs shared by all members of the organization as a guide in carrying out tasks to achieve organizational goals. One organization and another organization have different habits, even though both are engaged in the same field of business activity. Kinicki and (Fugate, Zentall, & Gentry, 2013) state that organizational culture is a shared set, taken to provide the implicit assumption that the group holds and determines how to view, think, and react to various environments. Cushway and Lodge (2000) define organizational culture as an organizational value system that will influence the way work is done and the way employees behave. results of organizational components: employees, successes, and failures.

Previous Study

Research by Khan & Jabeen (2019) found a relationship between organizational citizenship behavior and diversity in the workplace, although the correlation is weak. According to research by (Mousa & Othman, 2020) on a number of public hospitals in Egypt that employed health workers, there are differences between the advantages that male and female health workers have when it comes to problem-solving abilities and ideas. Research conducted by Liang et al. (2017) shows that the process of social categorization produces interpersonal interaction conflicts, and both bio-demographics (such as gender and race) and work-related diversity can have a negative impact on organizational citizenship behavior. In Nugroho's (2021) results, there is a significant relationship between age, gender, and length of work on self-efficacy. Prasetyaningrum's research (2017) found that self-efficacy is a character in which self-efficacy arises due to conditioning in the organization in the form of complex assignments. High self-efficacy caused by individual training and development causes employees to get used to getting their work done. Research conducted by Bausch (2021) found that there is a significant relationship between diversity in the workplace and self-efficacy.

Critical Framework and Research Hypothesis

Based on the theoretical basis described above, a research conceptual framework can be created that links the variables in the study. There are four variables that will be examined in this study: diversity in the workplace, organizational culture, self-efficacy, and organizational citizenship behavior.

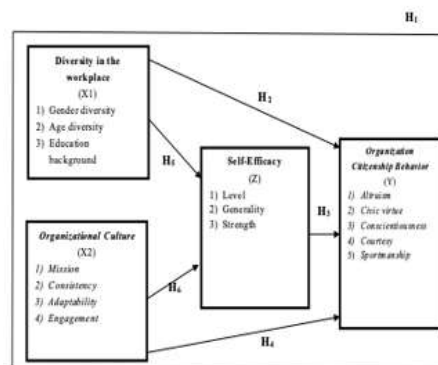


Figure 1. Conceptual Framework

RESEARCH METHODS

This research is confirmatory with a quantitative approach. This study aims to determine the impact of diversity in the workplace (X1) and organizational culture (X2) on organizational citizenship behavior (Y) in type C private hospitals in Bekasi, with self-efficacy (Z) as a mediator. In this study, there are two independent variables, namely diversity in the workplace (X1) and organizational culture (X2), one mediator, namely self-efficacy (Z), and one dependent variable, namely organizational citizenship behavior (Y). The research was conducted from July 2022 to August 2022 and included 90

health workers who had worked for more than 2 years in class C private hospitals in Bekasi as samples. Filling out the questionnaire as a research instrument using a Likert scale, namely a score of 4 to strongly agree, 3 to agree, 2 to disagree, and 1 to strongly disagree, The data obtained from the respondents will be analyzed using SEM (Structural Equation Modeling) for validity and reliability pretest tests.

RESULTS AND DISCUSSION

Characteristics of Respondents

The data for this study were obtained using a questionnaire on 90 people who are health workers who have worked for 2 years. During the questionnaire distribution period, there were 90 completed questionnaires, so the participation rate in this study was 100%. Based on the distribution of data on the characteristics of the respondents, the majority were female (56.7%), aged 31–40 years (47.8%), had a diploma education (50%), and had worked for 2–3 years (29%).

Research Instrument

The validity test shows that the variables of diversity in the workplace, organizational culture, self-efficacy, and organizational citizenship behavior are all valid because the value of $r_{count} > r_{table}$. The reliability test also shows that all variables have Cronbach's alpha values > 0.6 , so they are considered reliable.

Table 1. Data Quality Results

Variable	R count	Cronbach's Alpha
diversity in the workplace (X_1)	$> 0,361$	0,959
organizational culture (X_2)	$> 0,361$	0,946
self-efficacy (Z)	$> 0,361$	0,964
Organizational citizenship behavior (Y)	$> 0,361$	0,948

Descriptive Analysis

Resume descriptions of respondents' answers about attitudes toward behavior are shown in the behavior matrix presented in the following table:

Table 2. Respondent Response Matrix

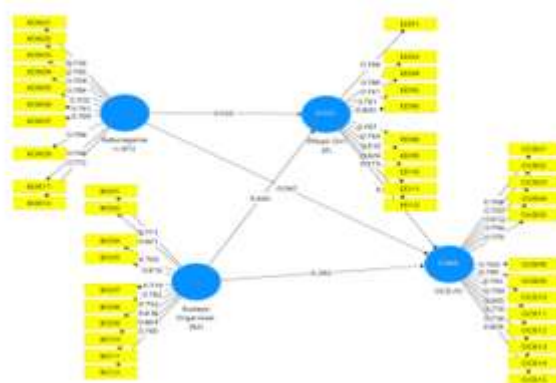
No	Variable	Posisi Tanggapan Responden			
		Low	Middle	High	Behavior
1	Diversity in the Workplace			*	Adaptive
2	Organizational Culture			*	Conducive
3	Self-Efficacy			*	Self-confident
4	Organizational Citizenship Behavior			*	Dedication

Descriptive analysis using the three-box method shows that diversity in the workplace, organizational culture, and self-efficacy are good, while organizational citizenship behavior shows that respondents have behaviors that exceed the roles required in their daily work.

Analysis of the Organizational Citizenship Behavior of Medical Personnel

Questionnaires related to organizational citizenship behavior variables that have been distributed, then researchers analyze and find indicators of altruism, civic virtue, conscientiousness, courtesy, and sportsmanship that have a tendency to be filled frequently and always.

Figure 2. Outer model



Outer Model

Validitas Konvergen

A variable is said to be valid if it has a loading factor value equal to or greater than 0.7 (Hair, Hult, Ringle, Sarstedt, & Thiele, 2017). In this study, the loading factor value of 0.7 will be excluded from the research model. The AVE (Average Variance Extracted) results of the four variables are > 0.5 .

In the research model, valid results were obtained on the variables of diversity in the workplace, indicators of gender, age, and educational background. On organizational culture variables, indicators of mission, consistency, adaptability, and involvement. On the indicator self-efficacy variables, namely level, generality, and strength. In the organizational citizenship behavior variable, all indicators are still available, namely altruism, civic virtue, conscientiousness, courtesy, and sportsmanship.

Table 3. Average Variance Extracted (AVE) Value

	Average Variance Extracted (AVE)
Diversity in the Workplace (X ₁)	0,620
Self-Efficacy (Z)	0,592
Organizational Culture (X ₂)	0,605
Organizational Citizenship Behavior (Y)	0,585

Discriminant Validity

Cross-loading results show that the correlation of each item to its own variable has a greater value > 0.7 than the correlation of items to other variables. The Fornell-Larcker Criterion for each construct is higher than the correlation with other constructs. The results for the HTMT values are shown.

Reliabilitas

Based on the table above, the Cronbach's Alpha value is > 0.7 and the Composite Reliability value is > 0.7 , indicating that all variables have reliability that fits the criteria.

Table 4. Reliability Value

	Cronbach's Alpha	Composite Reliability
Diversity in the workplace (X ₁)	0,945	0,948
Self-efficacy (Z)	0,931	0,941
Organizational culture (X ₂)	0,940	0,929
Organizational Citizenship Behavior (Y)	0,945	0,952

R² (coefficient of determination) is the most commonly used measure to evaluate structural models as a measure for predicting models that explain the effect of certain exogenous latent variables on endogenous latent variables (Hair et al., 2017). The R² value is 0.19 in the weak category, 0.33 in the medium category, and 0.67 in the strong category (Chin, 1998).

The adjusted R² value of the self-efficacy variable of 0.483 (moderate) indicates that 32.5% can be explained by diversity in the workplace and organizational culture, while the other 51.7% is caused by other factors. The value of organizational citizenship behavior of 0.447 (moderate) indicates that 44.7% of organizational citizenship behavior variables can be explained by changes in diversity variables in the workplace, organizational culture, and self-efficacy, while the other 55.3% are due to other factors.

Table 6. Value of R² (Coefficient of Determination)

	R Square	R Square Adjusted
Self-Efficacy (Z)	0,495	0,483
OCB (Y)	0,466	0,447

The results of Stone-Geisser's Q² test evaluate the magnitude of the R² value as a criterion for predictive accuracy (Hair et al., 2017). The results in table 7 show the results of Q² Predictive Relevance > 0, which indicates that the research model has predictive relevance.

Table 7. Q² Value Predictive Relevance

	SSO	SE	Q ² (=1-SSE/SSO)
Diversity in the workplace (X ₁)	720,000	720,000	
Efikasi Diri (Z)	990,000	707,867	0,285
Budaya Organisasi (X ₂)	1080,000	1080,000	
Organizational Citizenship Behavior (Y)	1260,000	937,625	0,265

Hypothesis test

Evaluation of the research model by looking at the significance value through the bootstrapping procedure, namely the T-Statistics value and the P-Values value. The hypothesis is declared accepted if the T-Statistics value is > 1.96 (table value) and the P-Values < 0.05.

Table 8. Hypothesis Test Value

		Original Sample (O)	T Statistics (O/STDEV)	P Values
H1	Diversity in the workplace (X ₁) → Self-efficacy (Z) → Organizational Citizenship Behavior (Y)	0,245	3,507	0,000
	Organizational culture (X ₂) → Self-efficacy (Z) → Organizational Citizenship Behavior (Y)	0,201	3,360	0,001
H2	Diversity in the workplace (X ₁) → Organizational Citizenship Behavior (Y)	-0,042	0,413	0,680
H3	Self-efficacy (Z) → Organizational Citizenship Behavior (Y)	0,461	4,410	0,000
H4	Organizational culture (X ₂) → Organizational Citizenship Behavior (Y)	0,346	3,571	0,000
H5	Diversity in the workplace (X ₁) → Self-efficacy (Z)	0,532	9,103	0,000
H6	Organizational culture (X ₂) → Self-efficacy (Z)	0,436	7,141	0,000

Table 9 shows p values of $0.000 < 0.05$ and $F \text{ count} > F \text{ table}$, namely $23.671 > 2.71$, so it can be concluded that diversity in the workplace, organizational culture, and self-efficacy have a significant relationship simultaneously with organizational citizenship behavior.

Table 9. Simultaneous Influence Test Values

	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3161,294	3	1053,765	23,671	.000 ^b
	Residual	3828,495	86	44,517		
	Total	6989,789	89			

DISCUSSION

The effect of diversity in the workplace and organizational culture on organizational citizenship behavior with self-efficacy as a mediator simultaneously

The indirect effect of diversity in the workplace on organizational citizenship behavior through self-efficacy shows that the t-statistics value is $3.507 > 1.96$ and the p-value is 0.000, meaning that the effect of diversity in the workplace on organizational citizenship behavior through self-efficacy is significant and has a positive influence of 0.245. The indirect effect of organizational culture on organizational citizenship behavior through self-efficacy shows that the t-statistics value is $3.360 > 1.96$ and the p-value is 0.001, meaning that the influence of organizational culture on organizational citizenship behavior through self-efficacy is significant and has a positive effect of 0.201.

These results support a theoretical research study by Pratiwi et al. (2021), which explores independent variables that have an impact on organizational citizenship behavior. In this study, it was found that employees with different backgrounds felt inferior and had

less positive self-assessments. This can affect the employee's self-assessment of his abilities. Providing adequate support and recognition, ensuring opportunities and gender equality at work, and building effective communication and collaboration among team members will make employees feel more confident, and organizational citizenship behavior will arise.

Self-efficacy as a mediator is explained through a strength indicator, which found that there is encouragement and confidence to face problems by seeing difficulties as opportunities to learn. This study shows that sportsmanship indicators in organizational citizenship behavior include taking the positive side of interpersonal problems that occur and are considered opportunities for learning. Responding to problems in a constructive and proactive way rather than looking at the negative aspects or difficulties of the problem as it occurs. Diversity in the workplace can increase understanding, respect, and mutual support among employees. This mutual understanding and support can strengthen employee self-efficacy, thus motivating them to demonstrate organizational citizenship behavior.

From the results of the analysis on the organizational citizenship behavior category, it was found that almost all respondents filled it in often and always. This significant research supports the dimensions and theory of organizational citizenship behavior, according to Organ (2006), which is the behavior of individuals who have the freedom to choose and is indirectly or not explicitly associated with contributing to the effectiveness and efficiency of organizational functions. Behavior that supports the social organization and shows employees who engage in this behavior as good citizens.

The effect of diversity in the workplace on organizational citizenship behavior

The results of testing the direct effect of diversity in the workplace on organizational citizenship behavior show that the t-statistics value is $0.413 < 1.96$ and the p-value is 0.680 , meaning that the effect of diversity in the workplace on organizational citizenship behavior is not significant and has a negative effect of -0.042 . These results support the research of Tsui et al. (2018), which shows that gender, race, and age diversity have no significant effect on organizational citizenship behavior. The results of this insignificant study are in contrast to the theory of Khan & Jabeen (2019), where diversity in the workplace is a legal protection for human beings such as age, gender, ethnicity, and individual characteristics such as physical abilities, religious practices, and gender issues. The characteristics of deep-level diversity include attitudes, opinions, information, and values that belong to an individual.

Theoretically, diversity in the workplace can influence interpersonal relationships and organizational performance. Several factors that can affect organizational citizenship behavior include a strong organizational culture, a positive work environment, intrinsic motivation, self-efficacy, and other individual factors. It is these factors that are more significant in increasing OCB than workplace diversity.

Diversity in the workplace can lead to differences in opinions, values, norms, and preferences, which can potentially lead to conflict and tension among team members. With different backgrounds and experiences, it is difficult to achieve common goals in carrying out work tasks. These differences can get in the way of effective coordination and team collaboration. Diversity in the workplace can hinder effective communication and mutual understanding. Differences in language, communication styles, and perceptions can hinder the proper flow of information and harmonious collaboration. Poor communication can hinder the active participation and team coordination needed to demonstrate OCB.

The gender indicator that gets the lowest average index score means that there are equal opportunities for male and female health workers to develop careers related to promotion, performance appraisal, assignment of tasks, and recognition of achievements

based on objective criteria. Age with the highest average index value means that various age groups participate in policies and career development to help improve services in hospitals.

This research is also contrary to the results of research by Wen et al. (2020), which shows a significant relationship between diversity in the workplace and organizational citizenship behavior, and research by Khan & Jabeen (2019), which states that employee diversity has a negative and significant effect on organizational citizenship behavior.

Respondents in this study are also health workers who have worked for more than 2 years. Respondents have been able to adapt to diversity in the workplace by following hospital policies based on friendly relations that exist between fellow employees.

The effect of self-efficacy on organizational citizenship behavior

Self-efficacy on organizational citizenship behavior shows that the t-statistics value is $4.410 > 1.96$, and a p-value of 0.000 means that the effect of self-efficacy on organizational citizenship behavior is significant and has a positive effect of 0.461. The higher the self-efficacy, the higher the level of organizational citizenship behavior. This research supports a study conducted by Na-nan et al. (2021), which states that self-efficacy has a positive and significant effect on organizational citizenship behavior. The higher the employee's confidence in their abilities, the more courageously the employee takes the initiative to carry out other additional tasks.

The strength indicator has the highest average index value, which means that obstacles are an opportunity to learn and develop oneself through optimism, referring to the positive attitude or hope one has even when faced with difficulties. This relates to the sportsmanship indicator, where employees have a high level of organizational citizenship behavior between individuals. The results of a research study by Dewi et al. (2018) found that people with high levels of self-efficacy and optimism tend to be more confident in contributing to organizations.

A high level of self-efficacy, feeling confident that you have the ability to overcome challenges and achieve organizational goals. This belief motivates employees to contribute more and engage in voluntary behavior at work. Employees with high levels of self-efficacy have a proactive attitude towards work by seeking opportunities to help co-workers, taking initiative, and offering constructive solutions in work situations.

This proves Bandura's theory (2010), which states that self-efficacy is the result of cognitive processes in the form of decisions, beliefs, or individual expectations regarding their ability to perform tasks or actions needed to achieve certain results.

The effect of organizational culture on organizational citizenship behavior

Organizational culture on organizational citizenship behavior shows that the t-statistics value is $3.571 > 1.96$ and the p-value is 0.000, meaning that the influence of organizational culture on organizational citizenship behavior is significant and has a positive effect of 0.346. The higher the organizational culture that is created, the higher the organizational citizenship behavior. This is in line with a study conducted by Olalekan (2019), which discusses a positive and significant relationship between role-oriented culture and achievement-oriented culture in organizational citizenship behavior. Role-oriented cultures have a structure and a system that ensure employee protection and organizational stability. Achievement-oriented cultures build the desire of employees to support and care for each other, which is related to achievement indicators.

Organizational culture that promotes cooperation, trust, and mutual support will increase individual motivation to contribute more to their work. This results in an increase in organizational citizenship behavior among health workers. A good organizational culture encourages open and effective communication as well as collaboration between various

teams. Health workers tend to share knowledge, experiences, and ideas with colleagues, thus increasing opportunities to improve OCB behaviors such as helping colleagues or providing constructive input. A positive organizational culture can also increase the job satisfaction of health workers. The mission indicator gets the lowest average index value, which means employees understand and support the goals of the organization, and they are willing to do what is necessary to help the organization achieve these goals by encouraging cooperation and collaboration because all team members focus on the same goals, thereby increasing loyalty and employee commitment to the organization. Organizational culture that influences organizational citizenship behavior itself supports the theory of organizational citizenship behavior by Organ (2006), where employees who are involved and support the organization's mission feel valued by the organization, so they make extra efforts to achieve organizational goals.

The effect of diversity in the workplace on self-efficacy

Diversity in the workplace on self-efficacy

shows that the t-statistics value is $9.013 > 1.96$ and the p-value is 0.000, meaning that the influence of diversity in the workplace on self-efficacy is significant and has a positive effect of 0.000. The greater the diversity in the workplace, the higher the self-efficacy. This research supports research conducted by Nugroho et al. (2021) that shows there is a significant positive relationship between diversity in age, gender, and length of work and employee self-efficacy. The research by Bausch et al. (2021) also found that age and gender interact in developing self-efficacy and training success; older female employees show more positive developments than men.

Diversity in the workplace also helps healthcare workers be more adaptive in diverse environments and get used to working with multidisciplinary teams in different situations. The ability to adapt quickly and effectively to new situations increases your confidence in facing unexpected challenges.

This shows a different relationship to the gender indicator, namely that all employees are given equal opportunities to collaborate and participate in activities at the hospital and voluntarily support the success of the organization as a whole. The indicator with the highest average index is age diversity, which means that various age groups participate in policy and career development to help improve hospital services.

The definition of diversity in the workplace by Khan & Jabeen (2019) is a concept that focuses on the legal protection of human nature such as age, gender, ethnicity, and individual character so that learning from work experience and different knowledge can improve abilities and skills at work.

The effect of organizational culture on self-efficacy

Organizational culture on self-efficacy shows that the t-statistics value is $7.141 > 1.96$ and the p-value is 0.000, meaning that the influence of organizational culture on self-efficacy is significant and has a positive effect of 0.436. The better the organizational culture that is created, the higher the level of employee efficacy. This research supports Jeon's research (2018), which states that there is a positive and significant relationship between organizational culture and self-efficacy. Good interpersonal relationships can facilitate communication and collaboration among organizational employees, making them feel valued and respected.

The results of this study support the notion of organizational culture according to Denison (1990), who states that organizational culture is the basic pattern of values, hopes, habits, and beliefs shared by all members of the organization. Organizational culture

influences self-efficacy. In this study, mission is related to self-efficacy as an indicator of strength.

Organizational culture An organizational culture that is based on support, mutual trust, and cooperation will give health workers a sense of confidence and belief that they are supported by the team and the organization, and employees will feel involved and play an important role in achieving organizational goals, so they will feel more confident in their abilities. owned to overcome the problems and challenges faced and make a positive contribution to the organization.

CONCLUSION

Based on the research that has been done, it has been found that diversity in the workplace and organizational culture are indirectly mediated by self-efficacy and have a positive and significant effect on organizational citizenship behavior. Diversity in the workplace has a negative and insignificant effect on organizational citizenship behavior. Organizational culture has a positive and significant effect on organizational citizenship behavior, meaning that the better the organizational culture created, the higher organizational citizenship behavior. Self-efficacy has a positive and significant effect on organizational citizenship behavior, meaning that the higher the employee's self-efficacy, the higher the organizational citizenship behavior. Diversity in the workplace has a positive and significant effect on self-efficacy, meaning that diversity in the workplace increases employee self-efficacy. Organizational culture has a positive and significant effect on self-efficacy, meaning that the better the organizational culture, the higher the level of employee efficacy.

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