

Mediation of Organizational Citizenship Behavior, Organizational Culture and Competence on the Performance of Nursing Paramedics at Dr. Ishak Umarella Tulehu Regional General Hospital, Central Maluku Regency

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Organizational culture is a way of thinking or tradition adopted by all members of the company and new members must learn or at least accept it as part of the company. Given the importance of organizational culture in the company, this study aims to analyze and explain the mediation of Organizational Citizenship Behavior Organizational Culture and Competence on the performance of nursing paramedics. With the research population at the Dr. Ishak Umarella Tulehu Regional General Hospital, Central Maluku Regency. The sampling technique uses purposive sampling where 1. Nursing Paramedics, 2. Graduated from Nursing 3. Have worked for more than 2 years totaling 116 people were sampled. Using the analysis method: Path Analysis Square (PLS) The results of the study prove that: Organizational Culture has a significant effect on the performance of nursing paramedics. Competence has a significant effect on the performance of nursing paramedics. Organizational Citizenship Behavior has a significant effect on the performance of nursing paramedics Organizational culture has a significant effect on Organizational Citizenship Behavior. Competence has a significant effect on Organizational Citizenship Behavior. Organizational culture has a significant effect on employee performance mediated by Organizational Citizenship Behavior, Competence has a significant effect on employee performance mediated by Organizational Citizenship Behavior. Suggestions for subsequent researchers: can examine the variables that have been studied in this study by adding work involvement variables and expanding the research object to several Private Hospitals.

Keywords: Organizational Citizenship Behavior, Organizational Culture, Competence, Paramedic Performance

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1. Introduction

Human resources are a crucial factor and must be managed effectively to increase the effectiveness and efficiency of an organization or company. Therefore, human resource management is a human resource governance program designed to acquire, develop, maintain, and utilize human resources to support the organization in achieving its goals. There are three crucial yet distinctly different challenges faced by the management of an institution: to think through and define the specific goals and mission of the institution,

to ensure work is productive and employees achieve their targets, and to manage social impacts and social responsibility.

Private institutions also have a big role in supporting the community's economy where their role has a positive impact in helping to meet the needs of the community, one of which is the Private Hospital business which is one part that cannot be separated because it has a relationship with individuals who behave, so it is very important to apply organizational culture as a bond of norms or rules that increase all individuals in all work activities supported by competencies that must be possessed by employees so that it is very easy for employees to communicate work through their duties and responsibilities.

Therefore, an institution, whatever its form and type, has a reciprocal relationship and mutual need between employees as members of the institution and the institution itself. Employees certainly have the hope that the institution will treat them as human resources of the organization, earning an income that can meet all the needs of their lives and their families, conversely the institution also has the hope of support from its employees, namely working and being willing to sacrifice for the interests of the institution and maintaining the image of the institution in order to achieve the goals of the institution. In order for the institution to achieve its goals, it is expected that its apparatus will carry out its work duties as well as possible, namely by providing quality services that can fulfill the rights of the community as users of government services.

According to Limidi (2008) the form of extra role behavior (OCB) can be implemented in the form of behavior, namely: Altruism (behavior of helping immediately towards others), Conscientiousness (attitude of being careful/listening to one's conscience), Sportsmanship (sportsmanlike attitude such as tolerance towards discomfort in work that cannot be avoided without complaint), Courtesy (politeness such as informing others in preventing incidents in work that cause problems), Civic Virtue (participating and paying attention to the survival of the company). Extra role behavior for employees is necessary because it has many benefits in supporting the effectiveness of organizational functions, encouraging the creation of quality of work life which can ultimately guarantee the survival and performance of the organization in the long term.

Research on various knowledge and OCB is very important in Indonesia because recently many organizations in Indonesia have implemented a work team system. In addition, currently there are many changes in organizations in Indonesia, such as downsizing (organizational downsizing by reducing the number of workers). This policy has an impact on the occurrence of many changes, for example changes in employee duties and obligations, organizational expectations that employees be more creative in finding new ways to improve work efficiency, and serious attention to absenteeism and tardiness in the workplace. When organizations reduce the number of employees, the organization is more dependent on employees who remain to do things beyond their assigned tasks. Therefore, these employees are expected to display OCB (Anindya, 2011).

The practice of Organizational Citizenship Behavior (OCB) in Indonesia as a whole has not yet reached its maximum level. Many employees still tend to behave in a variety of ways, including frequently skipping work, seeking only personal gain, leaving work hours for personal gain, disobeying work regulations, and other ways that do not reflect OCB (Organ, 2006).

According to Podsakoff et al (2000), factors that influence knowledge sharing and OCB are individual characteristics (including job satisfaction, commitment, perception of the organization, motivation and personality), task characteristics and organizational characteristics (including organizational culture and climate, organizational support, group cohesiveness), and leadership characteristics (including leadership support and behavior, quality of superior-subordinate relationships).

From various research results that have been reviewed previously, this research attempts to examine parts that have not been reviewed or variables that have been reviewed "Mediation of organizational citizenship behavior, organizational culture, competence and performance in nursing paramedics at the Dr. Ishak Umarella Tulehu Regional General Hospital, Central Maluku Regency

Formulation of the problem

The formulation of the problem in this research is:

1. How does organizational culture influence performance?
2. How does competence affect performance?
3. How does organizational culture influence organizational citizenship behavior?
4. How does competence influence organizational citizenship behavior?
5. How does organizational citizenship behavior influence employee performance?
6. How does organizational culture influence performance mediated by organizational citizenship behavior?
7. How does competence influence performance mediated by organizational citizenship behavior?

2. Literature Review

Organizational culture

According to Stephen P. Robbins and Judge (2018), organizational culture has seven primary characteristics or main indicators that differentiate one organization from another, namely innovation/risk taking, attention to detail, results orientation, people orientation, team orientation, aggressiveness, and stability.

Organizational culture indicators according to Robbins and Judge:

- Innovation and Risk Taking.
- Attention to Detail.
- Outcome Orientation
- People Orientation
- Team Orientation.
- Aggressiveness.
- Stability.

Competence

According to (Wibowo, 2018), competence is the ability to carry out or perform a job or task based on skills and knowledge and supported by the work attitude required by the job.

(Wibowo, 2018) Competency indicators:

1. Knowledge, 2. Skills, 3. Experience, 4. Motivation, 5. Personality.

Organizational Citizenship Behavior (OCB)

Organizational Citizenship Behavior (OCB) is voluntary employee actions outside their formal job description that support organizational functions, such as helping coworkers, following rules, and showing initiative. This behavior increases productivity, morale, and efficiency because employees act out of loyalty and belonging, rather than for rewards.

OCB Dimensions According to Organ et al. (2006):

- Altruism: Helping coworkers who are experiencing difficulties.
- Sportsmanship: Tolerating less than ideal situations at work without complaining.
- Conscientiousness: Performing above standard.
- Civic Virtue: Engaging constructively in the life of the organization,
- Courtesy: Prevent interpersonal problems by maintaining good relationships.

Employee performance

According to Anwar Prabu Mangkunegara (2018), employee performance indicators are the quality and quantity of work achieved by employees in carrying out their duties according to their responsibilities. The main indicators include work quality (accuracy/standards), work quantity (output volume), task execution (accuracy), and responsibility (awareness of obligations).

The following are details of employee performance indicators according to Mangkunegara:

- Quality of Work.
- Quantity of Work.
- Task Execution.
- Responsibility.
- Independence/Reliability (Dependability).

3. Method

Research Design

This type of research is survey research, namely analyzing the facts and data needed to support the research discussion, in solving and answering the main problems raised, namely: Analyzing: the influence of organizational culture and competence on employee performance, organizational citizenship behavior (OCB) as mediation

Population and Sample

A population is a complete group of elements, generally people, objects, transactions, or events. The population in this study is the entire General Public of Dr. Ishak Umarella Tulehu Regency, Central Maluku.

Sample

A sample is a set or part of a population unit. The sampling method in this study uses the following criteria:

1. Nursing Paramedic
2. Graduated from Nursing
3. Have worked for over 2 years

According to the predetermined criteria, the sample in this study was 116.

Measurement Scale

To measure the indicators, the question items in this study will be scored using a Likert scale.

Data Analysis Method

The research to be conducted is an explanatory research with a quantitative approach, because this research explains the relationship between variables through hypothesis testing and in general the data presented is in the form of numbers calculated through statistical tests. As explained by Singarimbun and Effendi (1995:5) that explanatory research is explaining the relationship between variables and hypothesis testing that has been formulated previously. Therefore, this research is often referred to as hypothesis testing research and the scope of this research will try to provide an overview of the object of study, namely regarding organizational culture and competence on the performance of nursing paramedics and organizational citizenship behavior (OCB) as mediation.

Descriptive Analysis

This is an analysis used to describe or depict the condition of each variable, namely the variables of the influence of organizational culture and competence on employee performance, organizational citizenship behavior (OCB) as mediation.

Partial Least Square (PLS) Analysis

Partial Least Square (PLS) analysis is a powerful analytical method because it is not based on many assumptions. PLS is a data analysis technique with SmartPLS version 3 software. This PLS method has its own advantages, namely: Data does not have to be multivariate normally distributed (Indicators with categorical, ordinal, interval to ratio scales can be used in the same model). And the sample size does not have to be large. Although PLS is used to confirm theories, it can also be used to explain the presence or absence of relationships between latent variables. PLS can also analyze constructs formed with reflective and formative indicators.

4. Results And Discussion

Partial Least Square Analysis

The data processing technique using SmartPLS 3.0 (partial least squares) requires two stages to assess the model fit of a study. These stages are as follows:

Path Analysis Diagram

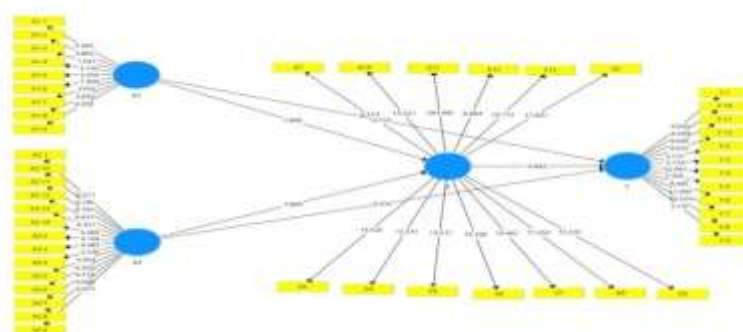


Figure 1 Path Test Result Model

Based on Figure 1 above, it can be seen that the influence of the competency and organizational culture variables on Organizational Citizenship Behavior is 0.615 or 61.5%. Meanwhile, the influence of the competency and organizational culture variables on employee performance variables is 0.405 or 40.5%.

Fornell Locker criterion

To measure the Fornell Locker Criterion, the correlation between one variable and another variable must be no smaller than the correlation between the variables. Good discriminant validity values can be seen in the table below:

Table 1. Fornell Locker Criterion

	Competence(X1)	Organizational culture (X2)	Nursing Paramedic Performance (Y)	Organizational izenship Behavior (Z)
Competence(X1)	0.785			
Organizational culture(X2)	0.961	0.901		
Organizational Citizenship Behavior (Z)	0.429	0.287	0.771	
Performance (Y)	0.438	0.280	0.800	0.914

Source: Processed Primary Data (2024)

Composite Reliability

A composite reliability test can be considered valid if the value of each composite reliability indicator per variable is above 0.7. The expected Cronbach's alpha value is above 0.7. Furthermore, the AVE value should be equal to 0.5 or higher to be considered valid. Therefore, here are the values for each composite reliability indicator:

Table 2. Composite Reliability Values

Variables	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Competence	0.941	0.814	0.934	0.616
Organizational culture	0.983	0.985	0.984	0.812
Employee Performance	0.935	0.950	0.945	0.595
Organizational Citizenship Behavior	0.983	0.985	0.985	0.836

Source: Processed Primary Data (2024)

Based on Table 2, it can be seen that the composite reliability value of all indicators for each variable, namely competence, organizational culture, organizational citizenship behavior, and employee performance, is greater than 0.7, thus meeting the requirements for acceptance. This can be concluded that all indicators are declared "valid and reliable" and can be used for further analysis.

Inner Model Analysis

Inner modelis a structural model that predicts the relationship between latent variables. This model is evaluated using the coefficient of determination (R²) to assess how much of the endogenous construct can be explained by the exogenous construct. The R-Square table below shows:

Table 3. R-Square Value

	R-Square	R-Square Adjusted
Employee Performance	0.655	0.615
Organizational Citizenship Behavior	0.446	0.405

Source: Processed Primary Data (2024)

To evaluate the structural model or inner model, it can be seen from the determination coefficient value or adjusted R-Square value. Evaluation of the inner model itself is carried out using two tests, namely (1) testing the influence of competence and organizational culture on performance and (2) testing Organizational Citizenship Behavior.

Based on the results of data processing using smartpls, it can be seen that the coefficient of determination or R-Square of the influence of education and training on performance is classified as moderate with a value of 0.455 or 45.5%. This value indicates that competence and organizational culture by 45.5% can explain the performance of medical personnel while the rest is influenced by factors outside the model. Meanwhile, the R-Square value of the influence of competence and culture on Organizational Citizenship Behavior is classified as weak with a value of 0.178 or 17.8% which means that only a small part of the respondents' Organizational Citizenship Behavior is influenced by competence and organizational culture and the rest is influenced by factors outside the model.

Hypothesis Testing

Based on the data processing, the results can be used to answer the hypothesis in this study. Hypothesis testing in this study was conducted by assessing the T-Statistic and P-Values. This research hypothesis can be declared positive and significant if the T-Statistic value is greater than the T-Table value, which is 1.69, and the P-Value value is less than 0.05. The following are the results of the hypothesis test obtained in this study:

Table 4. Path Coefficients

Hypothesis	Influence	Original Sample (O)	T Statistics (O/STDEV)	P Values	Results
H1	X1 -> Y	0.154	4,735	0.001	Accepted
H2	X2 -> Y	1,157	3,889	0.030	Accepted
H3	X1 -> Z	0.691	3.849	0.002	Accepted
H4	X2 -> Z	0.984	3.576	0.033	Accepted
H5	Z-> Y	0.142	4,865	0.000	Accepted
H6	X1 -> Z→Y	0.862	2,759	0.040	Accepted
H7	X2 -> Z→Y	0.727	2,735	0.042	Accepted

Source: Primary Data processed 2024

Table 6. Total Effect

Indirect Effects		
Influence	Y	Z
X1	1,996	2,187
X2	1,631	1,820
Z	0.693	
Specific Indirect Effects		
X1 -> Z -> Y		1,516
X2 -> Z -> Y		1,262

Source: processed primary data (2024)

DISCUSSION OF RESEARCH RESULTS

The Influence of Organizational Culture on the Performance of Nursing Paramedics at Dr. Ishak Umarella Regional Hospital

The results of the research tested prove that organizational culture has an impact on the Nursing Paramedics of Dr. Ishak Umarella Regional Hospital. Based on the test results above, it can be seen that the influence of organizational culture on employee performance with a T-statistic value of 3,889 which means that the value is smaller than the t-table value of 1.96 and a P-Value value of 0.030 less than 0.05. So it can be concluded that the organizational culture variable has a significant effect on employee performance in carrying out work in accordance with established standards. This proves that the stronger the organizational culture, the higher the performance of the Nursing Paramedics at Dr. Ishak Umarella Regional Hospital. The hypothesis is accepted.

Descriptively, the respondents' responses to the overall organizational culture variable were that the average respondent stated that it was very good. This is shown by the mean value of 4.31. The hypothesis is accepted.

This shows that organizational culture has a significant impact on employee performance. However, overall, the test results for the organizational culture variable showed a very low impact on employee performance.

It can be explained that this research gives meaning that the Agency helps employees out of difficulties and Employees prioritize the quality of tasks done, Employees prioritize accuracy in the work completed, Employees complete work according to targets, the Agency during operation has used resources appropriately. Employees complete work exceeding targets, the Agency strives to serve customers effectively. Employees complete work on time, Employees complete work before the deadline The communication process within the company is good, Employees are motivated to innovate. Effective use of resources to achieve maximum results, Efficient use of resources to achieve maximum results Employees dare to bear all risks in innovation. Communication within the company is always smooth The ability of employees to carry out work functions is always under supervision, the Agency encourages employees to make creative efforts. Supervisors always supervise to prevent errors, the Agency pays attention to each individual in the group Employees maintain a good name in the work environment, the Agency pays attention to the efforts of the group Employees maintain a good name in the community can improve the performance of the Nursing Paramedics of Dr. Ishak Umarella Regional Hospital.

This study rejects the research findings of Kusnan (2019) that organizational culture and work ethic have no significant effect on the effectiveness of organizational performance at the Surabaya III Permanent Garnisum. These findings support the research conducted by Achamadhani (2015) that proves that organizational culture and work ethic have a positive effect on employee performance at the Gresik Regency Regional Drinking Water Company. Aditia Rizal (2022) also found that organizational culture has a positive effect on employee performance.

The Influence of Work Competence on the Performance of Nursing Paramedics at Dr. Ishak Umarella Regional Hospital

Based on the test results above, it can be seen that the influence of competence on employee performance with a T-statistic value of 4.735, which means that the value is smaller than the t-table value of 1.96 and

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a P-Value of 0.001 less than 0.05. So it can be concluded that the competence variable has a significant effect on employee performance. This shows that employees carry out work in accordance with the standards set by the organization and demonstrate the ability to develop ideas for the development of the institution.

Therefore, the hypothesis "there is an influence between work competence and the performance of Nursing Paramedics at Dr. Ishak Umarella Regional Hospital" is empirically accepted and proven. This shows that if work competence increases, the performance of Nursing Paramedics at Dr. Ishak Umarella Regional Hospital will increase.

It can be explained that each indicator of each variable will give meaning that the employee has a level of knowledge according to the field of work that I do. The employee completes the work exceeding the target, the employee tries to learn to complete the work according to the work experience that the employee has experienced, the employee completes the work before the deadline. The employee maintains a good name in the community, the employee completes the work according to the skills that I have. The employee completes the work on time, Efficient use of resources to achieve maximum results, the employee tries to learn to master the work. The employee prioritizes accuracy in the work completed, the employee prioritizes the quality of the task done, the employee completes the work according to the education that the employee has. Effective use of resources to achieve maximum results, and the employee completes the work according to the target. The employee's ability to carry out work functions is always under supervision, the employee always looks for solutions to every obstacle that the employee faces in completing the work, the employee has technical skills that can support the work. The supervisor always supervises to prevent errors, the employee maintains a good name in the work environment will improve the performance of the Nursing Paramedics of Dr. Ishak Umarella's response to the work competency variable is in the good value range.

This research supports the research findings of Mulya et al. (2023) who conducted a study entitled "The Influence of Employee Competence and Work Environment on Employee Performance at PT. M" with the research finding that the work competency variable had a positive and significant effect on employee performance. Similarly, Badria Junus's (2019) study found that Competence and Work Environment partially had a significant effect on employee performance through Organizational Citizenship Behavior at PT Aqua Tirta Investama in Klaten.

The Influence of Organizational Citizenship Behavior on the Performance of Nursing Paramedics at Dr. Ishak Umarella Regional Hospital

Based on the results of the hypothesis testing, the path coefficient value is 0.142 and the t-statistic is 4.865, which is greater than 1.662, and the P-Value is 0.000, which is smaller than the significance level of 0.05. This means that Organizational Citizenship Behavior has a positive and significant effect on the Performance of Nursing Paramedics at Dr. Ishak Umarella Regional Hospital.

This shows that OCB has a dominant and significant influence in determining the performance of Nursing Paramedics at Dr. Ishak Umarella Regional Hospital. This condition is understandable because all paramedics have a very professional way of working in providing services to patients supported by more nursing paramedics aged between 31-40 and 41-50 years so that they have experience in carrying out

their main jobs and are very concerned about providing assistance to friends who are temporarily unable to so that all services can be arranged well. This condition shows the high level of OCB carried out voluntarily among Nursing Paramedics at Dr. Ishak Umarella Regional Hospital.

It can be explained that in providing services to patients always pay attention to suggestions always provide ideas in completing the work. The ability of employees to carry out work functions is always under supervision always willing to provide advice to colleagues who need it. Employees complete work according to targets Employees complete work before deadlines, always provide information to colleagues Effective use of resources to achieve maximum results, ready to work overtime to complete work Employees complete work on time, Employees maintain a good name in the community. I am willing to voluntarily complete work without being asked always willing to help the orientation process of new colleagues without being asked Supervisors always supervise to prevent errors willing to help colleagues who are absent at any time Employees prioritize the quality of the work done, Efficient use of resources to achieve maximum results, In completing my work I never complain Employees prioritize accuracy in the work completed Employees complete work exceeding targets, Employees maintain a good name in the work environment always helping colleagues (overload) voluntarily can improve performance between Nursing Paramedics at Dr. Ishak Umarella Regional Hospital.

This study rejects the results of research conducted by Endah Rahayu Lestari (2018) with the title of research The Influence of Organizational Citizenship Behavior (OCB) on Employee Performance with the results of research Organizational Citizenship Behavior (OCB) has no significant effect on employee performance. Also research conducted by Ghalda Wanna Abid Naufal (2020) With the title of research The Influence of Organizational Commitment and Organizational Citizenship Behavior (OCB) on Employee Performance at PT PLN (Persero) North Sumatra Development Main Unit with the results of research Organizational Citizenship Behavior (OCB) Has No Significant Effect on Employee Performance. Budihardjo, (2014). Organizational Citizenship Behavior (OCB) has a significant effect on employee performance at Saiful Anwar Hospital Malang.

The Influence of Organizational Culture on Organizational Citizenship Behavior Nursing Paramedic of Dr. Ishak Umarella Regional Hospital.

Based on the test results above, it can be seen that the influence of organizational culture on Organizational Citizenship Behavior with a T-statistic value of 3.576, which means that the value is smaller than the t-table value of 1.96 and the P-Value value of 0.033 is less than 0.05. So it can be concluded that the organizational culture variable has a significant effect on Organizational Citizenship Behavior. Nursing Paramedic of Dr. Ishak Umarella Regional Hospital.

Judging from the results of the test, the influence of organizational culture on the work environment has a very small influence from the overall influence of each variable. Organizational culture in Nursing Paramedics at Dr. Ishak Umarella Regional Hospital received serious attention to reorganize the values, norms and rules that apply that the stronger the organizational culture, the higher the Organizational Citizenship Behavior of Nursing Paramedics at Dr. Ishak Umarella Regional Hospital. The hypothesis is accepted.

Descriptively, the respondents' responses to the overall organizational culture variable were that the average respondent of Nursing Paramedics at Dr. Ishak Umarella Regional Hospital stated that it was very good. This is shown by the mean value of 4.31. The hypothesis is accepted.

Descriptively, the respondents' responses to the overall organizational culture variable were generally very good, as indicated by the mean value of 4.31.

It can be explained that communication within the company is always smooth, always helping colleagues (overload) voluntarily. The agency pays attention to each individual in the group, always willing to provide advice to colleagues in need. Employees are brave to bear all risks in innovation. The agency pays attention to group efforts, ready to work overtime to complete the work. The communication process within the company is good. Suggestions always provide ideas in completing the work. The agency encourages employees to make creative efforts. Always willing to help the orientation process of new colleagues without being asked. The agency strives to serve customers effectively. Always provide information to colleagues. Employees are motivated to innovate, willing to voluntarily complete work without being asked. The agency helps employees get out of difficulties. In completing my work, I never complain. The agency has used resources appropriately during its operations. Willing to help colleagues who are unable to improve Organizational Citizenship Behavior of Nursing Paramedics at Dr. Ishak Umarella Regional Hospital

This study supports the results of research conducted by Wheleen and Hunger (2019) that corporate culture and work environment have a significant positive effect on performance through Organizational Citizenship Behavior, Kotter and Heskett (2017), corporate culture and compensation have a positive and significant effect on Organizational Citizenship Behavior.

The Influence of Competence on the Organizational Citizenship Behavior of Nursing Paramedics at Dr. Ishak Umarella Regional Hospital Based on the test results above, it can be seen that the influence of Organizational Citizenship Behavior on employee performance with a T-statistic value of 4,865 which means that the value is smaller than the t-table value of 1.96 and a P-Value value of 0.000 less than 0.05. So it can be concluded that the Organizational Citizenship Behavior variable has a significant effect on the performance of Nursing Paramedics at Dr. Ishak Umarella Regional Hospital. This shows that employees have a great meaning in carrying out work in accordance with established standards.

Based on the results of statistical tests, it is proven that the work environment has a very strong direct influence on employee performance compared to the results of other tests in this study. This means that the better the work practices are organized, the higher the employee performance. The hypothesis is accepted. Descriptively, the respondents' responses to the overall work environment variable, on average, the respondents of the Nursing Paramedics of Dr. Ishak Umarella Regional Hospital stated that it was very good. This is shown by the mean value of 4.42.

Employees try to learn to master the work are ready to work overtime to complete the work and Advice always provides ideas in completing the work. Employees also have a level of knowledge according to the field of work that I do willing to voluntarily complete the work without being asked always try to learn to complete the work according to the work experience that I have experienced always willing to help the orientation process of new colleagues without being asked. employees complete the work

according to the skills that I have always help colleagues (overload) voluntarily have technical skills that can support the work In completing the work I never complain willing to help colleagues who are prevented at any time, I complete the work according to the education that I have always provide information to colleagues always willing to provide advice to colleagues who need employees always look for solutions to every obstacle that I face in completing the work

Badria Junus (2019) Competence and Work Environment partially have a significant influence on employee performance through Organizational Citizenship Behavior at PT Aqua Tirta Investama in Klaten. Iksan Darmaji (2021) Work ethic and competence have a significant influence on employee performance through Organizational Citizenship Behavior

This research is in line with the research results proven by Boyatzis in Priansa (2024), competence has a significant influence on employee performance through organizational citizenship behavior (OCB).

4. Conclusion

The results of the analysis and discussion explained in the previous chapter resulted in the following conclusions:

1. Organizational Culture has a significant influence on the performance of nursing paramedics at the Dr. Ishak Umarella Tulehu Regional General Hospital, Regency. This proves that the better the Organizational Culture adopted, the higher the performance achieved by nursing paramedics at the Dr. Ishak Umarella Tulehu Regional General Hospital, Regency. The hypothesis is accepted.
2. Competence has a significant effect on the performance of nursing paramedics at the Dr. Ishak Umarella Tulehu Regional General Hospital, Regency. This proves that the higher the competence of nursing paramedics, the higher the performance achieved by nursing paramedics at the Dr. Ishak Umarella Tulehu Regional General Hospital, Regency. The hypothesis is accepted.
3. Organizational Citizenship Behavior has a significant influence on the performance of nursing paramedics at Dr. Ishak Umarella Regional Hospital. This proves that the stronger the role of Organizational Citizenship Behavior, the higher the performance achieved by nursing paramedics at Dr. Ishak Umarella Tulehu Regional General Hospital. The hypothesis is accepted.
4. Organizational culture has a significant influence on Organizational Citizenship Behavior. This proves that the better the organizational culture is adopted, the higher the implementation of Organizational Citizenship Behavior of Nursing Paramedics at Dr. Ishak Umarella Regional Hospital. The hypothesis is accepted.
5. Competence has a significant influence on Organizational Citizenship Behavior. This proves that the higher the competency of nursing paramedics, the better their implementation. Organizational Citizenship Behavior paramedic Nursing at Dr. Ishak Umarella Regional Hospital. The hypothesis is accepted.
6. Organizational culture has a significant influence on employee performance mediated by Organizational Citizenship Behavior of Dr. Ishak Umarella Regional Hospital. The hypothesis is accepted.
7. The Influence of Competence on the Performance of Nursing Paramedics is mediated by Organizational Citizenship Behavior at Dr. Ishak Umarella Regional Hospital. The hypothesis is accepted.

Suggestion

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Based on the research results outlined above, several suggestions need to be followed up. These are as follows:

1. Judging from the demographics of respondents at Dr. Ishak Umarella Regional Hospital, there are still paramedics with high school and diploma degrees. Therefore, it is hoped that the institution will provide opportunities for further study.
2. From the results of respondents' responses, the Organizational Citizenship Behavior variable at Dr. Ishak Umarella Regional Hospital has a total mean value above 4.2, which means that the role of Organizational Citizenship Behavior is important to be maintained and even improved at Dr. Ishak Umarella Regional Hospital.
3. Based on statistical tests, the effect of organizational culture on performance and Organizational Citizenship Behavior is very small. Considering that organizational culture is the foundation of an organization, it is important to consider it as a characteristic of the institution.
4. Institutions need to pay attention to various variables that are considered to be able to improve employee performance.
5. For the following researchers, they can examine the variables that have been studied currently by adding other variables such as job engagement by expanding the research location.

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