The Influence of Organizational Culture, Work Motivation and Working Climate on the Performance of Nurses through Job Satisfaction, Organizational Commitment and Organizational Citizenship Behavior in the Private Hospitals in Jakarta, Indonesia

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Abstract- **This study has six objectives. First, to examine the influence of organizational culture, work motivation and working environment on the performance of nurses. Second, to examine the influence of organizational culture, work motivation, and working environment on the performance of nurses through Job Satisfaction, Organizational Commitment and Organizational Citizenship Behavior (OCB). Third, to examine the influence of organizational culture, work motivation and working environment on Organizational Citizenship Behavior (OCB) through Job Satisfaction and Organizational Commitment. Fourth, to examine the influence of job satisfaction on Organizational Citizenship Behavior (OCB) through organizational commitment. Fifth, to examine the influence of organizational commitment on the performance of nurses through Organizational Commitment. Sixth, to examine the influence of Organizational Citizenship Behavior (OCB) on the Performance of Nurses in the Private hospitals in Jakarta, Indonesia. The nature of this research is an explanatory research, which seeks to explain the causality relationship of the variables under examination. The unit of analysis were nurses who have worked at least one year in two private hospitals in Jakarta. These two private hospitals are RS PGI CIKINI located in Central Jakarta and RSU UKI Cawang located in East Jakarta. The sample was selected using Proportionate Stratified Random Sampling method. The number of samples selected was 200 nurses. The data was collected by using interview and questionnaires. The analytical tool used to test the hypothesis is by using the Structural Equation Models (SEM) with the help of program analysis of moment structure (AMOS) version 21.The study found that organizational culture has a positive and significant influence on the performance of nurses. The organizational culture, work motivation and working environment have also positive and significant influences on the performance of nurses through Job Satisfaction, Organizational Commitment and Organizational Citizenship Behavior (OCB). Also, it was found that organizational culture, motivation and work climate have positive and significant influence on Organizational Citizenship Behavior (OCB) through job satisfaction, organizational commitment. Similarly, Job satisfaction has positive and significant influence on the performance of nurses through Organizational Commitment and Organizational Citizenship Behavior (OCB). Also, it was found that organizational commitment has significant influence on the performance of nurses through Organizational Citizenship Behavior (OCB) and the organizational Citizenship Behavior (OCB) has positive and significant impact on the performance of nurses through organizational commitment. However, the work motivation was found to have negative and insignificant influence on the performance of nurses. Also, there was negative and insignificant influence of working environment on the performance of nurses. This negative and insignificant influence was also for the Job satisfaction on Organizational Citizenship**

Behavior (OCB) through organizational commitment. Therefore, these findings can be useful for the two private hospitals in particular to improve the performance of nurses.

IndexTerms— organizational culture, work motivation, working environment, job satisfaction, organizational commitment, Organizational Citizenship Behavior(OCB), The performance of nurses.

I. INTRODUCTION

An organization is said to be effective and efficient if an organization has a high quality and a good performance of its human resources. One organization that manages human resources is the hospital. The hospital is one of the service organizations that is unique in terms of human resources, and has a relative high scale in terms of capital, technology and science, regulation and policy. It is said that because a hospital needs large capital investment to meet the its requirements. Science and technology are necessary as hospitals have sophisticated and expensive equipment and hence they need to update their various disciplines in accordance to the changes happening in this sector.

Hospitals' services can run well if the hospitals have a good regulation and policy that are interrelated one to another. According to the Health minister's decision No. 983/1992, the principal task of the hospital is to implement health activities effectively with emphasis on healing and recovery efforts carried on a harmonious and integrated in line with the efforts of the hospital as a business unit, especially for the recovery, rehabilitation, maintenance, improvement of education and research health that required professional management in order to make the quality of services well for patients and families.

Hospitals should have a good performance of their human resources. The human resources in hospitals can be grouped into three, namely, professional, managerial and the janitor. Professionals have task to seek healing of patients treated. This group included doctors, nurses, pharmacists, nutritionists and others. Managerial group has tasks to assist the professional group particularly in providing a good hospital's management, namely, structural officials, accountants and others. The janitor is a human resource component working as laundress, cleaner, porter and the like (Mangkunagara, 2000).

Nurse plays important role in a hospital. However, the performance of nurse in the form of a quality service depends heavily on how the interaction between nurses and patients, nurses with colleagues and nurses to hospitals. The interaction of nurses in shaping the optimal services' performance, is not only to meet the expectations of the company, but they also need to have an extra-role behavior. This extra role behavior in the organization can also be called as an organizational citizenship behavior (OCB). This OCB recently becomes one of the global strategic issues that get more attention.

The organizational citizenship behavior of nurses affect the performance of a hospital. This OCB has been considered crucial to support hospital (Eisenberger, et. al, 1990). According to Organ (1994), the OCB emerges as a spontaneous behavior or extras beyond the job description. The OCB leads to positive influence on the company and improved the performance of the human resources in providing good services to the company's stakeholders.

Factors that influence the OCB and performance in an organization include job satisfaction and organizational commitment (Robbin and Judge, 2007). This is simply because when employees satisfied with their work, then the employee will work optimally in completing the job, even doing some things that may be beyond their duties. Also, when employee has a high commitment to the organization, then that employee will do anything to advance his company because of his belief in the organization (Luthans, 1995). Similarly, when employee satisfied with his/her job and highly committed to the organization, employee consequently will provide good service, vice versa.

The decline in job satisfaction is the attitude shown by every individual who caused the aspects that are not being met or not as they had hoped such as wages, opportunities for promotion, working conditions, relationships with superiors, and relationships with peers. Psychological aspects that arise due to decreased job satisfaction is a reduction in the commitment of each individual to work wholeheartedly in contributing to the achievement of company objectives. Increased commitment is expected to make employees more productive, effective, efficient and professional manner. This can be done through the motivation of employees, increase employee working climate, work discipline, organizational culture, education and training, and others. Each company will strive to always improve the performance of employees in order to achieve the stated goals of the company. Various ways can be taken companies improve employee performance by achieving job satisfaction among employees through organizational culture, motivation and working environment in line with expectations of employees.

However, the above conditions have not been fulfilled in the hospital of RS PGI Cikini and RS Cawang UKI. In terms of the turnover rate of nurses, for instance, based on secondary data obtained it was reported that the turn over of nurses in RS PGI Cikini increased from 2013 to 2014. Also, from a preliminary study in RS PGI Cikini and RS. UKI, Cawang UKI by using interview, it was reported that the relationship between fellow nurses was less harmonious. This, for example, can be found in terms of the division works in the morning, afternoon and evening. This problem occurs because there are still some nurses who do not abide the schedule, sharing of fees that were incompatible with the workload in the room and others. Also, it was reported that relationship between superiors and subordinates are less harmonious. The nurses felt the level of the salary they receive does not match what they expect. Besides job dissatisfaction, there is also problems associated with limited promotion and lacks transparency, which lowers the morale of the nurses to improve the quality of work. These problems indeed interesting to be studied in order to determine factors that the influence the job satisfaction of nurses in these two hospitals. By undertaking this study, the performance of nurses in these two hospitals can be improved further. In brief, the objective of this study is to examine the influence of Organizational Culture, Work Motivation and working climate on the Work Performance of Nurses Through Job Satisfaction, Organizational Commitment, and Organizational Citizenship Behavior (OCB) in RS Cikini, Central Jakarta and RS UKI, Cawang, East Jakarta.

II. LITERATURE REVIEW

1. Performance

Performance can be defined as the results of the works of the individual both the quantity and quality in an organization. Performance can be from individual or group. The performance is not only limited to a person who has functional and structural position, but also to the entire range of personnel within the organization (Elias 2012). Description of the performance involves three essential components, namely, the purpose, the size and ratings. Determining the purpose of each organizational unit is a strategy to improve performance. This goal will give direction and influence how work behaviors affect the organization wishes to the personnel. However, goal setting is not enough, it also need a measurement of whether the personnel has reached the expected performance or not. Thus, both quantitative and qualitative performance standards for each task and office personnel play an important role.

Among the performance theories that most commonly advanced in the literature is the work by Campbell, (1990). From a psychological perspective, Campbell describes the job performance as individual-level variables. This means that the performance is something that is done by a person. Job Performance consists of behaviors that people do in their work relevant to organizational goals. Further, Campbell et.al. (1993) explained that job performance is not a consequence of the behavior, but the behavior itself. In other words, the performance consisted of employee behavior that can actually engage and can be observed. Whilst Griffin (2004) argued that performance is one of the total collection of work on the job. Thus, the performance can also be interpreted as the results achieved by the efforts of someone with his ability in certain circumstances.

Furthermore, Dessler (1992) defines performance as the work achievement that is a comparison between the achievement and standards of the work achievement. According to Berman & Evans (2006), performance is the use of resources effectively and efficiently to achieve results. Effectiveness is defined as the level of results. These results are also referred to as an achievement or success rate. Efficiency is defined as the ratio of output (outcome) with input (O / I). This illustrates the cost per activity to achieve a given outcome. So efficiency is the ratio of the resources used (inputs) to achieve (outcome or output).

Armstrong and Baron cited in Sedarmayanti (2011) defined performance as a means to get better results from organizations, teams and individuals by understanding and managing the performance within the framework of the objectives and standards, and attribute requirements agreed. Performance is the motivation and ability. According to Lyman Forter and Edward Laulier, performance is a function of the desire to do the job, the skills necessary to solve task, a clear understanding of what is done and how to do it. \

Other definition of the performance can be seen in Mathis and Jackson (2006), Gomes (2001) and Cushway (2002) to name a few. Gomes (2001), for instance, define the performance as "..... the record of outcomes produced on specified job of function or activity during a specified time period". Whilst Dale Timple in Mangkunagara (2006) states factors in the performance consists of internal factors and external factors. Internal factors are factors associated with the properties of a person, while external factors are the factors that influence the performance of someone who comes from the environment such as behaviors, attitudes and actions of co-workers, subordinates or leaders, working facilities and organizational climate. Internal factors and external factors are the kinds of attributions that affect a person's performance. Performance is good because a person is said to have high capability and has a hard-working type, whereas a person has poor performance because the person has a low ability and not have the efforts to improve themselves and their abilities.

Nurse performance is a nurse who implementing his/her authority, duty and responsibility as good as possible to achieve the goals and objectives of the organizational unit (Faizin, et.al., 2008). Bartlett (2010) cites the American Nurse Association states that the performance of nurses that in accordance with its core competencies in nursing include : 1. Caring to patient;. 2 Ability to work in the team; and 3. Using competency based on practices, 4. Improving the quality of self-efficacy; and 5. Utilizing information technology. While the core component in serving patients according to Canadian nurse association or so called Carna (2003), among others are as follows : 1. Professional Responsibility, 2. Measures in accordance with science, 3. Ethical actions 4. The provision of services to the community. Whilst Nursalam (2008) stated that some aspects that need to be evaluated against nurses in performing care to patients in the hospital can be divided into four nursing interventions, namely, (1) Diagnostic; (2) Education, (3) Therapeutic, and (4) Referral that is to take a decision to refer or collaborate with other health care workers.

2. Organizational Citizenship Behavior (OCB)

OCB concept as a form of extra-role behavior has attracted the attention and debate among researchers, academics and practitioners' organizations. However, previous studies that are taking place until today still leaves some crucial issues that need to be handled more intensive and thorough. However, the original definition of OCB includes two dimensions: altruism and general compliance (Smith, Organ and Near, 1983). Altruism, which has been identified as an important component of the OCB by most researchers working in this field, refer to "behaviors that directly and intentionally aimed at helping specific people in face to face situations" (Smith, Organ and Near, 1983), General compliance, which was renamed by Organ (1988) is as conscientiousness, more impersonal than altruism because it is not directed to a specific person, but to the system. This mainly refers to the fulfillment of internalized norms that determine the behavior of a good worker like being on time, make proper use of work time by not wasting time (Smith, Organ, & Near, 1983).

However, Organ and Organ (1988) identified five dimensions of OCB that is altruism, conscientiousness, civic virtue, courtesy and sportsmanship. Altruism refers to the voluntary actions that help others with work-related problems such as instruction to new employees on how to use the equipment, helping colleagues to catch up with the back log of work. Conscientiousness is a pattern to go far beyond the minimum punctuality attendance as required level, household, preserving resources, and others relates with internal maintenance. While civic virtue is defined as constructive engagement in the political process of organization and contribution to this process to share opinions, meeting attendance, daily discussion and reading any information for

the sake of welfare organization. Courtesy refers to actions that help others to protect individual problems occurred. Sportive, however, is defined as "a person's desire not to complain when experiencing inevitable discomfort and abuse resulting in carrying out a professional activity" (Organ, 1990).

3. Organizational Commitment

There are different definitions of the commitment. However, it is generally agreed that commitment is able to reduce the possibility of turnover intentions (Meyer, Becker, & Vandenberghe, 2004). An employee can be committed to the organization, job, work, his/her leaders, his/her works and workgroup (Cohen, 2007; Snape, Chan, & Redman, 2006). "The commitment of the organization is defined as the relative strength and identified individual involvement in a particular organization" (Steers, 1977).

As an important predictor of OCB, the relationship between affective organizational commitment and OCB have been advanced in the literature. The relationship with performance, pro-social behavior, and the OCB has been widely studied (eg, Becker & Kernan, 2003; Schappe, 1998; Organ & Ryan, 1995; Lavelle, Brockner, Konovsky, Price, Henley, Taneja, & Vinekar, 2008). Meyer, et.al. (2002) also found a strong correlation between OCB and affective commitment. Another type of organizational commitment, normative commitment, under-researched compared to affective commitment. However, the importance of normative commitment has been recognized in the context of Western and non-Western. Despite the importance of normative commitment has been recognized, research on this topic is still less than the affective commitment and continuance commitment. Social norms are built more effective in predicting normative commitment. Therefore, normative commitment is rooted in culture. In the culture of collective, normative commitment is expected to be an important predictor of outcome more involvement in organizations such as the OCB and lower turnover intentions (Yao and Wang, 2008).

4. Job Satisfaction

Job satisfaction has attracted quite a lot of interest from researchers. It is one of the most studied concepts in organizational behavior literature, and until the 1990s more than 12,000 studies concerning on job satisfaction have been published (Ghazzawi, 2008). One reason for this popularity is the belief that job satisfaction can affect a variety of behaviors and contribute to the welfare of employees (George & Jones, 2008).

According Wexley and Yukl (1977) theories about job satisfaction can be grouped into three. The first is the discrepancy theory. Locke in Agoes Dariyo (2008: 78) states that job satisfaction is strongly influenced by the extent of the difference between the expected (*das Sollen*) and perceived reality (*das sein*). Job satisfaction was defined based on the difference between the expectations and desires of a person by what he felt had been obtained through his work. The second is the theory of Opponent-Process Theory proposed by Landy in Munandar, (2008: 356) in that it emphasizes the aspects of emotional balance (emotional equilibrium). According to this theory, satisfaction and dissatisfaction with the work was demonstrated when imbalances among the factors that gives a feeling of pleasure and displeasure. The third is two-factor theory of Herzberg (Agoes Dariyo, 2008: 81) which explains that job satisfaction is associated with feelings of pleasure or not pleased with aspects of the job. This theory divides situations that may affect attitudes towards work in two different factors, namely, the group that gave satisfaction (satisfiers) and those that do not give satisfaction (un satisfier or hygiene factor).

In addition to the above theories, there is other job satisfaction theory so called the Work Adjustment Theory. This theory was introduced from the study in Minnesota which is based on the adjustment concept between the individual and the environment, which is a condition that indicates a link harmonious, reciprocal and complementary between the individual and his environment. In this case, the individual is also known as a personality working in conjunction with the adjustment of labor (work adjustment), have the ability (ability) and needs (needs) (Weiss et al., 1967). Individuals hoping to be evaluated by supervisors as workers are satisfactory when the capabilities and expertise of individuals meet the job requirements. If the drives of work meet the needs of individual work, they are expected to become satisfied workers. If the capabilities and job requirements are not balanced, then resignation, turnover, dismissals and demotions may occur. The model of the theory of Work Adjustment measures 20 dimensions that explain 20 needs reinforcing elements or specific conditions that are important in creating job satisfaction. These dimensions are described as follows: a. Utilization ability is the utilization of skills possessed by employees; b. Achievement is an accomplishment achieved during the work; c. Activity is all kinds of activities undertaken in the work; d. Advancement is progress or developments achieved during the work; e. Authority is the authority held in doing the work; f. Company Policies and Practices was conducted a fair policy for employees; g. Compensation is any form of compensation given to employees; h. Co-workers are co-workers who are directly involved in the work; i. Creativity is creativity that can be done in doing the work; j. Independence is independency oft employees at work; k. Moral values are the moral values that employees in their work such as guilt or forced; l. Recognition is a recognition of the work performed; m. Responsibility, responsibilities carried and possessed; n. Security, security is perceived employees to their work environment; o. Social Service is the social feeling of employees to their work environment; p. Social status is the degree of social and self-esteem perceived result of the work; q. Supervision-Human Relations is the support provided by enterprises to their employees; r. Supervision-Technical guidance and technical assistance is given employer to an employee; s. Variety is the variation that can do the employees in their work; t. Working Conditions, the state of the workplace where employees perform the work. The principal hypothesis theory of Work Adjustment is that job satisfaction is a function of the relationship between the propulsion systems of the working environment to individual needs.

The theory of job satisfaction tried to express what makes some people more satisfied with their work than some of the others. This theory is also looking for a cornerstone of the feelings of people on job satisfaction. In this study, the theory used is the Two-factor theory by Herzberg. Furnham et al. (2009) states two factor theory is a theory which suggests that job satisfaction and the satisfaction and dissatisfaction is part of a group of different variables, namely factor motivators and hygiene factors. In general, people expect that certain factors give satisfaction when available and when there is no cause dissatisfaction. In this theory, dissatisfaction linked to

conditions around work and not with the work itself. Because of these factors prevent negative reactions, named as hygiene or maintenance factors.

Conversely, job satisfaction drawn from factors associated with the work itself or the direct result of the work, promotions and opportunities for self-development and recognition. Because of these factors associated with high levels of job satisfaction, called motivators. The study titled Personality, Motivation and job satisfaction: Herzberg meets the Big Five, which is done by Furnham et al. (2009) aims to investigate the extent of the motivators and hygiene factors is a prerequisite for job satisfaction.

Job satisfaction is very important for individuals and employees. Job satisfaction has been examined by the employees and was established in job satisfaction which Wirawan (2013) defines job satisfaction is the perception of people about various aspects of his job. Understanding the feelings and perceptions can be people's attitude to work. Feelings and attitudes can be positive or negative.

Satisfied or not the employee to work in Furnham et al. (2009) is defined as the extent to which they are satisfied with their jobs. Sopiah (2008) described some definition of job satisfaction as an emotional response on individual toward the situations and working condition. Emotional response can be a positive feeling or negative toward job satisfaction. If the emotional response is positive it means that he/she is satisfied with his/her jobs, vice versa.

5. Organizational Culture

Organizational culture is often defined as the values, symbols that are understood and adhered together, possessed an organization so that members of the organization feel as a family and creating a condition of the organization's members feel different from other organizations. Differences in working conditions may result differences in organizational culture. This consequently may result a strong culture and weak.

Robins (2006), states that the organizational culture is a system of shared meaning held by members of the organization that distinguishes the organization from other organizations. Organizational culture is a value system that is acquired and developed by the organization and habit patterns and the basic philosophy of its founder, which is formed into a rule that is used as a guide in thinking and acting in achieving organizational goals. Cultures were grown into a strong organization capable spur towards a better development.

There are different theoretical views on changes or manage the organizational culture, which shows that the complex process of cultural change. O'Reilly (1989) believes that it is possible to change or manage the organizational culture by choosing the attitudes and behaviors necessary, identify the norms that promote or hinder them, and then take action to create the desired influence. In connection with it, Arnold (2005) states that "culture can be seen as something that can be managed or changed when cultures were unsuitable or even detrimental to the competitive needs of the organization". Therefore, organizations may change its culture consciously because it is necessary to do so (Harrison, 1993). However, Martins and Martins (2003) states that "changing organizational culture is very difficult but the culture can be changed".

Study of organizational culture proposed by Denison (1990) is in the form of four principles of integrative which is also known as the four main properties which include involvement, consistency, adaptability and the mission. Involvement is the key factor in the organization's culture. High involvement of members of the organization affect the performance of the company, especially regarding management, corporate strategy, organizational structure, transaction costs, and so forth. Values, norms, and traditions can be a consensus organization for member organizations to involve themselves in the activities of the organization. Denison (1996) states that the involvement has three indicators, namely, empowerment, teamwork orientation and capability development.

Consistency deals with beliefs, values, symbols and regulations which have an influence on the company's performance, especially concerning, methods of doing business, employee behavior and actions of other businesses. Denison and Mirsha (1995) states that consistency can be seen from the three indicators of core values, agreement and coordination and integration. Whilst adaptability has are three aspects that have an impact on the effectiveness of the organization. These impacts are the ability to recognize and testify in the external environment, the ability to testify on the internal environment and the ability to react to internal and external customers. These three aspects are the result of the development of assumptions, values, and basic norms that provide structure and direction for the organization. Denison and Mishra (1995) states that adaptability can be seen from the three indicators of change, that are, creating change, customer focus and organizational learning.

Mission gives two big influences on the company functions: (1) determine the usefulness and meaning by defining social roles and external goals for the institution as well as defining the role of individuals with regard to the role of the institution, (2) provide clarity and direction / rules. Awareness of the mission gives clear direction and objectives that serve to define a series of appropriate measures for the Organization and its members. Both of these factors have a positive influence on organizational performance. Denison and Mishra (1995) state that adaptability can be seen from the three indicators, namely, strategic direction and intent, goals and objectives, and vision.

6. Work Motivation

McClelland (1985) divided motivation into two broad categories, namely internal or external or intrinsic motivation and extrinsic motivation. Although there are no hard and fast line has been drawn with permanent statutes, McClelland has drawn attention to the fact some individuals in the community who are endowed with a unique form of intrinsic motivation, which encourages them to reach expectations, while others require environmental factors to stimulate them.

In a similar view, McGregor (1960) also stated motivation comes from within a person, as opposed to the external environment of the workplace inhabited and controlled by the manager. Because the first perspective of motivation based on the assumption that individuals are motivated by birth, a manager in the job only need to concern themselves with the external motivation they can control as part of their job.

Further, Herzberg (1993) stated two-factor theory of motivation based hygiene or maintenance factors such as wages and working conditions and motivator in the form of achievement and recognition, all subject to managerial performance. When a person is satisfied, it is a motivation that comes from a sense of personal growth or job. This personal

growth, reaching an increasing mastery over one's environment, potentially most powerful motivator of all because it is not like the other motives, never really be satisfied. In the end, internal motivation which requires stimulation of factors external motivation, to produce the desired performance in a particular individual worker. Thus, the "stimulus-response" part of the performance is also an aspect of managerial functions.

Another motivation theory presented by Maslow (2000), which argues that motivation does not arise only from one source, but it is the result of a number of system requirements which comprises of five classes of basic needs, which he referred to as physiological, safety, love, esteem and actualization. He claims that when human needs are met and satisfied, causing them to stop acting. A similar approach to motivation is social perspective. While Maslow's view emphasized human needs, humanist psychologist who is a supporter of social interaction point of view, shows that people are motivated by the majority of the demands that arise in relationships.

The first theory of motivation make the difference between intrinsic motivation and extrinsic motivation for practical reasons contained in a classic paper. White, (1959) and Johnson (1998) have argued for various types of motivation, one that will complement the drive and can be the basis of the concept of motivation theory with greater explanatory power. The tendency of new motivation can be a means for play, exploration and a variety of other behaviors that do not require reinforcement for their maintenance.

7. **Working Climate**

Dessler (1997) says that the organizational working climate can also be called a working life which explained that the quality of working life in organizations are not the same for different people. The quality of organizational working climate or work life is adequate, meaning a state where employees can fulfill their important needs through the organization and these capabilities will depend on whether the organization has fair treatment, supportive and fair to employees, the opportunity to manifest itself, namely by open communication and mutual trust among fellow employees, the opportunity for all employees to actively participate in important decisions that involve their work, fair compensation and a safe and healthy environment.

Brown and Wallace (1980) describes two opinions on the working climate of an organization that is considered representative, namely: a set of characteristics that describe an organization that is different from other organizations, relatively long in influencing behavior of those who are in the organization, the organization's internal climate quality is relatively long and has differences with other organizations. The working conditions of the organization comes from the behavior and habits of individuals in organization, perceived by members of the organization, serves as a basis for interpreting the situation and has role in directing the activities (Thoha, 2002).

Working climate can be distinguished in terms of the nature of the organization. The internal working climate can be seen and observed from feeling factors feelings and any work on systems and subsystems or other systems such as the procedures and concepts. While the organization's environment is aspects of political, demographic, social, cultural, and international. The description above is in accordance with the opinion of Ricky W. Griffin (1987) which states that environmental factors play an important role in determining the success and failure of an organization. While the definition of environmental factors is a series of powers and conditions as well as aspects that surround and penetrate or influence an organization, either directly or indirectly. In general, the environmental conditions of work consists of: 1. a general environment that consists of certain elements of an organization's environment. 2. Special environments consisting of certain elements of the environment surrounding the organization. The internal environment of an organization is the view and the system adopted by the members of the organization.

In the field of nursing, working climate includes (a) conformance, and regulatory policies aimed directly at nursing behaviors that can support the achievement of the objectives set. Under such a policy could increase the productivity of nurses working optimally (Marquis, 1998); (b) the responsibilities that is the job description that is required by every nursing staff so that there is a limit of authority from the work imposed by clear job descriptions and can be accounted for by the nursing staff to the authorities (Tappen, 1995); (c) Standard Operating Procedures and Standards of nursing care (Gilles, 1996); (d) the award may be given in the form of positive form as career position, whereas negative rewards in the form of administrative punishment up to dismissal (Tappen, 1995); (e) the clarity of the organization that is to achieve the accountability of the organization should be able to empower staff to take responsibility for their work.; (f) the relationship of cooperation in carrying out maintenance activities that needs the spirit of cooperation. Good working relationships amongst health workers, as well as the harmonious relationship between superiors and subordinates in nursing services will provide a pleasant working atmosphere, which in turn can reach job satisfaction for nurses (Tappen, 1994).

III. RESEARCH METHOD AND HYPOTHESES

The population in this study are all nurses in 14 patient wards at PGI Cikini Hospital and 11 patient wards at Cawang UKI Hospital. Sample was taken to the nurse on duty at the inpatient unit RS PGI Cikini Hospital UKI Cawang through Proportionate Stratified Sampling that is a sampling technique of members of the population and stratified proportional and based on the room where the nurse on duty. The number of respondents were 200 respondents with using inclusion and exclusion criteria. The collection of data based on inclusion and exclusion criteria. (Arikunto 2006 and Notoatmodjo, 2002). Primary data in this study were obtained using a questionnaire guided interviews.

Questionnaires were distributed to nurses from both private hospitals in the form of a closed questionnaire, in which the enclosed questionnaire using a Likert scale of 1-5 where 1 indicates the level strongly disagree, 2 reveals the extent to disagree, 3 shows the level of hesitation, 4 shows the levels agreed were level 5 indicates strongly agree.

There are 13 hypotheses of this study are as follows.
1. Hypothesis 1 (H1): organizational culture has a significant direct influence on the performance of nurses.
2. Hypothesis 2 (H2): work motivation has a significant direct influence on the performance of

nurses

3. Hypothesis 3 (H3): the working climate has a significant direct influence on the performance of nurses

4. Hypothesis 4 (H4): organizational culture has a significant influence on the performance of nurses with job satisfaction, organizational commitment and Organizational Citizenship Behavior (OCB)

5. Hypothesis 5 (H5): work motivation has a significant influence on the performance of nurses with job satisfaction, organizational commitment and Organizational Citizenship Behavior (OCB)

6. Hypothesis 6 (H6): the working climate has a significant influence on the performance of nurses with job satisfaction, organizational commitment and Organizational Citizenship Behavior (OCB)

7. Hypothesis 7 (H7): organizational culture has a significant influence on Organizational citizenship Behavior (OCB) through job satisfaction, organizational commitment

8. Hypothesis 8 (H8): work motivation has a significant influence on Organizational Citizenship Behavior (OCB) through job satisfaction, organizational commitment

9. Hypothesis 9 (H9): working climate has a significant influence on the Organizational Citizenship Behavior (OCB) through job satisfaction, organizational commitment

10. Hypothesis 10 (H10): job satisfaction has a significant influence on the performance of nurses through organizational commitment and Organizational Citizenship Behavior (OCB)

11. Hypothesis 11 (H11): Job Satisfaction has a significant influence on Organizational Citizenship Behavior (OCB) through organizational commitment

12. Hypothesis 12 (H12): Organizational Commitment has a significant influence on Nurses Performance through Organizational Citizenship Behavior (OCB)

13. Hypothesis 13 (H13): Organizational Citizenship Behavior (OCB) has a significant influence on the performance of nurses.

IV. RESULTS AND DISCUSSION

The characteristics of the respondents under surveyed in the private hospitals in the city of Jakarta based on age, years of working, gender, marital status, and educational level were given at Table 1.

Table 1. Characteristics of Respondents

No.	Respondents' Characteristics	Category	Percentage	
			F	%
1.	Age	20 – 29 yr	89	44,5
		30 – 39 yr	64	32
		40 – 49 yr	33	16,5
		>50 yr	14	7
		Total	**200**	**100,0**
2.	Working Year	1 – 4 yr (PK1)	52	26
		>4 – 8 yr (PK2)	42	21
		>8 yr (PK3)	106	53
		Total	**200**	**100,0**
3.	Gender	Male	5	2,5
		Female	195	97,5
		Total	**200**	**100,0**
4.	Educational Level	School of nursing	6	3
		D3 Nursing	150	75

|		S1 nursing	4 4	22
		Total	**2 00**	**100,0**
5 .	Marital Status	Married	1 15	57,5
		Not yet married	8 5	42,5
		Total	**2 00**	**100,0**

Source : Data surveyed, 2015

From the Table 1 above, it can be seen that respondents in the age group 20-29 years was more dominant as the respondents in this study compared to other age groups. Also, the respondents who have working period of more than 8 years (PK3) was relatively dominant. The respondents who were married was also more dominant than the unmarried, most of them were women and the majority of educated Diploma of Nursing (Nursing D3).

In terms of the model analysis using SEM, the detail of the results can be seen at Figure 1 and Table 2.

Figure 1. Model analysis using SEM
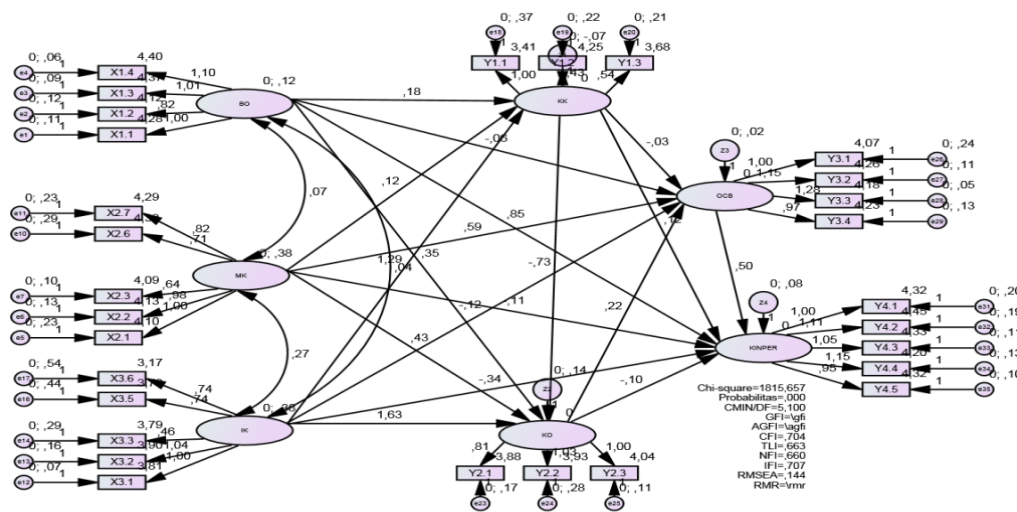
However, if the model is evaluated based on the Goodness of fit indices, it was found that of the eight criteria of goodness of fit indices, there is no one has met the criteria (see Table 2).

Table 2. *Goodness of Fit Indices Overall* **Model**

Goodness of fit Index	**Cut-off Value**	**Model Results***	**Notes**
X^2 – Chi-square	Expected small	233,994< (0,05:200= 1815,657)	Not good
Probability	≥ 0.05	0.00	Not Good
CMIN/DF	≤ 2.00	6,100	Not Good
RMSEA	≤ 0.08	0.144	Not Good
GFI	≥ 0.90	0.799	Marginal
AGFI	≥ 0.90	0.753	Marginal
TLI	≥ 0.92	0.663	Not good
CFI	≤ 0.92	0.704	Not good

Source : Hair (2006), Arbuckle (1997)

Furthermore, the results above was evaluated based on the goodness of fit indices. As shown at Table 3 below, of the eight criteria of goodness of fit indices, there are five variables that meet the criteria, based on the principle *Parcimony* theory, then the model is said to be good, so it can be concluded that the overall model can be said to have been in accordance with the data and can be analyzed further.

Table 3. Evaluation criteria Goodness of Fit Indices of Overall model

Goodness of fit Index	Cut-off Value	Model Results*	Notes
X^2 – Chi-square	Expected small	272,836< (0,05:236= 522,133)	Not good
Probability	≥ 0.05	0.00	Not good
CMIN/DF	≤ 2.00	1,910	Good
RMSEA	≤ 0.08	0.078	Good
GFI	≥ 0.90	0.900	Good
AGFI	≥ 0.90	0.853	Marginal
TLI	≥ 0.92	0.940	Good
CFI	≤ 0.92	0.904	Good

Source : Hair (2006), Arbuckle (1997)

In terms of the hypotheses testing, the results were shown at Table 4 below. In this Table, it can be seen both the direct and indirect effects. Note that, if the p values were less than 0.05 or 5%. This means that there is a significant relationship between the variables, vice versa.

Table 4. The Results of Hypotheses testing of the model

Code	Independent Variable	Dependent Variable	Direct Influence			
			Standardized	CR	p-value	Notes
	Organizational culture	Job satisfaction	0,269	1,996	0,046	Accepted
	Work motivation	Job satisfaction	0,230	2,450	0,014	Accepted
	Working climate	Job satisfaction	1,086	11,466	0.000	Accepted
	Organizational culture	Organizational commitment	0,220	1,964	0,050	Accepted
	Work motivation	Organizational commitment	0,587	4,804	0,000	Accepted
	Working climate	Organizational commitment	0,862	3,388	0,000	Accepted
	Organizational culture	OCB	-0,021	0,432	0,066	Rejected
	Work Motivation	OCB	0,500	6,950	0,000	Accepted
	Working Climate	OCB	0,088	1,090	0,275	Rejected

	Job satisfaction	Organizational commitment	-0,321	-1,355	0,175	Rejected
	Job satisfaction	OCB	-0,061	-0,772	0,440	Rejected
	Job satisfaction	Nurses' performance	0,315	1,973	0,050	Accepted
	Organizational commitment	OCB	0,031	1,840	0,066	Rejected
	Organizational commitment	Nurses' performance	-0,115	-1,023	0,306	Rejected
H1	Organizational culture	Nurses' performance	0,678	6,447	0,000	Accepted
H2	Work Motivation	Nurses' performance	-0,050	-0,294	0,769	Rejected
H3	Working climate	Nurses' performance	-0,481	-3,040	0,002	Accepted
H13	OCB	Nurses' performance	0,326	2,610	0,028	Accepted

Code	Independent Variable	Dependent Variable	Indirect Influence		Notes
			Intervening Variable In	Standardized	
H4	Organizational culture	Nurses' performance	Job satisfaction, organizational commitment, and Organizational Citizenship Behavior *(OCB)*	0,056	Accepted
H5	Work Motivation	Nurses' performance	Job satisfaction, organizational commitment, and Organizational Citizenship Behavior *(OCB)*	0,271	Accepted
H6	Working climate	Nurses' performance	Job satisfaction, organizational commitment, and Organizational Citizenship Behavior *(OCB)*	0,444	Accepted
H7	Organizational culture	OCB	Job satisfaction , organizational commitment	0,001	Accepted
H8	Work Motivation	OCB	Job satisfaction , organizational commitment	0,080	Accepted
H9	Working climate	OCB	Job satisfaction , organizational commitment	0,001	Accepted
H10	Job satisfaction	Nurses' performance	Organizational commitment and *Organizational Citizenship Behavior (OCB)*	0,005	Accepted
H11	Job satisfaction	OCB	Organizational commitment	-0,077	Rejected
H12	Organizational commitment	Nurses' performance	*Organizational Citizenship Behavior (OCB)*	0,067	Accepted

Source: Calculated using SEM.

The above table describes the evaluation of loading factor in the structural model. Of 14 hypotheses, it be seen that eight hypotheses were accepted. This means that each of dependent

variable has a significant influence on the dependent variable. For instance, the organizational culture has a significant influence on job satisfaction. Also, the work motivation has a significant influence on job satisfaction and working climate have a significant influence on job satisfaction.

In terms of the hypothesis H1, the study found that this hypothesis was accepted with the coefficient value of 0.678. This means that the relationship was positive. This indicates that the increase in the organizational culture will improve the performance of nurses. Thus there is no doubt to accept the truth that organizational culture positive and significant influence on the performance of nurses. Several empirical studies have supported a positive relationship between organizational culture and performance (Calori and Sarnin, 1991; Gordon and DiTomaso, 1992: Kotter and Heskett, 1992). In addition, research conducted by Chatman and Jehn (1994), Denison and Mishra (1995) and Kotter and Heskett (1992), has contributed significantly to the field of culture and performance. Other empirical studies are consistent with these studies, among others, performed by Christensen and Gordon (1999), Chow, Kato & Merchant (1996), Shahzad, et. al. (2012); Boerhannoeddin & Ismail (2011); Purnama (2013) which, in principle, saying that organizational culture was positively and significantly correlated with Nurse Performance.

In terms of the H2 hypothesis, the study found that the hypothesis is rejected. This can be seen from the p-value of 0.769 which is greater than 0.050. This indicates that work motivation does not have significant influence on the nurse' performance. Note that, the coefficient of work motivation has negative relationship with the nurse performance. This finding was supported by Parlinda, (2007) who found that motivation is not significant so it has no influence on the performance of employees. Other research supported this finding was done by Anwar, (2015) which states that there is no significant relationship between work motivation on employee performance in the case of Life Insurance company in Jakarta. However, this finding was different with the previous studies undertaken, for instance, by Mundhra, (2010); Oluseyi and Come, (2009); Huei, et.al., (2014); Seibokaite and Endriulaitiene (2012) to name a few.

The H3 hypothesis is accepted and the value of the estimated coefficient is -0.481. This means that there is a negative relationship between working climate and the nurses' performance. The coefficient indicates that the decline in the working climate will improve the performance of nurses. However, there are no studies that evaluate a significant negative impact on the working climate to organizational performance health, except the research in the field of education conducted by Raza, S.A., (2010). These findings led the study of different positions with the view of some experts include Schneider et al. (2009); Jing et al., (2011); Seibokaite and Endriulaitiene (2012); Shahin, et.al., (2014) which shows that the working climate has a positive impact on organizational performance.

The H4 hypothesis is also accepted and the coefficient indicates a positive sign which means that with an increase in the organizational culture will improve the performance of nurses with job satisfaction, organizational commitment and Organizational Citizenship Behavior (OCB). Thus there is no doubt to accept the truth that organizational culture influence on the performance of employees through job satisfaction, organizational commitment and Organizational Citizenship

Behavior (OCB). This finding is supported by the studies done by Brahmasari (2008) and Jati (2009). It is also in line with the opinion of Harwiki (2013) which states that organizational culture has a positive influence indirectly on performance with OCB as a mediator variable (see also studies by Darsana, 2013 and Moon, 2013).

The H5 hypothesis is accepted and the coefficient indicates a positive sign which means that with increased work motivation will improve the performance of nurses with job satisfaction, organizational commitment and Organizational Citizenship Behavior (OCB). Thus there is no doubt to accept the truth that motivation influence on the performance of nurses with job satisfaction, organizational commitment and Organizational Citizenship Behavior (OCB). The results of this study are supported by research Hayati, et.al. (2012). This is in line with the opinion of Mundhra, (2010) which states that the working motivation has a positive influence indirectly on performance with OCB as a mediator variable. Another opinion expressed by Oluseyi and Come (2009) and Huei, et.al., (2014), who found that there is influence between work motivation with employee performance with OCB as an intervening variable.

Moreover, the H6 hypothesis was also accepted and the coefficient of the variable indicates a positive sign which means that the increase in the working climate will improve the performance of nurses with job satisfaction, organizational commitment and Organizational Citizenship Behavior (OCB). Thus there is no doubt to accept the truth that the working climate influence the performance of employees through job satisfaction, organizational commitment and Organizational Citizenship Behavior (OCB). Arguments supporting this research and expressed their significant working climate influence on nurses' performance through job satisfaction and organizational commitment was done by Affandi (2002), Schneider et al. (2009), Jing et al., (2011), Seibokaite and Endriulaitiene (2012) and Shahin, et.al., (2014),

The H7 hypothesis was accepted and the estimate coefficient indicates a positive sign which means that with an increase in the organizational culture will increase Organizational Citizenship Behavior (OCB) through job satisfaction, organizational commitment. This means that organizational culture has influence on Organizational Citizenship Behavior (OCB) through job satisfaction and organizational commitment. Therefore, an improved in organizational culture will affect the quality and increase the OCB nurse through job satisfaction and organizational commitment. This finding was consistent with the studies conducted by Brahmasari (2008) and Jati, SP. (2009). Similarly, research by Erkutlu (2010); Teha, et.al., (2011); Ebrahimpour, et.al., (2011); Mohanty & Rath (2012); Hutahayan, et al, (2013); Harwiki (2013) also found that OCB nurse in a hospital cannot be separated from the power of cultural values that exist.

The results of the rests hypotheses under tested in the study such as hypotheses 8, 9, 10, 10,11, 12 and 13 can also be seen at Table 4. Of these hypotheses, it was found that except H 11, these hypotheses were accepted. These indicate that there have been significant influences of the variables under estimated. However, for H11 hypothesis, the test results showed a rejection. This means that there is no significant relationship between job satisfaction on OCB. Also, the coefficient of this variable was also negative which means that the decline in job

satisfaction will not increase the Organizational Citizenship Behavior (OCB) through organizational commitment. This finding is supported by the research conducted by William and Anderson (1991), Mohammad, et.al. (2011) and Bolon (1991) which states that there is no significant influence of job satisfaction on Organizational Citizenship Behavior (OCB) through organizational commitment. The findings of this study, however, contrasts with several studies include Qamar (2012); Ariani (2014); Robbins (2006); Hasanbasri (2007); Foote. et .al (2008); Sumantri, Fachrudin, Pareke (2010); Intaraprasong. et. al. (2012); Mehbob. et. al. (2012); Connect (2012); Merry Ristiana (2013); Swaminathan. et. al. (2013).

V. CONCLUDING REMARKS

Based on the analysis and discussion that has been described previously, it can be concluded as follows.

1. Organizational culture showed positive and significant impact on the performance of nurses directly in both the RS PGI Cikini in Central Jakarta and East Jakarta Cawang UKI Hospitals.

2. The work motivation shows negative and insignificant influence on the performance of nurses directly in both the RS PGI Cikini in Central Jakarta and East Jakarta Cawang UKI Hospitals.

3. Working climate showed negative and significant impact on the performance of nurses directly in both the RS PGI Cikini in Central Jakarta and East Jakarta Cawang UKI Hospitals.

4. Organizational culture showed positive and significant influence on the performance of nurses indirectly through job satisfaction, organizational commitment and Organizational Citizenship Behavior (OCB) in both the RS PGI Cikini in Central Jakarta and East Jakarta Cawang UKI Hospitals.

5. Work motivation showed significant negative influence on performance and not indirectly through a nurse job satisfaction, organizational commitment and Organizational Citizenship Behavior (OCB) in both the RS PGI Cikini in Central Jakarta and East Jakarta Cawang UKI Hospitals.

6. The work motivation shows a negative influence on the performance of nurses indirectly through job satisfaction, organizational commitment and Organizational Citizenship Behavior (OCB) in both the RS PGI Cikini in Central Jakarta and East Jakarta Cawang UKI Hospitals.

7. Organizational culture showed positive and significant impact on organizational citizenship behavior (OCB) of nurses indirectly through job satisfaction and organizational commitment in both the RS PGI Cikini in Central Jakarta and East Jakarta Cawang UKI Hospitals.

8. Work motivation showed positive and significant impact on organizational citizenship behavior (OCB) of nurses indirectly through job satisfaction and organizational commitment in both the RS PGI Cikini in Central Jakarta and East Jakarta Cawang UKI Hospitals.

9. Working climate showed no significant influence on organizational citizenship behavior (OCB) of nurses indirectly through job satisfaction and organizational commitment in both the RS PGI Cikini in Central Jakarta and East Jakarta Cawang UKI Hospitals.

10. Job Satisfaction showed positive and significant impact on the performance of nurses through organizational commitment and Organizational Citizenship Behavior (OCB)

in both the RS PGI Cikini in Central Jakarta and East Jakarta Cawang UKI Hospitals.

11. Job satisfaction shows negative influences and no significant influence on organizational citizenship behavior (OCB) of nurses indirectly through the commitment of both organizations in RS PGI Cikini in Central Jakarta and East Jakarta Cawang UKI Hospitals.

12. Organizational commitment showed positive and significant impact on the performance of nurses indirectly through Organizational Citizenship Behavior (OCB) in both the RS PGI Cikini in Central Jakarta and East Jakarta Cawang UKI Hospitals.

13. Organizational Citizenship Behavior (OCB) has positive and significant impact on the performance of nurses directly in both the RS PGI Cikini in Central Jakarta and East Jakarta Cawang UKI Hospitals.

Based on the above findings, both hospitals need to make improvements toward variables that were found to be significant. These improvement is a must to be undertaken by the two hospitals in order to optimize the performance of nurses. Therefore, much remain to be done by these two hospital in increasing the performance of nurses.

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