

The Role of Organizational Culture on Enhancing the Organizational Citizenship Behavior - A Field Study of the Algerian-Cuban Friendship Hospital for Ophthalmology in Djelfa

دور الثقافة التنظيمية في تعزيز سلوك المواطنة التنظيمية – دراسة ميدانية لمستشفى طب العيون
صداقة الجزائر – كوبا بالجلفة

Djalab Zohra¹, Hazerchi Tarek²

¹ University of Djelfa (Algeria), e-mail: z.djalab@univ-djelfa.dz
LAB: MQEMADD

² University of Djelfa (Algeria), e-mail: t.hazerchi@univ-djelfa.dz

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Abstract:

The aim of this study is to investigate the relationship between organizational culture and organizational citizenship behavior among staffs of The Algerian-Cuban Friendship Hospital for Ophthalmology in Djelfa. The statistical population includes all the staff of hospital and the sample size was estimated (231) individual from random sampling. Data collection tool was questionnaire of organizational culture and organizational citizenship behavior. The collected data were analyzed in terms of structural equations modeling in defining the concept of organizational culture and the organizational citizenship behavior and the relationship between them by using the Amos program. The results showed that there is a positive significant relationship among indices of organizational culture with factors of organizational citizenship behavior in the studied population.

Keywords: Organizational Culture, Organizational Citizenship Behavior, the Algerian-Cuban Friendship Hospital for Ophthalmology in Djelfa.

JEL Classification Codes: M14, D23

ملخص:

الهدف من هذه الدراسة هو دراسة العلاقة بين الثقافة التنظيمية وسلوك المواطنة التنظيمية لموظفي مستشفى طب العيون صداقة الجزائر كوبا بالجلفة، ويشمل المجتمع الإحصائي جميع العاملين في المستشفى وقدر حجم العينة (231) فردا من عينة عشوائية مختارة، حيث اعتمدت الدراسة على استبيان كأداة لجمع

¹ Corresponding author: Djalab Zohra, e-mail: z.djalab@univ-djelfa.dz

البيانات للثقافة التنظيمية وسلوك المواطنة التنظيمية، وقد تم تحليل البيانات التي تم جمعها بواسطة تقنيات نمذجة المعادلات الهيكلية في تحديد مفهوم الثقافة التنظيمية وسلوك المواطنة التنظيمية والعلاقة بينهما باستخدام برنامج أموس، أظهرت النتائج وجود علاقة معنوية إيجابية بين مؤشرات الثقافة التنظيمية وعوامل سلوك المواطنة التنظيمية في مجتمع الدراسة.

الكلمات المفتاحية: الثقافة التنظيمية، سلوك المواطنة التنظيمية، مستشفى طب العيون صداقة الجزائر كوبا بالجلفة.

تصنيفات JEL: M14، D23

1. INTRODUCTION

Today most employers have increased their expectations not only in terms of employees' increased performance but also their extra-role or citizenship behaviors. Citizenship behaviors are such discretionary behaviors of employees that are very beneficial for the organizational effectiveness but are beyond the employee's call of duty. In order to bring out such constructive behaviors on the part of employees, employers need to manage and monitor certain internal environmental factors.

Organizational culture is one such important factor that can enhance organizational citizenship behavior (OBC) of employees, that every organization needs to pay attention to the importance of organizational culture in order to achieve overall organizational success.

1.1 The Research Problem

Description of the problem; an initial diagnosis by the researcher included the following:

Exploratory research to assess the perception of what the variables to be studied were; the development of hypotheses to examine the variables: organizational culture and organizational citizenship behavior; The hypotheses were then tested by performing and analyzing questionnaire results; Performing a literature review of the variables.

1.2 The Research Questions

1. What is the concept of organizational culture and its components?
2. What is the concept of organizational citizenship behavior and its components?

1.3 The Research Hypotheses

To complete the research requirements, a set of hypotheses was developed as follows:

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1. The first hypothesis: There is a statistically significant correlation between organizational culture and organizational citizenship behavior at the macro level and at the dimensions level.
2. The second hypothesis: Organizational culture and its dimensions have a statistically significant impact on enhancing the organizational citizenship behavior.

1.4 The Research Objectives

The main objective of the research is to verify the relationship and influence between organizational culture and the organizational citizenship behavior, in light of the research problem and its importance, and more specifically, the research aims to the following:

1. Identifying the concept of organizational culture, its components and its dimensions.
2. Identifying the concept and dimensions of organizational citizenship behavior.
3. Identifying the nature of the relationship and influence between organizational culture and organizational citizenship behavior.

1.5 The Research Significance

- What distinguishes the current research is the focus on using the Structural Equations Modeling (SEM) in defining the concept of organizational culture and the organizational citizenship behavior and the relationship between them.

- The contribution of the results of the research to determining the important factors affecting the role of organizational cultural to enhancing the organizational citizenship behavior in institutions.

- This research may add solutions to some of the problems related to organizational cultural within institutions, and may help those interested and researchers in finding the factors affect the consolidation of organizational citizenship behavior.

1.6 Related Literature

➤(Demirel, Elhusad, & Alhasad, 2018), **The Relationship between Organizational Citizenship Behavior and Organizational Factors:** This study aimed to understand the meaning, nature, patterns of organizational citizenship behavior and clarify the characteristics, positive effect, and barriers of organizational citizenship behavior, and attempts to study the various dimensions of organizational citizenship behavior and the relationship between organizational citizenship behavior and organizational factors such as job satisfaction, organizational justice, organizational

commitment, organizational culture, management style and organizational motivation, this study demonstrated that in general organizational citizenship behavior organizational citizenship behavior has a positive important relationship with organizational factors as job satisfaction, organizational justice, organizational commitment, organizational culture, management style and organizational motivation.

➤ (Mujanah, Brahmasar, Ratih, & Candraningrat, 2019) **The Impact of Collective Ambition, Organizational Culture, and Organizational Commitment on Organizational Citizenship Behavior and the Women's Cooperatives Performance in East Java Indonesia:** The purpose of this research is to analyzed the effect of the collective ambition, organizational culture, and organizational commitment on Organizational Citizenship Behavior (OCB) and Performance of women's cooperatives in East Java, Indonesia. The population consists of all the women cooperative managers who are members of Puskowanjati (East Java Women's Cooperative Asosiation). The sample was 150 respondents from 42 women's cooperatives institutions and committees spreading throughout 20 districts in East Java, Indonesia. The data were analyzed by using Structural Equation Modeling with the measurement model and structural model. This study proves that collective ambition and organizational commitment have significant effect on Organizational Citizenship Behavior. The Organizational Culture has no significant effect on OCB but the Collective Ambition, Organizational Culture, Organizational Commitment and Organizational Citizenship Behavior have significant effect on the performance.

➤ (Jeong, Kim, Kim, & Zhang, 2019), **Exploring Relationships among Organizational Culture, Empowerment, and Organizational Citizenship Behavior in the South Korean Professional Sport Industry:** the purpose of this study was to examine the structural relationships among organizational culture, empowerment, and organizational citizenship behavior (OCB) of professional sports organizations in South Korea .Research participants were 606 employees affiliated with 42 professional sports teams. A structural equation modeling analysis. The findings revealed on the relationship between organizational culture and OCB.

➤ **The Current Study Site from the Discussion of Previous Studies:** What distinguishes this study from previous studies is the attempts to study the reality of the organizational citizenship behavior in our local environment and to know the degree of influence of organizational culture in it, through knowing the extent to which individuals can adopt the

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organizational citizenship behavior by analyze influential organizational culture to achieve the enhancing organizational citizenship behavior.

2. THEORETICAL FRAMEWORK

2.1 Organizational Culture

Organizational culture is one of the most important theory concepts in the organizational development that most studies have been performed on it and multiple definitions have been done about it.

Schein (1992) defines that authoritative culture as an example of essential suspicions found, made or created by a specific gathering with the expectation that the association figures out how to survive or conquer its issues emerging from outer adjustment and inward coordination which has worked reasonably well, so it needs to be taught to new members as the right way to understand, think and feel with regard to the issues. (Budiyono, 2019, p. 228)

Organizational culture refers to the beliefs and values that have existed in an organization for a long time and with the trust of staff and the value of their work that will affect their attitudes and behavior. (Setyaningrum, 2017)

2.1.1 Organizational Culture Dimensions

- Teamwork; is the extent to which work activities are organized on teams rather than on individuals. (Muhtasom, Mus, Bijang, & Latief, 2017), in general, an organization believes that in order to achieve excellence, it should make the individual performance as high as possible, since, basically, individual performance affects the performance of the team or work group and ultimately affects the overall performance of the organization. (Otto, 2018)
- Client Centricity; is to serve honesty to make a focus of satisfaction of customer. (Trisia & Sakapurnama, 2017, p. 3831)
- The integrity; is to keep valence and dignity and also to prevent from the negative action that can damage the image of profession and institution. (Trisia & Sakapurnama, 2017, p. 3831)

Overall the basis for the different definitions dwell around a collective perception of the environment in which an organization exists. Organizational culture therefore includes values, attitudes, beliefs, assumptions, and behaviors shared among the members of an organization.

2.2 Organizational Citizenship Behavior

Alkahtani clearly pointed out that a single major reason why organizational citizenship behavior (OCB) has attracted the attention of

many academicians and a practitioner is due to its proven significance towards organizational effectiveness. (Organizational Citizenship Behavior (OCB) and Rewards, 2015)

Organizational citizenship behavior involves some elements of behavior such as helping others, volunteering for extra duties, and adheres to the rules and procedures in the workplace. These behaviors are constructive, meaningful and positive social behaviors. (Agustinarsih, Thoyib, Djumilah, & Noermijati, 2016)

Organizational citizenship behavior (OCB) is defined as behavior that exceeds the formal role determined and is not mentioned in the job description, they are optional behavior, they are not considered in appreciation or judgment, OCB expresses the organization at its goals and values, this gives the organization's strength, motivation and resources and promotes the interests of the organization. (Arumi, Aldrin, & Murt, 2019)

The OCB is defined as “an individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system which, in the aggregate, promotes the effective functioning of the organization”. (Organ, Podsakoff, & MacKenzie, 2006, p. 8)

The OCB is the set of behaviors that contribute to the organizational effectiveness and it is one of the precedents of the organizational performance. (Almenara & Avolio, 2017)

Podsakoff and his coworkers summarized that organizational citizenship behavior affects organizational performance by improving the efficiency of colleagues and managers; enhancing effective utilization of resources for more productive activities and objectives; assisting team coordination for productive work; making organizations more responsive to change in the environment; strengthening the ability in attracting and retaining talented employees and enhancing the stability of the organization. (Podsakoff, MacKenzie, Paine, & Bachrach, 2000)

2.2.1 Organizational Citizenship Behavior Dimensions

The most valid classification of organizational citizenship behavior OCB dimensions might be related to **Organ** which has being applied in various researches. (Sadeghi, Ahmadi, & Yazdi, 2016), the dimensions are:

- Altruism; is a discretionary behavior which by considering organization relations and tasks, aims to assist others.
- Conscientiousness; is a discretionary behavior to assist
- Sportsmanship; is employees' tendency to tolerate the condition which is the least condition for them, without complaining.

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- Courtesy; includes activities which help to avoid emergence of probable issues which is due to interaction with others.
- Civic virtue; reflects behaviors which indicate responsibly participation of individual in organization affairs and valuing of the organization.

The organizational citizenship behavior OCB has the following advantages for the organizations: (Ebrahimpour, Zahed, Khaleghkhah, & Sepehri, 2011)

Extending the staff and management productivity.

- The use of organizational resources for more.
- The use of the resources for job which do not have retention aspects only.
- Paving the way for better cooperation within and between groups.
- Increasing the ability of organization in attracting and maintaining an effective staff .
- Empowering the organizations to adapt move to environmental changes.
- Increasing the function stability of organizations.

2.3 The Relationship of Organizational Culture and Organizational Citizenship Behavior

Several studies have shown a significant relationship between the organizational culture and organizational citizenship behavior. (Patra & Aima, 2018), and Several other studies mentioned the effect of organizational culture on the organizational citizenship behavior of individuals working in organizations in increasing the productivity of employees as well as their job satisfaction and raising morale to them and facilitate the communication process among them; organizational culture can influence the process of achieving goals. If culture is strong and in line with the organization's goals, it drives the organization towards achieving its objectives, in addition to The parity of the group versus its diversity, which consists of different personalities that produce better solutions, as a result of the diversity of their ideas and creativity. Thus the cohesion of the group cultural it's mean their sense of belonging to the group which makes them more willing and enthusiastic to perform the tasks entrusted to them. (Zeyada, 2018)

The results of different studies suggest that the most significant determinant of employee citizenship is the cultural phenomena and its capacity to influence people and their behaviors. This reiterates the assumption that culture if nurtured can inculcate citizenship behaviors in employees within the organization. (Nisa & Fayaz, 2018).

3. THE RESEARCH METHODOLOGY

The descriptive analytical approach was used in the current research, to determine the relationship between organizational culture and the of organizational citizenship behavior. Models of research variables were developed by structural equations modeling (SEM), and was used in order to test the suitability or conformity of the model to the data, through the (AMOS, V: 25) program, which is used to check the suitability of the model with the sample data used and that it actually measures what was developed for measurement.

3.1 The Research Sample

In this study, to analyze the extent to which the organizational culture enhancing organizational citizenship behavior in the Algerian-Cuban Friendship Hospital for ophthalmology in Djelfa, A random sample was chosen from the general hospital community, and its members were estimated at (213) members by answering a questionnaire about the organizational culture and its impact on the organizational citizenship behavior.

3.2 The Research Instrument

To achieve the objectives of the research, a questionnaire on organizational culture and a questionnaire on organizational citizenship behavior was built by reviewing previous studies and researches related to the topic of research through studying.

The first scale "Organizational Culture (OC)" of (12) items distributed in three dimensions as follows:

1. TEAM WORK (TW): Consists of (4) items.
2. INTEGRITY (IN): Consists of (4) items.
3. CLIENT CENTRICITY (CC): consists of (4) items.

The second scale "Organizational citizenship behavior (OCB)" consists of (30) items distributed in five dimensions as follows:

1. ALTRUISM (AL): Consists of (6) items.
2. CONSCIENTIOUS (CON): Consists of (6) items.
3. SPORTSMANSHIP (SP): Consists of (6) items.
4. COURTESY (COU): consisting of (6) items.
5. CIVIC VIRTUE (CV): Consists of (6) items.

A method based on the Likert scale was used for the paragraphs, and the response alternatives were for each of the terms (5-1), respectively (Strongly Agree – Agree – Neutral – Disagree – Strongly disagree).

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3.3 Reliability

▪ **Cronbach's Alpha:** The results show that the reliability coefficients for each of these two scales the organizational culture and the organizational citizenship behavior were estimated respectively (0.901), (0.903), indicates that they have high levels of reliability and can be relied upon in the field application.

3.4 Discussion of Results

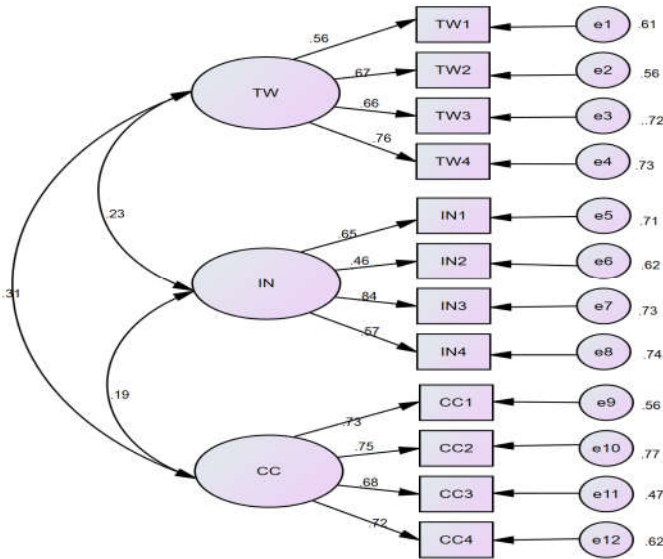
3.4.1 The First Question

* What is the concept of organizational culture and its components?

To answer this question and verify its validity, the structural validity of the scale was verified by using the Confirmation Factor Analysis (CFA), by specifying the default model (Latent Variable, and Factors).

The following figure presents an Organizational Culture (OC) variable model which consists of three dimensions (TW-IN - CC).

Figure (1): SEM model of the organizational culture variable and its main dimensions



Source: realized by the researcher on the basis of the AMOS results.

To complete the answer to the same question, estimates of the Organizational Culture variable model, shown in table (1), were found as follows:

Table (1): Estimates of organizational culture variable model

			Estimate	S.E.	C.R.	P
TW4	<---	TW	1.000			
TW3	<---	TW	0.660	0.034	9.054	0.0000*
TW2	<---	TW	0.670	0.044	6.043	0.0003*
TW1	<---	TW	0.560	0.033	6.651	0.0003*
IN4	<---	IN	1.000			
IN3	<---	IN	0.840	0.022	2.980	0.0000*
IN2	<---	IN	0.460	0.024	3.897	0.0000*
IN1	<---	IN	0.650	0.032	12.761	0.0000*
CC4	<---	CC	1.000			
CC3	<---	CC	0.680	0.015	11.098	0.0007*
CC2	<---	CC	0.750	0.021	3.881	0.0000*
CC1	<---	CC	0.730	0.019	4.998	0.0000*

Source: realized by the researcher on the basis of the AMOS results.

It is clear from the summary of the analysis presented in Table (1) that all model estimates are significant under 0.001 level, as well as .C.R values are greater than (1.96).

This indicates the validity of the hypothesis that the items for each dimension are able to measure it, and accepting the values of the honesty or saturation transactions that govern the acceptance and validity of the items and that it fulfilled the condition that it is greater or equal to (0.40), i.e. with a acceptance criterion of not less than (0.40) as a degree to accept the saturation of each items with the factor that it belongs to. (Costello & Osborne, 2005)

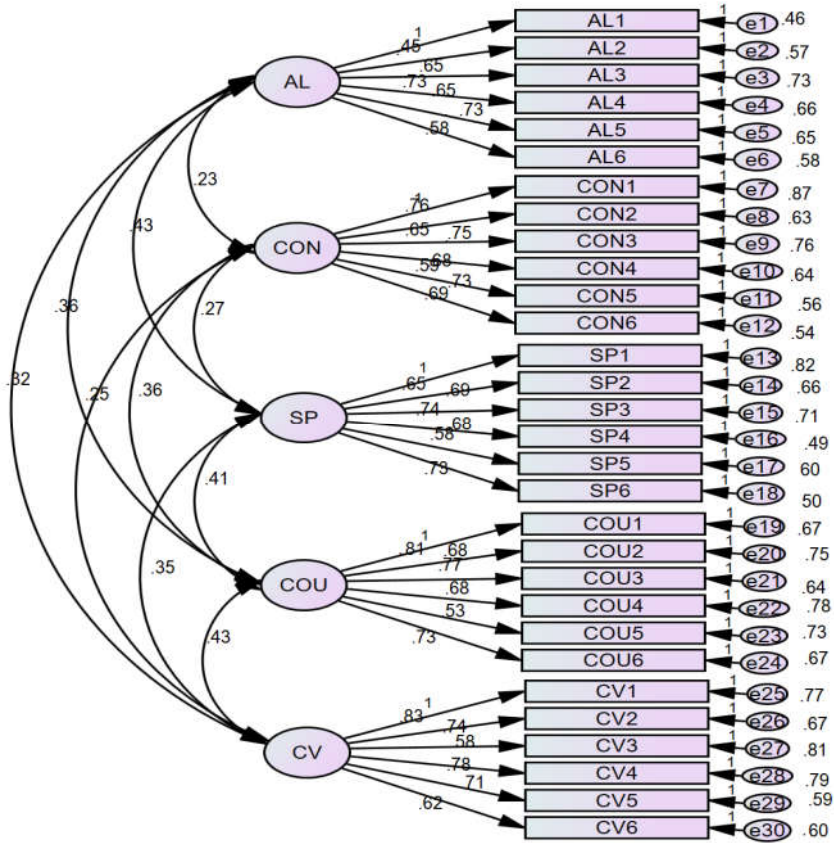
3.4.2 The Second Question

* What is the concept of organizational citizenship behavior and its components?

To answer this question and verify its validity, the structural validity of the scale was verified by using the Confirmatory Factor Analysis (CFA) by specifying the default model (Latent Variable, and Factors), the following figure presents an organizational citizenship behavior variable model that consists of five dimensions (AL-CON-SP-COU-CV).

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Figure (2): (SEM) model of organizational citizenship behavior variable and its main dimensions



Source: realized by the researcher on the basis of the AMOS results.

To complete the answer to the same question, estimates of the Organizational citizenship behavior variable model, shown in table (2), were found as follows:

Table (2): organizational citizenship behavior variable model estimates

			Estimate	S.E.	C.R.	P
AL6	<---	AL	1.000			
AL5	<---	AL	0.730	0.310	8.654	0.0000*
AL4	<---	AL	0.650	0.455	7.043	0.0003*
AL3	<---	AL	0.730	0.324	6.552	0.0003*
AL2	<---	AL	0.650	0.043	11.002	0.0000*
AL1	<---	AL	0,450	0.054	4.971	0.0001*
CON6	<---	CON	1.000			
CON5	<---	CON	0.730	0.076	12.880	0.0000*
CON4	<---	CON	0.590	0.123	6.997	0.0001*
CON3	<---	CON	0.750	0.231	6.769	0.0004*
CON2	<---	CON	0.650	0.052	8.441	0.0000*
CON1	<---	CON	0.760	0.104	3.994	0.0000*
SP6	<---	SP	1.000			
SP5	<---	SP	0.580	0.126	2.551	0.0000*
SP4	<---	SP	0.680	0.054	4.852	0.0001*
SP3	<---	SP	0.740	0.109	6.384	0.0002*
SP2	<---	SP	0.690	0.091	7.931	0.0000*
SP1	<---	SP	0.650	0.041	9.641	0.0000*
COU6	<---	COU	1.000			
COU5	<---	COU	0.530	0.022	8.991	0.0000*
COU4	<---	COU	0.680	0.107	4.909	0.0003*
COU3	<---	COU	0.770	0.160	7.802	0.0005*
COU2	<---	COU	0.680	0.221	13.871	0.0004*
COU1	<---	COU	0.810	0.051	9.003	0.0001*
CV6	<---	CV	1.000			
CV5	<---	CV	0.710	0.051	8.991	0.0000*
CV4	<---	CV	0.780	0.112	8.230	0.0000*
CV3	<---	CV	0.580	0.212	9.112	0.0000*
CV2	<---	CV	0.740	0.011	8.003	0.0000*
CV1	<---	CV	0.83	0.133	6.889	0.0000*

Source: realized by the researcher on the basis of the AMOS results.

It is also clear from the summary of the analysis presented in table (2) that all estimates of the model are significant under the level of 0.001, and the values of .C.R are greater than (1.96).

This indicates the validity of the hypothesis that the items for each dimension are able to measure it, and accepting the values of the validity or saturation coefficients, which govern the acceptance and validity of the items, and that it fulfilled the condition that it is greater or equal (0.40).

3.4.3 The First Hypothesis: There is a statistically significant correlation between organizational culture and organizational citizenship behavior at the macro level and at the dimensions level.

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To prove this hypothesis, correlation coefficients were found for each of the organizational culture (OC) variables, which consists of three dimensions (TW-IN-CC), and the (OCB) variable, organizational citizenship behavior, which consists of five dimensions (AL-CON-SP-COU-CV), as shown in the following table:

Table (3): Results of the correlation between organizational culture and organizational citizenship behavior and its dimensions

		TW	IN	CC	OC
AL	Pearson Correlation	0,763	0,762	0,677	0,616
	Sig. (2-tailed)	0,000*	0,000*	0,000*	0,000*
CON	Pearson Correlation	0,782	0,711	0,812	0,799
	Sig. (2-tailed)	0,000*	0,0008*	0,000*	0,000*
SP	Pearson Correlation	0,772	0,819	0,790	0,789
	Sig. (2-tailed)	0,000*	0,002*	0,005*	0,000*
COU	Pearson Correlation	0,789	0,810	0,994	0,710
	Sig. (2-tailed)	0,000*	0,000*	0,006*	0,000*
CV	Pearson Correlation	0,782	0,678	0,903	0,772
	Sig. (2-tailed)	0,001*	0,000*	0,000*	0,000*
OCB	Pearson Correlation	0,663	0,777	0,833	0,821
	Sig. (2-tailed)	0,000*	0,000*	0,000*	0,000*

Source: realized by the researcher on the basis of the SPSS results.

Table (3) data shows that there is a positive correlation between (OC) and (OCB) at the macro level and at the dimension level, and by following the values of (p-value) we note the significance of the correlation between them, and the value of the correlation coefficient reached (0.821) and with a significant significance, This indicates that the first hypothesis has been fulfilled.

The results derived indicated a significant correlation between organizational culture and organizational citizenship behavior, and it was observed from the analysis that there was a significant correlation between all the variables Organizational Culture: Team Work, Integrity, and Client Centricity.

Organizational Citizenship Behavior: Altruism, Conscientiousness, Sportsmanship, Courtesy and Civic Virtue.

The variable of organizational culture very significantly to organizational citizenship behavior of permanent employee in the Algerian Cuban Friendship Hospital for Ophthalmology in Djelfa, based on the description above, it can be know where as this research have the similarity to the research that be done by (Trisia & Sakapurnama, 2017) that describe the concept whereas (Organ D. W., 1988) push the factor of organizational

culture as the begin condition that be main focus that can trigger the occurrence of organizational citizenship behavior to the employee.

In similar, there is a positive significant relationship between the components of organizational culture and the components of organizational citizenship behavior in the studied society. (Ghashghaeinia & Hafezi, 2015), employee who has strong organizational culture will support the establishment of well organizational citizenship behavior (OCB) namely the behavior of extra-role that is the behavior that be formed in the outside of job description.

On the other hand, if the employee has weak organizational culture tend to be supported difficulty about the establishment of well OCB of the hospital, because of organizational culture as the main trigger in creation of OCB even not only one factor that influence the creation of OCB, This is confirmed by another study that indicated that fairness perception; individual disposition and leadership styles are major predictors of OCB under the context of the institution. (Dinka, 2018)

3.4.4 The second hypothesis: Organizational culture and its dimensions have a statistically significant impact on enhancing the organizational citizenship behavior.

To prove this hypothesis, Multiple Linear Regression was used in the ENTER method, the constant value and the regression coefficients and their statistical significance of the independent variables on the dependent variable were found and can be summarized in table (4).

Table (4): Results of multiple linear regression analysis using ENTER method

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
1	(Constant)	91,387	4,619		19,783	0,000
	TW	-0,811	0,422	-0,231	-1,922	0,046
	IN	-0,379	0,368	-0,099	-1,030	0,004
	CC	1,069	0,225	0,740	4,756	0,000

Variable: OCB

Source: realized by the researcher on the basis of the SPSS results.

Table (4) shows the regression coefficients, which indicate a significant effect of the organizational culture explanatory variable and its dimensions (TW-IN -CC) on enhancing the organizational citizenship behavior, according to the value of the test (t) below the level (0.05). This indicates that the second hypothesis has been fulfilled.

Under this hypothesis the analysis revealed that all of the variables of organizational culture are predicting of all the organizational citizenship

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behavior variables, organizational culture significantly influences organizational Citizenship behavior.

The results suggest that OCB depends upon how organizations set and communicates the meaning of culture and equity to its employees, thus organizational culture consider as significant predictor of organizational citizenship behavior. (Yaseen, Liaquat, Hassan, & Hassan, 2015)

An opposition study, organizational culture has a negative but not main effect on the variable OCB, thus organizational culture is related to internal individuals where the individual works, the extra-role behavior associated with OCB is more driven by affiliate motives, namely behavior to establish and maintain relationships with other people or organizations, Furthermore, it is said that the motive of affiliation is seen as a commitment to service delivery, This motive tends to be owned by members of the organization who have a level of emotional intelligence and a sufficient level of education. (Aspan, et al., 2019)

4. Conclusion

Based on the results and discussion in the previous items, the conclusions of this study are as follows: A good organizational culture from the effect of teamwork, integrity, client centricity, can improve the organizational citizenship behavior of the staff in the Algerian-Cuban Friendship Hospital for Ophthalmology, reflected in the aspects of altruism, conscientiousness, sportsmanship, courtesy, and civic virtue. Based on the conclusions above, there are some recommendations for further studies and on the object of the study as follows.

Recommendations

- ✓ The need to understand the senior management of organizational culture prevailing within the institution and identify the positive aspects and try to develop and face the negative aspects.
- ✓ The need for the attention of senior management to the satisfaction of employees and the development of their organizational citizenship behavior.
- ✓ Work training programs for employees so that they can deal with everything that is new and create new cultural patterns they have.
- ✓ To convince employees of the importance and necessity of change and senior management should explain to staff how to adapt to change.
- ✓ Exposure of staff to many positions and through which to enhance the culture of the organization to them.

- ✓ Assign employees to do some work through imitation and simulation as training for staff to adopt the prevailing culture in the organization.
- ✓ Conducting in-depth studies on the role of organizational culture and its impact on the organizational citizenship behavior in the public sector compared with the private sector to know the factors and the real effects of the organizational citizenship behavior on employees.

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6. Appendices

Ministry of Higher Education and Scientific Research University of Zain Achour, Djelfa (Algeria)

Faculty of commercial economic sciences and management

Dear Respondent:

A research entitled as "The Role of Organizational Culture on Enhancing the Organizational Citizenship Behavior: the case of algerian-cuban friendship hospital for ophthalmology, djelfa's wilaya". Is bieng conducted by a staff membre of hospital. The objective of the study is to assess the sense of ownership and extra role behaviors among staff member of the hospital with ultimate goal by the impact of the organizational culture.

I thank you for your time, cooperation and concern.

Please indicate the extente to which you agree with statements in the next table by point by (✓) the standard that best represents your opinion.

	Items	I Strongly disagree	I Disagree	I Neutral	I Agree	I Strongly agree
1.1	TEAM WORK					
01	Our team work regards cooperation among colleagues as important.					
02	I feel a strong sense of belonging to my team work.					
03	I exhibit a high level of extra role behavior that is often referred to as team					

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	work.					
04	My team work encourages members to reinforcing commital moral when acheiving work tasks.					
1.2	INTEGRITY					
05	I share personel property with others to help their work.					
06	I would prefer seeing my department do what is best for the whole employees even if it harmed my interests.					
07	I share the informations i have with colleagues within my department.					
08	I share my skills with colleagues within my department.					
1.3	CLIENT CENTRICITY					
09	I emphasize acquiring new patient cases and creating new challenges.					
10	I care about the happiness and satisfaction of patient cases and motivating them to continue dealing with our institution.					
11	I focus on safety, quality and prevention methods for our patient cases.					
12	I work on identifying. Arranging and analyzing the patient cases's problems and breaking them down into smaller ones so that they can be controlled.					
2.1	ALTRUISM					
13	I give my time to help employees with work-related problems.					
14	I talk to other employees before taking actions that might affect them.					
15	I take time out of my day to train and assist new employees.					
16	I help out other teammates if someone falls behind once own practice.					
17	I feel a strong sense of belonging to my institution.					
18	I fill the gap when others are absent from their jobs.					
2.2	CONSCIENTIOUS					
19	I attend activities that are not normally required of me but help the institution's image.					
20	I often arrives early and starts to work immediatly.					

21	I obey the institution's rules and procedures even when no one is watching and no evidence can be traced.					
22	I believe in giving a honest day for an honest day's pay.					
23	My attendance at work is above the expected.					
24	I do not take extra breaks.					
2.3	SPORTSMANSHIP					
25	I apply a lot of effort when performing my task.					
26	I think about my colleague's problems before the ones that face me.					
27	I always respect annoucement and internal regulations.					
28	I have voluntarily done more work than required.					
29	I ready to do better even in The presence of problems.					
30	I give a time to help others who have work or non-work problems.					
2.4	COURTESY					
31	I respect the rights and privileges of others.					
32	I be aware of the impact my behavior has on others.					
33	I advice my colleagues in the institution if my decisions affect them.					
34	I be sure to take precautions for problems before they occur.					
35	I feel to my colleagues when they have problems.					
36	I really feel as if this institution problem is my own.					
2.5	CIVIC VIRTUE					
37	I take care of the future of my institution.					
38	I am eager to tell outsiders about the good of the institution.					
39	I am willing to stand up to protect the reputation of the institution.					
40	I actively attend the institution's meetings.					
41	I do not mind taking on new challenging assignments.					
42	I make constructive suggestions that improve the institution's operations.					