

**Pengaruh Keberagaman di Tempat Kerja dan Budaya Organisasi Terhadap  
*Organizational citizenship behavior* dengan Efikasi Diri Sebagai Mediator di  
Rumah Sakit Karya Medika Bantar Gebang**

Gracesia Kwannandar<sup>1</sup>, Rokiah Kusumapradja<sup>2</sup>, Nofierni<sup>3</sup>

Program Magister Administrasi Rumah Sakit Universitas Esa Unggul Jakarta

Email: [gracesia\\_kwannandar@yahoo.com](mailto:gracesia_kwannandar@yahoo.com), [rokiah.kusumapradja@esaunggul.ac.id](mailto:rokiah.kusumapradja@esaunggul.ac.id),  
[nofi.erni@esaunggul.ac.id](mailto:nofi.erni@esaunggul.ac.id)

**ABSTRAK**

*Organizational citizenship behavior* merupakan hal penting yang harus diperhatikan rumah sakit karena dapat memengaruhi kinerja organisasi secara keseluruhan. Rendahnya perilaku sukarela saling membantu antar rekan kerja, kurangnya kerjasama tim dan dukungan antar sesama dapat mempengaruhi seluruh proses ditempat kerja baik dari segi produktifitas kerja maupun profitabilitas organisasi. Tujuan penelitian ini adalah menganalisis pengaruh keberagaman di tempat kerja dan budaya organisasi terhadap *organizational citizenship behavior* dengan efikasi diri sebagai mediator. Peran efikasi diri dapat membantu mengatasi hambatan-hambatan yang terkait dengan rendahnya *organizational citizenship behavior*, termasuk rendahnya budaya organisasi dan perbedaan yang timbul akibat keberagaman. Penelitian ini adalah penelitian *explanatory research* dengan pendekatan kuantitatif dalam bentuk penggunaan kausalita hipotesis dengan sampel 90 tenaga kesehatan. Penelitian ini menggunakan metode SEM-PLS (*Structural Equation Modeling-Partial Least Squares*) untuk menguji model dan hubungan antara variabel. Pada penelitian ini didapatkan efikasi diri memediasi hubungan antara budaya organisasi dan keberagaman di tempat kerja terhadap *organizational citizenship behavior*. Budaya organisasi berpengaruh positif dan signifikan terhadap *organizational citizenship behavior*, namun keberagaman di tempat kerja tidak memiliki pengaruh signifikan terhadap *organizational citizenship behavior*. Keberagaman di tempat kerja dan budaya organisasi memiliki pengaruh positif dan signifikan terhadap efikasi diri. Implikasi penelitian ini secara teori membuktikan pengaruh variabel penelitian dan secara manajerial dapat dijadikan strategi yang efektif untuk meningkatkan *organizational citizenship behavior* dan menciptakan lingkungan kerja yang baik serta produktif bagi tenaga kesehatan.

**Kata kunci:** *Organizational citizenship behavior*, keberagaman di tempat kerja, budaya organisasi, efikasi diri.

**The Effect of Diversity in the Workplace and Organizational Culture on  
Organizational Citizenship Behavior with Self-Efficacy as Mediator at Karya  
Medika Hospital Bantar Gebang**

Gracesia Kwannandar<sup>1</sup>, Rokiah Kusumapradja<sup>2</sup>, Nofierni<sup>3</sup>

Program Magister Administrasi Rumah Sakit Universitas Esa Unggul Jakarta

Email: [gracesia\\_kwannandar@yahoo.com](mailto:gracesia_kwannandar@yahoo.com), [rokiah.kusumapradja@esaunggul.ac.id](mailto:rokiah.kusumapradja@esaunggul.ac.id),  
[nofi.erni@esaunggul.ac.id](mailto:nofi.erni@esaunggul.ac.id)

**ABSTRACT**

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

**Keywords:** Diversity in the workplace, organizational culture, organizational citizenship behavior, self-efficacy.