

## **The Influence Of Organizational Culture, Task Complexity and, Competence On Job Satisfaction, Organizational Citizenship Behavior, and Nurse Performance Of Kodam VII/Wirabuana Sulawesi Indonesian National Army Hospital**

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**ABSTRACT:** *This study analyzes the Influence of Organizational Culture, Complexity Duties, Competence on Job Satisfaction, Organizational Citizenship Behavior, And Performance Hospital Nurse Army Kodam VII / Wirabuana In Sulawesi. The design of this research is a comparative study with the causal approach. The study population was all nurses Army Hospital Kodam VII / Wirabuana in Sulawesi amounted to 1,180 nurses. The number of samples used were 298 nurses. Methods of sample selection is done by purposive random sampling. This data analysis technique is using Structural Equation Modelling (SEM). Based on analysis results and hypotheses testing, the conclusions of this research are the organizational culture dominant influence on job satisfaction of nurses in RSAD Kodam VII / Wirabuana Sulawesi; the organizational culture dominant influence on organizational citizenship behavior (OCB) nurses in RSAD Kodam VII/Wirabuana Sulawesi and Cultural organizations dominant influence on the performance of nurses in RSAD Kodam VII/Wirabuana Sulawesi.*

**KEYWORDS**—*Organizational Culture, Task Complexity, Competence, Job Satisfaction, Organizational Citizenship Behavior, Performance*

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### **I. INTRODUCTION**

RSAD Kodam VII/Wirabuana Sulawesi-Indonesia is one of the hospital into a patient referral from the Army family or general patient in Sulawesi, in addition to the General Hospital of the ministry which always strive to provide optimal service and quality. In the work is more than just a job. A nurse must understand how to handle and care for patients who are ill. The success of the performance of the hospital as one of the organizations in charge of providing public services in the health sector is shown among others by the performance of nurses in providing care to patients. The performance of nurses will greatly affect the performance of hospitals, nurses play an important role in providing services because the nurses are officers who are at the forefront and nearby as well as having the longest time assisting patients with suffering, pain and misery experienced by patients and the family. The fact that happened in this RSAD Kodam VII/Wirabuana Sulawesi of the work shift in nurses. One nurse who was supposed to work on the night shift suddenly could not fulfill its responsibility to work due to a matter that must be resolved, then the nurse for help to his friend who works the afternoon shift to forward and replace it. These facts can be used as an indication of OCB in nurses. Realizing the public perception of this hospital, it was found the highest index in the service of nurses is a nursing service complaints, especially at night still in the poor category, differences in patient services and discrimination against the military and the general public. Still found their way fast enough nurses to serve patients. Nurse less responsive complaints of patients and hospital services more done by less skilled junior nurses. In order to obtain a complete picture of the performance of nurses, the authors interested in studying the influence of organizational culture, the complexity of the task, competence to job satisfaction, OCB, and the performance of nurses. Originality of this research lies in the design of studies linking organizational culture, the complexity of the task, the competence of the performance of nurses with job satisfaction and OCB as a mediator that has not been done by other researchers before.

## **II. LITERATURE REVIEW**

### **2.1. Organization Behavior**

Organizational paradigm associated with the concept of classical, more consider matters relating to the structure like hierarchy, authority, responsibility, unity of command, and the level of supervision. Organizations can also be interpreted in two kinds: (1) within the meaning of static, the organization as a forum of cooperation group of people working together, to achieve certain goals, (2) in a dynamic sense, the organization as a system or activities of a group of people to achieve goals certain.

According to Thoah (2011: 5) organizational behavior is a study concerning aspects of human behavior within an organization or a particular group. Organizational behavior is the result of the interaction of individual characteristics/capability needs, beliefs, experiences, expectations and characteristics of bureaucratic organization digunakan as a system where interaction also has its own characteristics that is the regularity that is realized in the arrangement of hierarchy, division of labor, their duties in the job, the authority and responsibility, for certain payroll system, the control system and so on. According Ivancevich et. al (2007: 10) study of the attitudes and behavior of human performance in an organizational environment based on the theory, methods and principles of various disciplines such as psychology, sociology, political science and cultural anthropology, to study the individuals, groups, structures and processes.

### **2.2. Organization Culture**

Culture is a set of beliefs, values and cooperation that distinguishes one organization to another. Culture affects most aspects of organizational life, such as how decisions are made, who makes them, how the rewards were distributed, who is promoted, how people are treated, how the organization responds to its environment. Organizational culture in the hospital is a set of assumptions or system of beliefs, values and norms developed in a hospital used as guidelines of conduct for its members to address the internal and external problems in the hospital. Organizational culture is one manifestation of the responses received implicitly owned by the group and determine how these groups feel, to think and react to its environment that is diverse (Kreitner and Kinicki, 2003). Riani (2011) explains that organizational culture is a system of shared values, beliefs and customs within an organization interacting with a formal structure to create norms of behavior. Cultural organizations also includes the values and standards that guide the behavior of actors and organizations define the overall direction.

According Muchlas (2008), management should be aware of the common types of organizational culture if the company wishes to change its culture to be more perfect, and aware of the fact that certain cultures proved to be superior to the other cultural. Most experts advocate behavior organizational culture that is open and participatory. According to Tosi et al. in Munandar (2001), organizational culture is influenced by several factors, namely (1) general influence from outside the area, including the factors that can not be controlled or only slightly controlled by the organization, (2) the influence of values in society, beliefs and values of the dominant of the wider community for example politeness and hygiene, (3) the specific factors of the organization, the organization always interacts with its environment. According Amnuai in Ndraha (2003), that the organizational culture formation occurs when organizational members learn to deal with problems, both issues relating to changes in external and internal issues concerning the unity and integrity of the organization. The establishment of a culture of academics in the organization initiated by the institution founder through the stages as follows: (1) someone had the idea to set up an organization, (2) a person digging and direct sources of both those who agree and consent to him, the cost and technology and they laid the foundation of the organization in the form of the organizational structure and working procedures.

### **2.3. Task Complexity**

The complexity of the tasks can be defined as a function of the task itself (Sanusi and Iskandar, 2007). The complexity of the task is a task that is unstructured, difficult to understand and ambiguous (Puspitasari, 2010). Complexity can arise from the ambiguity and weak structures, both in the main tasks and other tasks (Restuningdiah and Indriantoro, 2000). In the task confusing, ambiguous and unstructured, alternatives that is becoming can not be identified so it can not obtain the data and can not predict the output of the data.

According Engko and Gudono (2007) the complexity of the task is a complex task, made up of many parts, different and intertwined with each other. Similarly Gupta (in Rapina, 2007) defines the complexity of the task by referring to the technology tasks. Technological task is described in two dimensions, namely the uncertainty of tasks and task interdependence. Consist of task uncertainty on two levels where team members feel their tasks become familiar or unfamiliar, unsimilar or similar with other tasks, routine or non-routine, and often or not often. Refers to the difficulty of the task complexity and the ability to be analyzed and the degree to which standard operating procedures have been developed.

In short, the complexity of the task refers to the number of different attributes in the task and the relationships between these traits. In relatively simple tasks, complex tasks requiring more personal resources (eg. attentional resources, information processing capacity, effort, and persistence) to be expanded into practice. The complexity of the task increases and exceeds the available resource person who causes performance to decline. From the description, the complexity of the task of nurses is the process of a task a nurse who needs some structure and clarity of the tasks assigned are often seen complex and difficult in implementation.

The complexity of the task is also a matter that affects the quality of work. In the process of implementation of the work, the diversity of tasks and difficulty of the task will make the job so complex that affect the quality of the work itself. According to Wood in Nadhiroh (2010), the complexity of the task has three dimensions, namely the complexity of the component (the amount of signaling information and different actions), the complexity of coordination (types and quantities of the relationship between actions and gestures), and the complexity of dynamic (changes in actions and gestures and the relationships among them).

#### **2.4. Competence**

According Wibowo (in Syamsir 2013: 53), more and more competencies considered in the process of recruitment of human resources, increasing organisasinya culture. Competence is an ability (skills and knowledge) to carry out or perform the activity/job/task. Competence is also an underlying individual characteristics of performance or behavior within the organization. Performance is influenced by the knowledge, skills, attitudes, work styles, interests, beliefs and leadership style.

The development of an increasingly broad competence of Human Resources practitioners ensure that the Human Resources Management plays an important role in the success of the organization. Competence has now become part of the language development management. Standard work or competency statements have been made for most of the post as the basis of determining the training and skills qualifications. Competence describe the basic knowledge and performance standards required in order to successfully complete a job or hold an office. The method used to identify the competencies to support the ability to concentrate on behavioral outcomes.

Competent concept becomes even more complicated with the opinion of some people that is the mastery of behavioral competencies, knowledge and skills. Meanwhile, some others argue that competence is the effective use of knowledge and skills, instead of skills and knowledge itself. Thus the competence of the nurse is a nurse's capacity to achieve the effectiveness of the use of knowledge and skills, instead of skills and knowledge itself can be measured in terms of behavior required in a position to be able to effectively transform inputs into outputs.

#### **2.5. Job Satisfaction**

According to Locke in Luthans (2006: 243) job satisfaction is comprehensive of job satisfaction include reaction or attitude of cognitive, affective, and evaluative and stated that job satisfaction is an emotional state that is happy or positive emotions derived from the assessment of job or work experience person. According Lepine et al (in Wibiwo, 2014: 131) is the level of job satisfaction pleasant feeling obtained from the assessment of a person's job or work experience can be said also job satisfaction may reflect how we feel about our work and what we think about our work. According to McShane and Von Glinow (in Wibowo, 2014: 132) job satisfaction is the satisfaction that sees a person on the job evaluation and assessment of the work context, job characteristics, work environment, and emotional experience.

According to Mathis and Jackson (2002: 99) says that in the most fundamental sense, the job satisfaction (job satisfaction) is a positive emotional state that is the result of the evaluation of a person's work experience. Job dissatisfaction arises when one's expectations are not met. While Handoko (2012: 193) job satisfaction (Job Satisfaction) is an emotional state that is pleasant or unpleasant by which employees view their work. It can be concluded that job satisfaction is a pleasant psychological state felt by workers in a work environment because of the requirement for adequately. Employees require interaction with coworkers and superiors, follow the rules and policies of the company, achieve the standard of performance, living with working conditions that are often not ideal. This means that the assessment of employee satisfaction and dissatisfaction of his work is a typical characteristics of complex elements of the work. From these explanations, it can be concluded that job satisfaction is subjective and individual phenomenon, probably the questionnaire is the most appropriate measure. Nonetheless important is aware of certain limitations of this method in getting data on job satisfaction. A number of issues were raised by the measurement through the questionnaire with regard to the accuracy of the responses. Although employees do not give intentionally misleading answer, a number of situational variables can affect both the extent to which employees are to understand the question and the extent to which employees want to really frank in answering.

## **2.6. Organizational Citizenship Behavior (OCB)**

Organizational Citizenship Behavior (OCB) is part of the science of organizational behavior, OCB is a form of work behaviors not normally seen or taken into account. There are two approaches to the concept that OCB OCB an extra performance role separate from in-role performance or the performance of the corresponding job description. The second approach is to view the OCB of principle or political philosophy. This approach identifies the behavior of members of the organization with citizenship behavior. The existence of OCB is the impact of beliefs and perceptions of individuals in the organization of the fulfillment of the covenant relationship and the psychological contract.

It can be concluded that the Organizational Citizenship Behavior (OCB) formal job description, which is voluntary, not formally recognized by the reward system, and contribute to the effectiveness and efficiency of organizational functions. Thus OCB nurse is a nurse's behavior based on the personal desire is done outside the formal duties that are not related directly or explicitly turn to the system of rewards and contributed to the increase in the effective functioning of a hospital organization. Such behavior is not an implementation of the obligation or the description of duties contained in the contract between nurses and hospital. Factors influencing the onset of OCB is quite complex and interlinked with each other. Among the factors that will be discussed include organizational climate and culture, personality and mood (mood), perceptions of organizational support, perception of the quality of employer-employee interaction, tenure and type of work. Based on these descriptions, it can be concluded that the OCB is not only influenced by internal factors (individual characteristics), but also can be affected by external factors such as the characteristics of the task, namely, the characteristics of leadership and organizational characteristics.

## **2.7. Performance**

Understanding the performance derived from the actual job performance or the performance (performance or achievement by someone). Work performance in general is influenced by the skill, experience, and determination of the workforce work in question. Performance is an implementation of the plan that has been drawn up. Implementation of performance carried out by human resources who have the ability, competence, motivation, and interest. How the organization respects and enforces its human resources will affect the attitudes and behavior in running performance.

Thus the performance of nurses is the result of someone achieves nurses in carrying out the tasks assigned to him based on skills, experience and seriousness and the time which is marked by fluidity of motion rhythm or working order in accordance with the procedures to obtain the quality, speed, and number in service at the hospital. Performance is an outcome or result of the activity or activities or programs that have been planned in order to achieve the goals and objectives that have been set by an organization and carried out within a specified period which is influenced by several factors.

## **2.8. Performance Management**

Thus spake the performance of nurses is the result of someone achieves nurses in carrying out the tasks assigned to him based on skills, experience and seriousness and the time the which is marked by fluidity of motion rhythm or working orders in accordance with the procedures to Obtain the quality, speed, and number in service at the hospital. Performance is an outcome or result of the activity or activities or programs that have been planned in order to Achieve the goals and objectives that have been set by an organization and Carried out within a specified period of the which is influenced by several factors.

Performance management is a process to define what should be achieved, and its approach to managing and developing human in a way that could increase the likelihood that the target will be achieved within a certain period of time both short and long term. Performance management is a system, therefore it must be associated with other parts of a broader system of other important functions in the organization. The word system refers to something that has parts or components that interact and work together.

Based on the opinion of Simamora (in Mangkunegara, 2011: 14) stated that the performance is influenced by three factors or dimensions, ie factors/dimensions of the individual (individual attributes), factor/psychological dimension (work effort or work effort) and factor/dimension organizations (support organization. With this opinion, assembled a conceptual definition study variables that performance is as outcomes achieved by an individual in executing a task that has been entrusted to him, in terms of both quality and quantity based on the standard of work that has been determined, which includes attributes individual, work effort (work effort) and support organization. in principle, the work must be no assessment, in order to be seen to what extent the contribution it applies.

The significance of the performance appraisal is concerned the determination of the level of the individual contribution or performance is expressed in the completion of duties which it is responsible. Definition of employee performance assessment proposed by Mangkunegara (2011: 10) is a process used to determine if the leader of an employee perform the work in accordance with the duties and responsibilities.

According to Larry in Hessel (2005: 174) argues that the measurement or assessment of an organization's performance record and measure the achievement of the implementation of activities under the direction of mission accomplishment through the results displayed in the form of a product, service or process.

### III. RESEARCH METHODS

#### 3.1. Research Hypotheses

Based on research problems, literature review and conceptual framework as stated, then the model of research hypotheses is composed as follows:

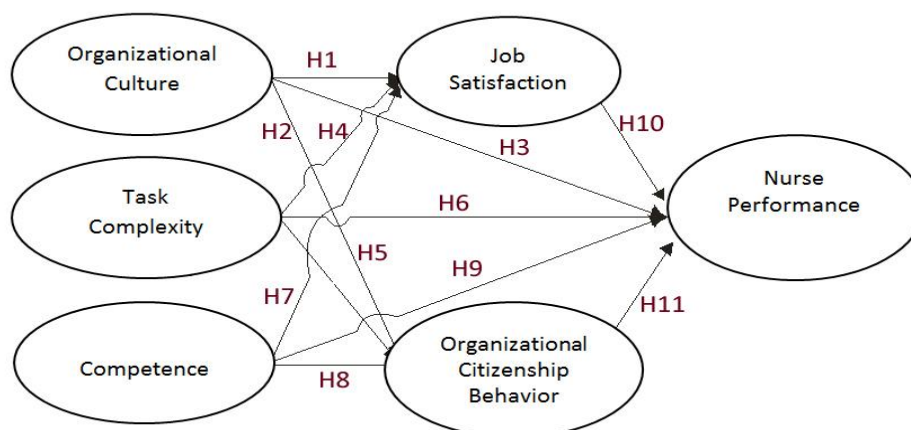


Figure 1. Research Hypotheses Model

Based on the model, the research hypothesis in detail and in detail described as follows:

- Hypotheses 1: Organizational Culture influence on Job Satisfaction
- Hypotheses 2: Organizational Culture influence on Organizational Citizenship Behavior (OCB)
- Hypotheses 3: Organizational Culture influence on Nurse Performance
- Hypotheses 4: Task Complexity impact on Job Satisfaction
- Hypotheses 5: Task Complexity impact on Organizational Citizenship Behavior
- Hypotheses 6: Task Complexity impact on Nurse Performance
- Hypotheses 7: Competence effect on Job Satisfaction
- Hypotheses 8: Competence effect on Organizational Citizenship Behavior
- Hypotheses 9: Competence effect on Nurse Performance
- Hypotheses 10: Job Satisfaction influence on Nurse Performance
- Hypotheses 11: Organizational Citizenship Behavior influence on Nurse Performance
- Hypotheses 12: Organizational Culture indirectly influence on Nurse Performance through Job Satisfaction
- Hypotheses 13: Task Complexity indirectly influence on Nurse Performance through Job Satisfaction
- Hypotheses 14: Competence indirectly influence on Nurse Performance through Job Satisfaction
- Hypotheses 15: Organizational Culture indirectly influence on Nurse Performance through OCB
- Hypotheses 16: Task Complexity indirectly influence on Nurse Performance through OCB
- Hypotheses 17: Competence indirectly influence on Nurse Performance through OCB

#### 3.2. Data Collection and Sample Characteristics

Population in this research is all nurses that work in RSAD. Kodam VII/Wirabuana meliputi, RSAD. Pelamonia Makassar, RSAD. RW Monginsidi Manado, RSAD. Wirabuana Palu, RSAD. Dr. M Yasin Bone, RSAD. Dr. Sumantri Pare-pare, RSAD. Dr. Ismoyo Kendari totaling 1.180 nurses. Thus the number of samples used is of 298 nurses (25% of the population). According Arikunto (2006: 107) that if the subject is less than 100 people, it is better taken all. If the number of subjects more than 100 people, it can be 10%, 15%, 25% or more. Each member of the population that every nurse in the hospital of the Army Military Command VII Wirabuana Sulawesi have equal opportunities to be taken as a sample. According Arikunto (2006: 107) that if the subject is less than 100 people, it is better taken all.

Table 1. Comparisson of Population and Samples

Hospitals	Population	Samples
RSAD. Pelamonia Makassar	354	90
RSAD. RW Monginsidi Manado	266	67
RSAD. Wirabuana Palu	187	47
RSAD. Dr. M.Yasin Bone	126	32
RSAD. Dr. Sumantri Pare-Pare	116	29
RSAD. Dr. Ismoyo Kendari	131	33
<b>Total</b>	<b>1180</b>	<b>298</b>

3.3. Data Analysis

Data analysis techniques in this research is by using Structural Equation Modelling (SEM). According to Sanusi (2009: 285) structural equation model is a further development of the path analysis. In the structural equation modeling (SEM) a causal relationship between exogenous and endogenous variables can be defined more fully. SEM excellence because of its ability to present a comprehensive model. SEM at the same time able to confirm the dimensions of a construct and as well as showing a causal relationship between the constructs.

IV. RESULTS

4.1. Structural Equation Model

The result of the model prior to the modification of the index is a result of modeling without modification. Preparation of a model based on the conceptual framework and the development of a theory to support this research. Here is a model of SEM images before index modification.

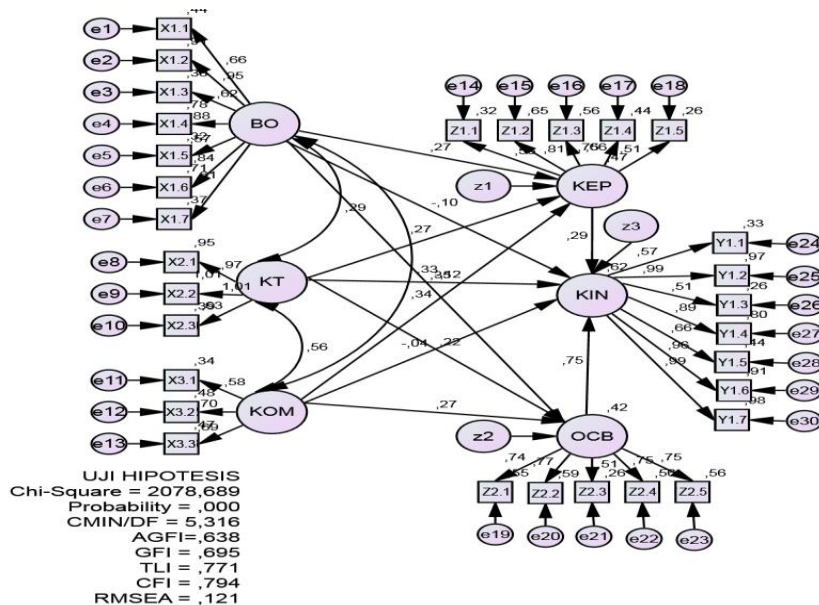


Figure 2. Research Hypotheses Structural Equation Model

Table 2. Goodness of Fit and Cut Off before Index Modification

Criteria	Cut-off Value	Model Test Result	Information
Chi-Square	Diharapkan kecil	2078,689	Big
$\chi^2$ Significance Probability	$\geq 0,05$	0,000	Not So Good
CMIN/DF	$\leq 2,00$	5,316	Not So Good
AGFI	$> 0,90$	0,638	Marginal
GFI	$\geq 0,90$	0,695	Marginal
TLI	$\geq 0,95$	0,771	Marginal
CFI	$\geq 0,95$	0,794	Marginal
RMSEA	$\leq 0,08$	0,121	Not So Good

Based on Table 2 there are 2 test criteria that fulfil fit model requirements which are GFI and RMSEA, so model can be accepted.

Table 3. Hypotheses Test Result

Factor Loading			Estimate		S.E	C.R	P	Keterangan
			Unstandardized	Standardized				
KEP	←	BO	0,089	0,061	0,062	1,441	0,149	Not Significant
OCB	←	BO	0,290	0,348	0,050	5,786	0,000	Significant
KIN	←	BO	-0,132	-0,165	0,035	-3,752	0,000	Significant
KEP	←	KT	0,016	0,010	0,093	0,174	0,862	Not Significant
OCB	←	KT	0,245	0,257	0,062	3,950	0,000	Significant
KIN	←	KT	-0,131	-0,144	0,040	-3,255	,001	Significant
KEP	←	KOM	0,803	0,554	0,118	6,797	0,000	Significant
OCB	←	KOM	0,193	0,234	0,064	2,995	0,003	Significant
KIN	←	KOM	0,023	0,029	0,040	0,571	0,568	Not Significant
KIN	←	KEP	0,116	0,214	0,032	3,640	0,000	Significant
KIN	←	OCB	0,847	0,883	0,113	7,470	0,000	Significant

Table 3 represents the hypotheses test result of variables observed in this research. The relationship between those variables are direct relationship, meanwhile this research is also observe indirect relationship which is shown in Table 4.

Table 4. Hypotheses Test Result with Indirect Relationship

Factor Loading			Estimate		S.E	Factor Loading			Estimate		S.E
			Unstandardized	Standardized					Unstandardized	Standardized	
KEP	←	BO	0,089	0,061	0,062	OCB	←	BO	0,290	0,348	0,050
KIN	←	KEP	0,116	0,214	0,032	KIN	←	OCB	0,847	0,883	0,113
KIN	←	BO	-0,132	-0,165	0,035	KIN	←	BO	-0,132	-0,165	0,035
KEP	←	KT	0,016	0,010	0,093	OCB	←	KT	0,245	0,257	0,062
KIN	←	KEP	0,116	0,214	0,032	KIN	←	OCB	0,847	0,883	0,113
KIN	←	KT	-0,131	-0,144	0,040	KIN	←	KT	-0,131	-0,144	0,040
KEP	←	KOM	0,803	0,554	0,118	OCB	←	KOM	0,193	0,234	0,064
KIN	←	KEP	0,116	0,214	0,032	KIN	←	OCB	0,847	0,883	0,113
KIN	←	KOM	0,023	0,029	0,040	KIN	←	KOM	0,023	0,029	0,040

## V. DISCUSSION

In the development perspective of the development of the theory, the study included a development of the theory of organizational behavior for the performance of nurses in hospitals, particularly in implementing Organizational Culture, complexity of tasks, competencies associated with Job Satisfaction, Organizational Citizenship Behavior and Performance of nurses at the Hospital of the Army Kodam VII Wirabuana in Sulawesi. According to organizational behavior (Thoha 2007: 5) is a study concerning aspects of human behavior in a organisasai or a particular group. Meanwhile, according to Ivanceviech et al. (2007: 10) states that organizational behavior is a study of the behavior of attitudes and human performance in an organizational environment based on the theory, methods and principles of various disciplines such as psychology, sociology, political science and cultural anthropology, to study the individual groups, the structure and process.

These findings have implications theoretically, the theoretical implications illustrate a comparison of the references used in this study. This comparison can be shown from the reference previous research with research findings that are currently analyzed. Results of this research related to the influence of organizational culture on job satisfaction showed results that do not support research Puspita Rini Dyah (2013) which states that the organizational culture positive and significant impact on job satisfaction. While this research variable organizational culture not significant effect on job satisfaction of nurses at related to the work culture at this hospital are less supportive of job satisfaction, particularly in satisfaction with the adequacy of the amount of salary received, justice and transparency suitability salaries and timeliness in the payment of salaries.

This research is related to the complexity of the task of influence on job satisfaction showed results that do not support research Pradipta Arya (2011) showed that the complexity of the task has a positive impact on job satisfaction. Complexity can arise from the absurdity and weak structures, both in the main tasks and other tasks (Restuningdiah and Indriantoro, 2000). In the task confusing, ambiguous and unstructured, alternatives are there to be no identifiable that it can not obtain the data and can not predict the output of the data. This research related to competence influence on job satisfaction showed results that support the research Dhermawan, et al (2012) stated competence significant effect on job satisfaction. Mangkunagara (2011: 120) explains that the factors employees include intelligence (IQ), special skills, age, sex, physical condition, education, work experience, employment, personality, emotions, ways of thinking, perception and working attitude affect the job satisfaction, This study relating to the influence of organizational culture on OCB showed results that support research Puspita Rini Dyah (2013) Cultural organizations are positive and significant impact on Organizational Citizenship Behavior of employees at PT. Plasa Simpanglima Semarang, means the better the higher the organizational culture Organizational Citizenship Behavior employees. Results of this study refers to the definition of organizational culture according to Sutrisno (2010: 2) as the system of values (values), beliefs (beliefs) or norms that have long been in force, agreed upon and followed by the members of an organization as a guideline behavior and solving organizational problems.

This research is related to the complexity of the task of influence on OCB showed results that support the results of Lee et al. (2013) showed that the complexity of the task has a positive influence on OCB. In relatively simple tasks, complex tasks requiring more personal resources (eg, attentional resources, information processing capacity, effort, and persistence) to be expanded into practice. The complexity of the task increases and exceeds the available resource person who causes performance to decline. This study relating to the influence of the competence of the OCB showed results that support the research Jayadi (2012) suggests the influence of teacher competence to the Organization Citizenship Behavior and Kurniawan (2014) which states competence significantly influence the OCB. This study relating to the influence of organizational culture on the performance showed results that support the research Noor (2013), organizational culture significantly influence employee performance and Brahmasari and Suprayetno (2008) which states the organization culture positive and significant impact on the performance of the company.

This research is related to the complexity of the task of influence on the performance showed results that support the research Adiputra (2014) and Mahdy Emeral (2013) which states that the complexity of the task has a positive effect on performance. But does not support the results of the study Rustiarini (2013) which states the complexity of the task has no effect on performance. This study relating to the influence of competence on the performance showed results that do not support research and Subudi Karmandita (2013) states in partial emotional intelligence competencies and positive and significant impact on performance.

This study relating to the influence of job satisfaction on the performance showed results that support the research of Noor (2013) in his research resulted in the fact that job satisfaction have a significant effect on the performance and results of research Brahmasari and Suprayetno (2008) which states that job satisfaction of employees positive and significant impact on the the company's performance, as well as research Amelia (2013) which states that job satisfaction have a significant effect on performance. This study relating to the influence of OCB on the performance showed results that support the research Khalid (2010) states that simultaneous dimensions of OCB influence on student achievement, and research Mayasari (2014) which states there is the influence of Organizational Citizenship Behavior (OCB) on the performance, as well as the findings of the study Kurniawan (2014) which states OCB significant effect on work productivity.

Job satisfaction fully mediates the influence of competence on performance, meaning that the performance will be better if the factors of competence and support employee satisfaction noted. According to Mathis and Jackson (2002: 99) says that in the most fundamental sense, the job satisfaction (job satisfaction) is a positive emotional state that is the result of the evaluation of a person's work experience. While McShane and Von Glinow (in Wibowo, 2014: 132) further clarify the definition of job satisfaction is a form of satisfaction as an evaluation of one's view on his work and the work context assessment of job characteristics, work environment, and emotional experiences in his work. Further related mediation of OCB on the influence of organizational culture, the complexity of the task, and the competence of the performance of employees. OCB full mediating effect of organizational culture, the complexity of the task, and competence to performance, meaning an increase in performance can be formed from the high culture of the organization, the complexity of the task, and competence.



## VI. CONCLUSION

Based on analysis result and hypothesis testing, the conclusion of this research are (1) Cultural Organization not significantly effect on job satisfaction nurse RSAD Kodam VII / Wirabuana Sulawesi; (2) Cultural Organization significantly effect on OCB Nurses in RSAD Kodam VII / Wirabuana Sulawesi; (3) Cultural Organization Nurse significantly effect on performance in RSAD Kodam VII / Wirabuana Sulawesi; (4) The complexity of the task of not significantly effect on job satisfaction nurse in RSAD Kodam VII / Wirabuana Sulawesi; (5) The complexity of the task significantly influence OCB Nurses in RSAD Kodam VII / Wirabuana Sulawesi; (6) The complexity of the task significantly effect on Nurses Performance in RSAD Kodam VII / Wirabuana Sulawesi; (7) Competence significantly effect on job satisfaction nurse in RSAD Kodam VII / Wirabuana Sulawesi; (8) Competence significantly effect on OCB Nurses in RSAD Kodam VII / Wirabuana Sulawesi; (9) Competence not significantly effect on Nurses Performance in RSAD Kodam VII / Wirabuana Sulawesi; (10) Job Satisfaction of Nurses significant effect on performance in RSAD Kodam VII / Wirabuana Sulawesi; (11) OCB significant effect on Nurses Performance in RSAD Kodam VII / Wirabuana Sulawesi; (12) Organizational Culture indirectly not significantly effect on performance mediated Nurse Job Satisfaction in RSAD Kodam VII / Wirabuana Sulawesi; (13) The complexity of the task indirectly influence `is not significantly to the performance mediated Nurse Job Satisfaction in RSAD Kodam VII / Wirabuana Sulawesi; (14) Competence indirectly not significantly effect on performance mediated Nurse Job Satisfaction in RSAD Kodam VII / Wirabuana Sulawesi; (15) Organizational Culture indirectly significantly effect on performance mediated OCB Nurses in RSAD Kodam VII / Wirabuana Sulawesi; (16) The complexity of the task indirectly significantly effect on performance mediated OCB Nurses in RSAD Kodam VII / Wirabuana Sulawesi; (17) Competence indirectly significantly effect on performance mediated OCB Nurses in RSAD Kodam VII / Wirabuana Sulawesi; (18) The organizational culture dominant influence on job satisfaction of nurses in RSAD Kodam VII / Wirabuana Sulawesi; (19) The organizational culture dominant influence on organizational citizenship behavior (OCB) nurses in RSAD Kodam VII/Wirabuana Sulawesi and (20) Cultural organizations dominant influence on the performance of nurses in RSAD Kodam VII/Wirabuana Sulawesi.

## VII. FURTHER RESEARCH DIRECTION

The findings obtained in this study, can be input and consideration to develop further research so that the development of science, especially the science of organizational behavior. For further development of research with different research objects and associated with improved performance, for more attention to the cultural characteristics of the organization, the types of task complexity, types of job satisfaction, and the principles of employee OCB.

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