

# Study on Factors that Influence the High Organizational Citizenship Behavior (OCB) of Makassar Ethnic Nurses in LANTO Hospital DG Pasewang Jeneponto in 2024.

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## ABSTRACT

**Background:** Organizational Citizenship Behavior (OCB) is behavior carried out by an employee that exceeds formal work obligations, but has a good impact because it supports organizational effectiveness. Culture value is one of the factors for the high level of organizational citizenship behavior in Makassar ethnic nurses. According to the theory that researchers read, it is not only culture values that are a factor in high OCB. There are several factors that influence OCB, including Workplace Variables, HRM Policies & Practices, Culture, Contextual Factors, Work Centrality, Org Service Orientation, Org Reputation Threat, Dispositional Variables, Org Commitment, Demographic Variables, Personality Variables, Leader Supportive. Researchers became interested because this research only explored cultural values. Researchers want to look for other factors that influence the high OCB of the Makassar tribe at Lanto Dg Pasewang Jeneponto Regional Hospital so that they can be explored in more depth and become input for hospitals and other organizations. **Methods:** The type of research carried out is qualitative research with a phenomenological approach. The informants in the research were 3 key informants consisting of the hospital director, head of nursing and head of the inpatient room and 7 regular informants consisting of several nurses at Lanto Dg Pasewang Jeneponto Regional Hospital. **Results:** Based on the results of interviews conducted by writers and ethnic Makassar nurses at Lanto Dg Pasewang Jeneponto Regional Hospital, there are several factors that influence the high level of OCB attitudes. Divided into 2 factors, namely internal and external. Internal factors include aspects originating from individual members of the organization, while external factors relate to the organizational environment and culture within it. Internal and external factors are interrelated in increasing OCB. Internal factors include aspects originating from individual members of the organization which include Dispositional Variables, Organizational Service, Organizational Commitment, Personality Variables, and Work Centrality. External factors relate to the organizational environment and culture within it, which include Workplace Variables, HRM Policies & Practices, Culture Values, Contextual Factors, Organizational Reputation Treats, Demographic Variables, and Leader Supportiveness. **Conclusion:** These twelve factors influence the high level of Organizational Citizenship Behavior (OCB) in Makassar ethnic nurses at Lanto Dg Pasewang Jeneponto Regional Hospital. **Key words:** Organizational Citizenship Behavior, Makassar Ethnicity, Nurses, Hospitals.

## INTRODUCTION

Every hospital is required to have quality assets, one of the most quality assets is human capital. As a hospital develops, human capital is needed to realize the success of the hospital's goals. Human capital has an important role in organizations, as a determinant of direction in development and determines the success or failure of the organization in facing competition in the current era of globalization. One of the most important things in any type of organization, including hospital organizations, is quality human resources with creativity and talent to advance the organization.<sup>1</sup>

A nurse is someone who interacts more often with patients throughout the 24 hours than other workers in the hospital. Nurses are the spearhead of whether the health services provided to patients are good or not. Such demands make nurses one of the hospital elements that really need behaviors from the organizational citizenship behavior dimension.<sup>2</sup> Organizational Citizenship Behavior (OCB) is behavior carried out by an employee that exceeds

formal work obligations, but has a good impact because it supports organizational effectiveness. The aspects of OCB according to Organ<sup>3</sup> are altruism, conscientiousness, sportsmanship, courtesy, civic virtue.

Organizational Citizenship Behavior is a concept that continues to develop and is interesting because it is known as a measuring tool for organizational behavior that will have an impact on organizational performance.<sup>4</sup> Culture values are an effective contributor to achieving goals, whether in the form of competitive advantage, organizational performance and OCB. Culture values are seen as basic assumptions or values held, representing the personality of the organization. It functions as a system of shared meaning held by organizational members that differentiates them from other people, which is intended by<sup>5</sup> as a function of internal adaptation.

Cultural values play a significant role in the way individuals live their lives and behave in the workplace.<sup>6</sup> have conducted research on cultural values, especially in the Bugis tribe, saying that "siri

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na passe" which is the cultural value of the Bugis tribe has been used as a way of life from generation to generation which influences the attitudes, behavior and behavior of the Bugis community.<sup>7</sup> According to the theory that researchers read, it is not only culture values that are a factor in high OCB. There are several factors that influence OCB, including Workplace Variables, HRM Policies & Practices, Culture, Contextual Factors, Work Centrality, Org Service Orientation, Org Reputation Threat, Dispositional Variables, Org Commitment, Demographic Variables, Personality Variables, Leader Supportiveness.<sup>8</sup>

The results of data collection at the Lanto District Hospital in Pasewang Jeneponto showed that in 2019 nurses working at the Lanto District Hospital in Pasewang Jeneponto had high organizational citizenship behavior, namely 94.4%.<sup>9</sup> Based on the background above, researchers are interested in analyzing the factors that influence the high level of organizational citizenship behavior (OCB) of Makassar ethnic nurses at Lanto and Pasewang Jeneponto Regional Hospital. There is still very little research regarding OCB and its relationship to ethnicity, moreover, very few have looked at the relationship between OCB and the Makassar ethnic group in the hospital setting.

## MATERIALS AND METHODS

### Location and Research Design

This research was carried out at Lanto Dg Pasewang Jeneponto Regional Hospital. The type of research used is qualitative with a phenomenological approach.

### Informant

The informants in the research were 3 key informants consisting of the hospital director, head of nursing and head of the inpatient room and 7 regular informants consisting of several nurses at Lanto Dg Pasewang Jeneponto Regional Hospital.

### Method of Collecting Data

In phenomenological research, the data collection method used focuses on in-depth interviews and narratives as the main steps in making explanations and depictions of experiences that have been experienced in life. Apart from describing a person's life experience, it is necessary to obtain data through documentary methods or visual methods.

### Data Analysis

#### Reduction

In the data reduction stage, the researcher will collect as much research data as possible through observation methods, in-depth interviews or from various documents related to the subject under study.

#### Display Data or Presentation of Data

Data that has been obtained through observation and direct observation can be made in the form of a matrix or table containing a list of the classifications of each data which can be presented in the form of a chart or narrative containing a descriptive explanation of the data obtained.

#### Drawing conclusions

Drawing conclusions is advanced analysis and is part of data reduction and data display so that researchers can conclude according to the data or facts found in the research process.

#### Data Validation

Data validity can be obtained by carrying out an appropriate data collection process, the most frequently used method for data validity is the triangulation process. Patton in <sup>10</sup> states that there are four types

of triangulation as a technique for checking the validity of the data studied, which consists of:

#### Data triangulation

Validity techniques are carried out using various sources of data acquisition, such as documents, archives, interview results, observation results or also by interviewing more than one subject who has different phenomena so as to find data from different subject points of view. In this technique, more emphasis is placed on analyzing whether the data obtained is valid, accurate and reliable. There needs to be evidence through documentation or interview reports so that the validity of the research data obtained is guaranteed.

#### Observer triangulation

The data validity process is carried out by prioritizing the results of examinations from observers outside the researcher. There are observers outside the researchers who take part in helping check the correctness of the data obtained. It is best if the observer in this case is a supervisor who provides input and suggestions regarding the validity of the data collected. The supervisor is also an assessor in providing opinions if there is data that needs to be corrected or completed so that data analysis is carried out validly.

#### Triangulation theory

Data validity techniques are based on the assumption that the level of confidence found in the facts found in research cannot be measured only by one theory or more other theories. The facts found can usually be explained with an explanation followed by a comparison.

#### Qualitative Analysis Tools

Data analysis was carried out by researchers using NVivo 12 plus software. To achieve the goals of efficiency and effectiveness in research, researchers are advised to use the Ncapture feature so they can easily download articles and also enter them into the NVivo 12 plus software.

The most basic thing that every qualitative researcher must pay attention to is how to measure the accuracy or consistency of qualitative research. To be able to determine the level of reliability in this research, researchers can use the help of NVivo 12 plus software which has a Coding Comparison Query feature. The Coding Comparison Query feature or coding feature is usually used to assign codes or marks to articles that have important words related to the theme chosen by the researcher.

Based on the results of interviews conducted by writers and ethnic Makassar nurses at Lanto Dg Pasewang Jeneponto Regional Hospital, there are several factors that influence the high level of OCB attitudes. Divided into 2 factors, namely internal and external. Internal factors include aspects originating from individual members of the organization, while external factors relate to the organizational environment and culture within it. Internal and external factors are interrelated in increasing OCB. These factors can be seen in the results of the NVivo analysis above.

### External Factors of OCB of Makassar Ethnic Nurses at Lanto Dg Pasewang Jeneponto Regional Hospital

#### Workplace Variables

Workplace variables are social environmental variables that have a major influence through physiological and psychological processes that influence employee reactions.<sup>11</sup> Based on the results of an interview with the Director of RSUD Lanto Dg Pasewang Jeneponto, at the beginning of 2019, the hospital experienced the threat of terminating the BPJS collaboration because the hospital was not yet accredited. According to the Hospital Director (2022), everyone fought

hard to save the hospital with eight weeks remaining. I always involve everyone to work together. Through various phases, this hospital was finally able to recover from its downturn. As a leader, the Hospital Director is very responsible and has full concern for the place where he works. This attitude allows hospital leaders to embrace their employees in improving hospital conditions. In addition, according to the statement from the Head of Nursing, after this hospital was accredited, services began to recover. This hospital is like a second home, my co-workers are like family. Followed by the results of an interview with one of the nurses, according to the nurse. The environment in this hospital is very safe and comfortable, the facilities are adequate, co-workers support each other, the leadership also keeps me motivated. social environmental variables that have a big influence through physiological and psychological processes that influence employee reactions. Regarding existing regulations in hospitals, according to one nurse (2022) the existing rules are not burdensome, all the rules apply to discipline so that the quality of human resources improves.

### HRM Policies and Practice

Regarding the nurse recruitment process at Lanto Dg Pasewang Regional Hospital, according to the Hospital Director (2022) the recruitment process consists of the registration stage, theory test stage, interviews and practice, orientation and credentialing. Everything is done using a strict process, for senior nurses whose STR has expired, they will be taken to the office. they can't provide services to patients first, we obey the law. We created this work culture to guarantee the quality of hospital services because patient safety is the most important thing. And according to the Head of Inpatient Care (2022), there is no difference between one and another regarding the recruitment process. Of course nepotism does not apply at this hospital. The job description socialization process is carried out at Lanto Dg Pasewang Regional Hospital according to the Hospital Director (2022). Nurses will be oriented first for 3 months, and a roll call will be held in each room, duties and responsibilities will be explained, SOPs for carrying out tasks. After 3 months of training, you will be placed at Interna, where you will be guided for 3 months. Then an evaluation is carried out. And according to one nurse (2022), the team leader explained his duties in detail, briefing him on what would be done or continuing work from colleagues. HRM Policies are at the second level of analysis and represent employee-focused programs, which should influence the choice of HRM practices, for example, performance pay policies should reflect practice choices such as profit sharing and variable income.<sup>12</sup> The reward and sanction system that applies according to the Head of Nursing (2022) is carried out monthly for the ER section and every third of the month in other rooms, for sanctions given in the form of fines. According to nurses (2022), a form of reward is given when an exemplary nurse, such as arriving early, will be given a prize, if they arrive late, punishment will be in the form of a fine, check lock. Management commitment in terms of human capital/HR according to the Head of Inpatient Care (2022) is usually given training, or included in seminars on health. Usually a study permit is also given to those who wish to continue their education. Always give direction and motivation when the rally is taking place. During meetings, it is always re-evaluated regarding things that are lacking and need to be improved in improving the performance of human resources, especially nurses. And according to the nurse (2022), of course we as nurses are always given guidance, followed by seminars and training as well, and routinely hold discussions in each room.

### Culture Value

Cultural values play a significant role in the way individuals live their lives and behave in the workplace. Research conducted in two different countries, namely China by.<sup>13</sup> Based on the results of interviews conducted with Makassar tribal nurses at Lanto Dg Pasewang

Jeneponto Regional Hospital, it shows that the principles adhered to by the Makassar ethnic group have an influence on Cultural Value (CV), This has an important influence on the high level of Organizational Citizenship Behavior (OCB) of Makassar tribal nurses at Lanto Dg Pasewang Jeneponto Regional Hospital. In accordance with one of the principles of the Makassar tribe, namely Teai mangksara' punna bokona loko', according to the Director of RS (2022) there is something interesting, when they are given responsibility they are truly committed to carrying out their duties until they are completed well. So the principles of Makassar culture are very attached to them, thus influencing the high level of OCB.

The next principle, A'bulo Sibatang, according to the Head of Nursing (2022), is that nurses at Lanto Dg Pasewang Jeneponto Regional Hospital really uphold the principles of their culture in their work. they work together in carrying out services, this includes the principle of a'bulo sibatang accera sitongka-tongka, meaning that in carrying out the work they really help each other, do it together, no one works alone. When we give them input, they always listen well, never argue. The Makassar tribe also has the Sipakatau principle, according to one nurse (2022) as Makassarkamk tribe nurses adhere to the principle of mutual respect for those who are older or more senior, but seniors also respect juniors, so they respect each other. If someone needs to be reprimanded, don't reprimand him in front of many people or in front of patients, so we also prioritize ethics between fellow humans and patients and families.

Furthermore, according to the Director of RS (2022), the principle of Siri' Na Pacce, as people from the Makassar tribe uphold the value of siri na pacce, therefore it is not surprising that they have a high sense of shame and pity. Embarrassed to be late, embarrassed if the work is not done optimally, embarrassed to come home earlier than the boss, embarrassed if you have to be reprimanded. And they have a sense of compassion, therefore, they will not bear to leave a friend who is having difficulty at work, or if a colleague is unable to attend and the colleague asks for help, they will definitely help each other, by changing shifts, or anything that can get the job done without delay. There is a problem.

The next principle adhered to by the Makassar tribe is Ku alleanngi tallanga na toalia, according to one of the nurses (2022). We as Jeneponto people have strong principles, high determination and are brave in our work. We indirectly apply this principle, as we never neglect carrying out our duties, we also help each other.

Furthermore, the principle of Ejapi nikana only, according to one of the nurses (2022) here we rarely go home on time because we adjust to the conditions, if we want to change from morning to afternoon shift but there is still a lot of work, we also do it until conditions allow it. Or, for example, there is a patient who is going to be taken to the ICU, so you will be left for a while to look after him in this room until he comes back and a friend will look after him next. The next principle of the Makassar tribe is Angulumni naung batu lomoa nangroll ascending cakdia stones, according to one of the nurses (Nurse, 2022) in the room between juniors and seniors there is no discrimination, seniors are not arrogant, and juniors are reprimanded when they make a mistake. Also immediately introspect yourself and try not to repeat the same mistakes.

The Makassar tribe also adheres to the principle of Macca na Malempu', according to the Director of RS (2022). When holding roll calls, regular meetings, monitoring and evaluation are always carried out every month to assess performance. On average, the performance is good. Furthermore, there are the principles of Bajikangangi tattilinga naia tallanga and Le'ba kusuronna biseangku, kucampa'na sombalakku, tamassaile punna teai labuang, according to the Director of the Hospital (RS, 2022) our work ethic is strong, so no matter how difficult the work problems they face, they are persistent and mutual. work together.



## Contextual Factors

According to<sup>14</sup> Contextual Factors are external influencing factors originating from: Task characteristics, attitudes or roles at work, leadership style, group characteristics, organizational culture, professionalism and skills individual, and social role expectations. Work is an important thing for individuals, according to one nurse (2022) work is very important, because as a nurse you have to do your job well and professionally, even though you have to sacrifice time leaving your children at home and carrying out your responsibilities here, but I do it. sincerely because it is my duty as a nurse.

Regarding working time spent in the hospital, according to the Hospital Director (2022) This depends on the existing activities, when there are a lot of activities or additional tasks they usually work overtime, especially when the hospital is in the accreditation process, everyone spends more time in the hospital doing their work, they even left their families at home to complete their work, I was very impressed to see everyone eager to do what they were told to do.

## Organizational Reputation Treat

Organizations identify and define their identity and reputation as strategic intangible assets capable of generating sustainable competitive advantages.<sup>15</sup> A hospital's reputation is very important for individuals, according to one nurse (2022) for us as nurses, a hospital's reputation is very important, because if the hospital's reputation is good, it makes people trust treatment at this hospital, on the other hand, if the hospital has a good image bad, it will make people move to other hospitals, that's why we always try hard to maintain the image of the hospital so that patients no longer move or seek treatment to other hospitals.

In maintaining the reputation of a hospital, there are many things that need to be done, according to the Hospital Director (2022), the hospital record always tries to improve the quality of hospital services, monitoring and evaluation are always carried out every month in order to continue to improve the quality of services throughout the hospital so that the public can trust this hospital again. The strategy implemented by RSUD Lanto Dg Pasewang Jeneponto according to the Head of Nursing (2022) Apart from providing maximum service, colleagues in the service are obliged to treat patients as if they were caring for their own family, not differentiating between BPJS patients or the general public. This is done to maintain patient satisfaction and the effect will also be trusted in the community if the service here is good.

## Demographic Variable

The various demographic factors include gender, education level, age, employment status, marital status, length of service, position and salary level.<sup>16</sup> At Lanto Dg Pasewang Jeneponto Regional Hospital there is a division of work based on age, gender and education. This aims to ensure that the team is formed according to their respective workloads. According to one nurse (2022), regarding the division of labor, certain rooms are like the NICU, there are no men there, all are women, child care, such as the ER, requires lots of men to be efficient in assisting patient ambulances, in the operating room, lots of men are also needed. -Tall men, if the average age here is what I see, if those who are above the average age are asked to go to a rather relaxed clinic, the young ones will be cared for in relation to the level of education, except for the head of the room, looking at the level of education, the head of the room in nursing, he must have a S.kep degree, added nurse, looking at his performance, length of service, there is no difference in class, everything is the same and the cooperation is all good. Moreover, when Covid took everyone away, it was easy to mingle. Even though there are differences in age, gender and level of education, according to one nurse (2022) everyone works together well, age and gender are not a barrier or differentiation.

## Leader Supportiveness

Leader supportiveness is defined as the extent to which the leader encourages participation in training, innovation, and knowledge acquisition and provides recognition to employees involved in activities.<sup>17</sup> As a leader at Lanto Dg Pasewang Jeneponto Regional Hospital, it is important to provide encouragement to employees or health workers. According to the Hospital Director (2022) To support the health workers at this hospital, as the director always provides direction and motivation, giving confidence that they all play an important role in advancing the quality of the hospital, there is no difference between them, they are all the same, equally important. Starting from the cleaners to the top level, everyone is important and has duties and responsibilities that can really improve the hospital, so one way of giving encouragement is that I always make them aware that they are very important to the hospital, and their work is also very important. important in improving the quality of service in hospitals. The leaders really trust the performance of the nurses in this hospital, according to the Head of Nursing (2022) of course we always give them trust in carrying out their duties and responsibilities, that way the nurses in this hospital can also be more confident in carrying out their duties, and we continue to monitor and evaluate the performance results of the nurses for the good of both nurses and patients.

## Internal OCB Factors of Makassar Ethnic Nurses at Lanto Dg Pasewang Jeneponto Regional Hospital

### Dispositional Variables

Dispositional factors are how people view other people. In research conducted by.<sup>18</sup> This characteristic can still influence a person's sense of trust related to motivation, perception and attitude. When working at the Lanto Dg Pasewang Jeneponto Regional Hospital, there is an impression that, according to the Head of Nursing (2022), the bond between the nurses and all their colleagues is very strong, here everyone is like brothers/family, it would be hard if we were separated, it would be very hard to leave the hospital this is when you retire.

Regarding individual performance, according to one nurse (2022) We are all here to serve patients, the patient's needs and comfort must be met, therefore we always work as best as possible, we also always think that if my friend can do it, I can't, so we will definitely be able to finish work as well as the other friends too

### Organizational Service

Results explains that service orientation at the individual level can be defined as a set of attitudes and behaviors that influence the quality of interactions between organizational employees and their customers.<sup>19</sup> There are many ways that organizations can improve nurse performance. According to one nurse (2022), when in a meeting, nurses are always given appreciation and also always given motivation, support and enthusiasm for their work, so that their work can be completed and the results are good. Coupled with the statement by the Head of Inpatient Care (2022) that hospitals must improve the performance of nurses, starting from their abilities or skills, knowledge in order to refresh their knowledge, such as BTCLS training, K3 training, etc.

### Organizational Commitment

The nurses and co-workers at the Lanto Dg Pasewang Jeneponto Regional Hospital feel that there are many impressions and reasons that make the employees feel at home working at this hospital. According to the Head of Inpatient Care (2022), the environment at this hospital is very supportive, apart from being close to home, the sense of family is very close, the friends here are kind, and the superiors are very motivating, it is only natural that the employees at this hospital

feel comfortable. Because everyone can be invited to work together. If a problem occurs between nurses, according to one of the nurses (2022), the problem that occurs is of course resolved well, in a friendly manner, so that the problem does not drag on and affect performance.

To improve performance to achieve hospital goals, it is important for all colleagues to be active in the activities carried out at the hospital. According to the Hospital Director (2022), management must set a good example. If there are activities at the hospital, we must also participate and involve our friends below. Such as, several workshops or training. Or if competitions are held, I also think it's quite good that we should participate.

Organizational commitment is the degree to which employees believe and accept the goals of the organization and will stay or not leave the organization (20). Good performance will produce good output. Achieving the hospital's goals will make the employees proud. According to one of the nurses (2022), the director always said that we are all here with one goal, so if the hospital's goals are achieved, we will definitely feel that our goal of working here has also been achieved. The hospital is where we work every day, so there is a sense of pride when the hospital's goals or achievements are realized.

### Personality Variable

As a nurse at Lanto Dg Pasewang Jeneponto Regional Hospital, it is very important to work together as a team, according to one of the nurses (2022) nurses at this hospital like to work together in teams, this is so that work can be completed quickly, if there are individual tasks, keep helping each other.<sup>21</sup> defines personality as a set of stable characteristics and tendencies that determine similarities and differences in psychological behavior (thoughts, feelings, and actions).

Regarding the personality of nurses in hospitals, according to the Hospital Director (2022), as a leader, you must be a figure 1 who can influence people or move someone or a group to achieve a goal or goals.

Of course, we have to approach those with different personalities. Some of the employees at this hospital are introverts and some are extroverts. But for most of the employees or health workers here, everyone is open, there is nothing difficult to move, meaning everyone gets along, especially every day, when they handle patients there are teams so they are used to working together in teams.

### Work Centrality

The concept of "work centrality" generally refers to the level of importance of work in a person's life.<sup>22-26</sup> This work is very meaningful for the nurses at Lanto Dg Pasewang Jeneponto Regional Hospital. According to one nurse (2022), this work is very important and meaningful, even for the sake of work and professionalism, I spend more time in the hospital than at home, but it is also an obligation as a nurse, to do it sincerely and always be grateful. Because of their strong dedication, nurses spend a lot of time in hospitals. According to one nurse (2022) we also don't go home if the work isn't finished. If something is not finished, it is usually finished first.<sup>26-29</sup>

### CONCLUSION

According to the results and discussion obtained regarding the factors that influence the high level of Organizational Citizenship Behavior (OCB) among Makassar ethnic nurses at Lanto Dg Pasewang Jeneponto Regional Hospital, there are internal factors and external factors. Internal factors include aspects originating from individual members of the organization which include Dispositional Variables, Organizational Service, Organizational Commitment, Personality Variables, and Work Centrality. External factors relate to the organizational environment and culture within it, which include Workplace Variables, HRM Policies & Practices, Culture Values, Contextual Factors, Organizational Reputation Treats, Demographic Variables, and Leader Supportiveness. These twelve factors influence the high level of Organizational Citizenship Behavior (OCB) among

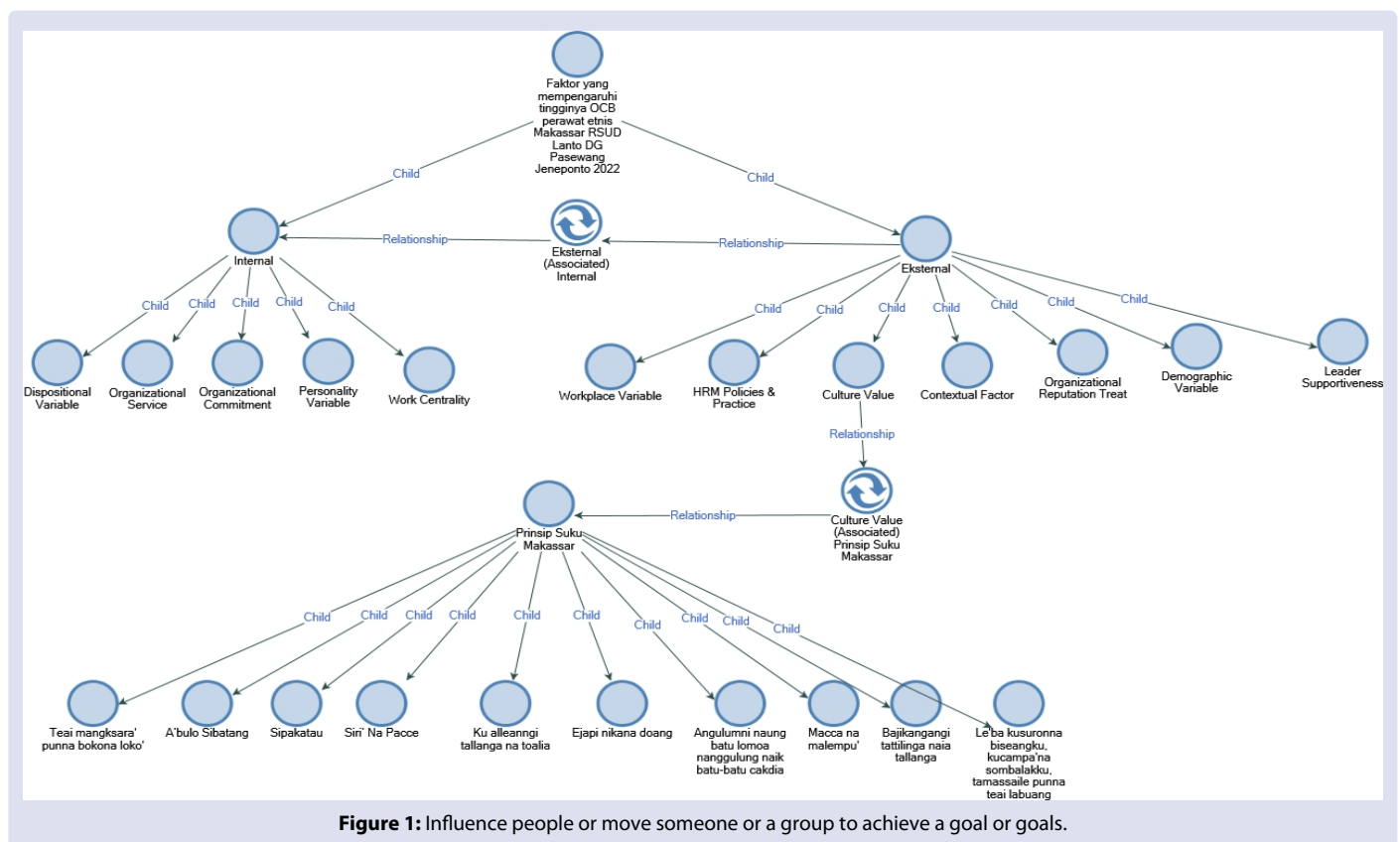


Figure 1: Influence people or move someone or a group to achieve a goal or goals.

Makassar ethnic nurses at Lanto Dg Pasewang Jeneponto Regional Hospital.

Makassar ethnic nurses at Lanto Dg Pasewang Jeneponto Regional Hospital adhere to their cultural values. Based on the results of interviews that the author has obtained, there is a close relationship between culture values and Organizational Citizenship Behavior (OCB). Some of the wisdom of the Makassar tribe embraced by Makassar ethnic nurses at the Lanto Dg Pasewang Jeneponto Regional Hospital; 1) Teai mangksara' punna bokona loko' (Not a Makassarese if the person has a wound in the back), 2) A'bulo Sibatang (Unity, mutual cooperation, working together, helping each other), 3) Sipakatau (humanizing each other), 4) Siri' Na Pacce, 5) Ku alleanngi tallanga natoalia (better to sink than to return), 6) Ejapi nikana doang (A person is known for his works and deeds), 7) Angulumni, 8) shade of lomoa stones rolled up by cakdia stones (Big stones roll down, while small stones roll up), 8) Macca na malempu' (smart and honest), 9) Bajikangangi tattilinga naia tallanga (It's better to tilt than sink), 10) Le'ba kusuronna biseangku, kucampa' na sombalakku, tamassaile punna teai labuang (If I push the boat, the sails are spread, I won't turn around if it's not the port I'm aiming for). This principle encourages Makassar nurses to improve their performance which supports increasing work professionalism in preparing, determining and implementing basic service levels and specialist service levels to support improving the quality of service at the Lanto Dg General Hospital. Pasewang, Jeneponto Regency. This is also proven by the improvement in the poor condition of hospitals in 2019 until they received accreditation in a short period of time.

## SUGGESTION

### For the Development of Knowledge

It is hoped that the results of this research can be used as a reference that makes a contribution, especially to Organizational Behavior and hospital HR management.

### For hospitals

It is recommended for hospital management, especially the Head of Nursing, to maintain and continue to pay attention to factors of high OCB for nurses, especially external factors related to the organizational environment and culture within it so that they are not always enthusiastic and have high motivation in completing their work. This also has an impact on increasing nurses' work commitment in carrying out their responsibilities.

Hospital management needs to strengthen external and internal OCB factors so that all nurses continue to implement OCB behavior at work. Efforts can be made by instilling the importance of a nurse's responsibilities in the work and organization, supporting and providing direction to maintain membership and adapting employee work to their abilities and interests and superiors must clearly communicate their expectations to subordinates. Increasing OCB is expected to create a sense of belonging, a sense of involvement in work and feeling truly needed by the organization and feeling comfortable to remain in the organization, even though the organization is experiencing difficulties or difficult conditions.

For all hospital leaders from the director to the head of the room, it is hoped that they will always provide support, trust and appreciate what they do, because ethnic Makassar nurses have qualities that need to be appreciated so that they will carry out their work diligently in accordance with their responsibilities. he answered.

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