



The Influence of Organizational Culture, Work Morale and Job Satisfaction Onemployee Altruism at the Padang City Population and Civil Registry Service

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Abstrak:

Penelitian ini bertujuan untuk mengidentifikasi pengaruh budaya organisasi, moral kerja, dan kepuasan kerja terhadap altruisme pada pegawai Disdukcapil Kota Padang. Jenis penelitian ini adalah penelitian kuantitatif dengan menggunakan perhitungan angka menggunakan analisis statistik. Metode yang digunakan dalam penelitian ini menggunakan regresi linier berganda. Populasi dalam penelitian ini adalah pegawai pada Dinas Kependudukan Catatan Sipil Kota Padang. Jumlah sampel dalam penelitian ini adalah 59 pegawai. Hasil penelitian menunjukkan bahwa Variabel Budaya Organisasi memiliki nilai signifikansi sebesar 0,201 ($>0,05$) dan t hitung $-1,296 < t$ tabel 2,004, sehingga disimpulkan bahwa Variabel Budaya Organisasi tidak memiliki pengaruh yang signifikan terhadap Variabel Altruisme. (H1 Ditolak). Variabel Semangat Kerja memiliki nilai signifikansi sebesar 0,023 ($<0,05$) dan t hitung $2,333 > t$ tabel 2,004, menyimpulkan bahwa Variabel Semangat Kerja memiliki Pengaruh yang Signifikan terhadap Variabel Altruisme. (H2 Diterima). Variabel Kepuasan Kerja memiliki nilai signifikansi sebesar 0,011 ($<0,05$) dan t hitung $2,637 > t$ tabel 2,004, sehingga dapat disimpulkan bahwa Variabel Kepuasan Kerja memiliki Pengaruh yang Signifikan terhadap Variabel Altruisme. (H3 Diterima). Diketahui signifikansi yang diperoleh sebesar 0,000 ($<0,05$) dan nilai F hitung sebesar $9,070 > F$ tabel 2,77, sehingga dapat disimpulkan bahwa variabel Budaya Organisasi, Semangat Kerja dan Kepuasan Kerja memiliki pengaruh secara simultan (bersama-sama) terhadap variabel Altruisme.

Kata kunci: Altruisme, Budaya Organisasi, Kepuasan Kerja, Karyawan, Semangat Kerja.

Abstract:

This research aims to identify the influence of organizational culture, work morale, and job satisfaction on altruism in Padang City Disdukcapil employees. This type of research is quantitative research using number calculations using statistical analysis. The method used in this research uses multiple linear regression. The population in this study were employees at the Padang City Civil Registration Population Service. The total sample in the research was 59 employees. The results of the research show that the Organizational Culture Variable has a significance value of 0.201 (>0.05) and t count $-1.296 < t$ table 2.004, so it is concluded that the Organizational Culture Variable does not have a significant influence on the Altruism Variable. (H1 Rejected). The Work Morale variable has a significance value of 0.023 (<0.05) and t count $2.333 > t$ table 2.004, concluding that the Work Morale Variable has a Significant Influence on the Altruism Variable. (H2 Accepted). The Job Satisfaction variable has a significance value of 0.011 (<0.05) and t count $2.637 > t$ table 2.004, so it can be concluded that the Job Satisfaction Variable has a Significant Influence on the Altruism Variable. (H3 Accepted). It is known that the significance obtained is 0.000 (<0.05) and the calculated F value is $9.070 > F$ table 2.77, so we can conclude that the variables Organizational Culture, Work Morale and Job Satisfaction have a simultaneous (together) effect on the Altruism variable.

Keywords: Altruism, Employees, Job Satisfaction, Organizational Culture, Work Morale.

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INTRODUCTION

Altruiveness is the characteristic of someone who likes to help other people with a sense of sincerity and does not expect anything in return, and even tends to prioritize other people's interests more than their own interests. A study shows that interactions and good relationships in an environment have a big influence in encouraging acts of altruism among people in that environment. Carrying out an attitude of altruism can add to a person's value in society. People will certainly be more interested in working with people who like to help. Altruism does not result in rewards or rewards. However, in the subconscious, there is a reward in the form of a feeling of happiness and satisfaction with oneself that appears after doing good deeds. Feelings like this make someone want to carry out an act of altruism (Nareza T, 2020). Altruism as altruism for personal satisfaction which has the meaning of an individual's inherent sense of pleasure in seeing positive results when they try to share knowledge with other individuals (Wei-Tsong Wang & Hou, 2015). Individuals who can share their knowledge with other individuals in the organization without needing to think about what they will get in return are characterized as altruistic people (Okyere-kwakye & Nor, 2011).

Morality towards Altruism is closely related to the assessment of altruistic actions that pay attention to the welfare of other people in the realm of ethics or morality (Organ, 1988). Altruism aims to provide a theoretical basis for the evolution of moral behavior, assuming that such behavior does in fact provide benefits, even if indirect, to the individual, his offspring, or the genes he carries (Cela-Conde et al., 2010). What can be interpreted is that the presence of altruism really provides benefits in behaving and forming good morals. Morals in the scope of work or called work morals refer to the values, attitudes and behavior held by individuals in carrying out their duties and work. It involves concepts regarding what is considered right and good in the context of work, including integrity, responsibility, honesty, and professional ethics (Almuzzammil, 2024; Jannah, 2016). Altruism in this context, refers to behavior that provides assistance to others without expecting personal reward. In the world of work, high work morale can influence how a person interacts with coworkers, customers, and the organization as a whole (Eryc, 2023; Nengsih et al., 2025). Altruism can be part of ideal work morale. In the scope of work there is culture or what could be called organizational culture (Fadhilah & Mukhlis, 2021; Matondang et al., 2025).

Every organization has its own culture which is the characteristic of an organization. The culture of an organization plays a quite important role in the organization, because a good culture will be able to provide comfort which then supports the performance of its members (Jena, 2018; Marhaeni, 2025). On the other hand, an organizational culture that is not good or that is not in accordance with individual members will trigger a decline in the performance of each member (Islam et al., 2020). Altruism in an organizational context is behavior that helps others without expecting personal reward. These actions often have a positive impact on organizational performance and the quality of relationships between individuals in the work environment. An organizational culture that encourages an attitude of altruism can lead to an environment that is more cooperative, productive, and cares about the collective welfare of its members/employees/employees. Altruism in organizations, that is, voluntary behavior that has

the effect of helping others with certain tasks or problems relevant to the organization, increases organizational learning. Therefore, it seems that companies that create work environments are based on altruism (Barghouti et al., 2022). Employee altruism is often related to their level of job satisfaction with the organization. Employees who feel satisfied with their jobs and have a high level of satisfaction with the organization will be more likely to show altruistic behavior, such as helping coworkers without expecting anything in return.

Job satisfaction and altruism have a close relationship in the context of organizational behavior. Job satisfaction refers to the positive feelings an employee has towards his or her job, while altruism is an action driven by concern for the welfare of others without expectation of personal reward. These two things can influence each other, both in a positive and negative context. Employees who feel satisfied with their jobs are more likely to show altruistic behavior. A sense of satisfaction will increase motivation to help colleagues or make a greater contribution to the organization without expecting immediate reward. High job satisfaction can create an atmosphere that is more supportive of altruistic actions, because employees feel valued and emotionally involved with their work. However, in one of the other studies, there is a negative relationship between job satisfaction and altruism, this research mentions the practical implications related to the question of what organizations can learn from the negative relationship between career satisfaction and altruistic OCB found in this research. The reason is that focusing too much on the careers of high achievers and not enough on altruism within the team may have a negative impact on helping behavior among coworkers as a whole (Koster, 2014). Even though there are differences of opinion, this provides a new perspective regarding the discussion in this paper. If we adjust it to existing theory, people who have high job satisfaction will tend to work more willingly, or it could be said to influence their altruism.

Altruisme adalah tindakan membantu orang lain tanpa mengharapakan imbalan apa pun, seringkali dengan tujuan meningkatkan kesejahteraan orang lain. Dalam konteks pegawai, altruisme mengacu pada sikap atau perilaku yang lebih mengutamakan kepentingan orang lain, seperti rekan kerja, perusahaan, atau masyarakat luas, ketimbang kepentingan pribadi mereka. Altruisme pegawai sering kali dipengaruhi oleh motivasi internal yang bersifat intrinsik yaitu segala hal yang berasal dari dalam diri suatu objek, individu, atau fenomena, yang memberikan makna, nilai, atau tujuan secara inheren. Berdasarkan teori Self Determination Theory (SDT) yang dikemukakan oleh Deci dan Ryan, orang akan cenderung berperilaku altruistik ketika mereka merasa memiliki otonomi, kompetensi, dan rasa keterhubungan dengan orang lain. Employees who feel connected to coworkers or valued by the organization tend to be more willing to contribute selflessly.

From the explanation above, the author is interested in conducting research on one of the agencies, where employees in this agency really need the nature of altruism, because these employees will often carry out public service interactions with the community directly, so that the existence of altruism will create a harmonious atmosphere which will later will also greatly influence the quality of the service, so this can of course be seen directly from the facts on the ground.

At the Population and Civil Registration Service, employees only work according to the demands required of them, if there is extra work then there are regulations that regulate it. And if there are employees who are reluctant to help fellow colleagues (outside of the

employee's mandatory work) at Disdukcapil, then sanctions can be issued, especially for honorary employees. Here there are demands made if there are employees who are reluctant to help fellow colleagues. One of the employees of the Padang City Dukcapil Office also said that when helping, it was not voluntary, but rather forced, because there were demands there. So this is something that is contrary to the value of altruism. This is resource person 2, who is an employee or staff who works at the Dukcapil Office directly, who stated that he was reluctant to help, but because of demands, he was forced to follow the existing rules. Seeing this, of course it is not the altruism trait that employees should have, because in this case the employee only wanted to help his fellow co-workers because of demands.

In this article the hypothesis that will be discussed is (H1) There is a significant influence of Organizational Culture (X1) on Altruism (Y) in the OCB of Padang City Civil Registration Department Employees. (H2) There is a significant influence on employee work morale (X2) on altruism (Y) in the OCB of Padang City Civil Registration Department employees. (H3) There is a significant influence of Job Satisfaction (X3) on Altruism (Y) in the OCB of Padang City Civil Registration Department Employees. (H4) There is a significant influence of Organizational Culture (X1), Work Morale (X2), and Job Satisfaction (X3) on Altruism (Y) in the OCB of Padang City Civil Registration Department Employees.

This research is urgently needed for several reasons. First, public service organizations like Disdukcapil require genuine altruistic behavior to provide quality services to the community. Second, understanding the factors that influence authentic altruism can help organizations develop better human resource management strategies. Third, the COVID-19 pandemic has highlighted the importance of collaborative and supportive work environments, making altruistic behavior more critical than ever in organizational settings.

Several studies have examined the relationship between organizational factors and altruistic behavior. Barghouti et al. (2022) found that compassion in the workplace leads to an altruism-based climate that indirectly improves company performance through organizational resilience. Moorman demonstrated that employees who feel satisfied with their jobs are more likely to show altruistic behavior. However, Koster (2014) found a negative relationship between career satisfaction and altruistic OCB, suggesting that focusing too much on individual careers may reduce helping behavior among coworkers. These conflicting findings highlight the need for further investigation. Despite the existing literature, there remains a significant gap in understanding how organizational culture, work morale, and job satisfaction simultaneously influence employee altruism, particularly in Indonesian public service contexts. Most previous studies examined these relationships individually or in different cultural contexts, leaving a void in comprehensive understanding of their combined effects in Indonesian organizational settings.

This research contributes to the literature by: (1) examining the simultaneous influence of organizational culture, work morale, and job satisfaction on employee altruism in an Indonesian public service context; (2) providing empirical evidence for the conflicting theories regarding job satisfaction and altruism relationships; (3) offering insights into altruistic behavior in mandatory helping environments versus voluntary contexts; and (4) developing a comprehensive model of factors influencing altruism in public service organizations.

Based on the background described above, several research problems emerge. First, there appears to be a disconnect between the expected altruistic behavior and the actual implementation in the workplace, where employees at Disdukcapil are forced to help colleagues due to organizational demands rather than genuine altruistic motivation. Second, it remains unclear how organizational factors such as culture, work morale, and job satisfaction influence genuine altruistic behavior among employees. Third, the existing literature shows conflicting findings regarding the relationship between job satisfaction and altruism, creating a knowledge gap that needs empirical clarification.

Based on the background of the problem described above, several objectives that the author wants to convey in this writing are to identify the influence of Job Satisfaction on Altruism in Padang City Population and Civil Registration Department Employees. To identify the influence of employee morale on altruism among Padang City Dukcapil employees. To identify the influence of organizational culture on altruism among Padang City Dukcapil employees in Padang City Government Agencies. Finally, to identify the influence of organizational culture, employee morale and job satisfaction on altruism among Padang City Dukcapil employees.

The benefits of this research are threefold. Theoretically, it contributes to organizational behavior literature by providing empirical evidence on the factors influencing altruism in public service contexts. Practically, it offers insights for public service managers to develop strategies for fostering genuine altruistic behavior among employees. Methodologically, it provides a framework for future research on altruism in organizational settings.

RESEARCH METHODS

Based on the title and problem to be researched, the type of research used is quantitative research. Quantitative methods are methods that are based on philosophy, positivism, used to research certain populations or samples, collect data using research, quantitative or statistical data analysis, with the aim of testing predetermined hypotheses (Sugiyono, 2016). The author conducted this research using quantitative research methods, because the research uses samples taken from the population and aims to test hypotheses. Population is a generalization area consisting of objects/subjects that have certain quantities and characteristics determined by researchers to be studied and then conclusions drawn (Sugiyono, 2013). Thus, the population in this research was conducted on employees in the Padang City Population and Civil Registration Service, totaling 69 employees. According to Sugiyono, a sample is a part or number and characteristics of the population. If the population is large, and it is impossible for the researcher to study everything in the population, for example due to limited funds, energy and time, then the researcher will take a sample from that population (Ismail Nurdin, dan Hartati, 2019). What is learned from the sample, the conclusions will be applied to the population. In this research, sampling/respondents were drawn using Probability sampling techniques. Sampling techniques that provide opportunities the same for each element (member) of the population to be elected as a member sample (Imam, 2021) .

To measure respondents' perceptions in this study, a Likert scale was used. The Likert scale is a scale used to measure the attitudes, opinions and perceptions of a person or group of people about social phenomena. With a Likert scale, the variables to be measured are translated

into indicator variables. Then these indicators are used as a starting point for compiling instrument items which can be in the form of statements or questions (Sugiyono, 2018). The data collection tool used in this research is a questionnaire. The questionnaire used in this research uses a questionnaire containing standard statements that have been developed by organizational behavior experts. Apart from that, there is also a questionnaire designed by the researcher himself based on the theory applicable in this research which is adapted to the problems that occur in the research object.

In this research, the method uses multiple linear regression. Multiple linear regression is an equation model that explains the relationship between one dependent variable/response (Y) and two or more independent variables/predictor (X1, X2,...Xn). The aim of the multiple linear regression test is to predict the value of the dependent variable/response (Y) if the values of the independent variables/predictor (X1, X2,..., Xn) are known. Apart from that, it is also possible to find out the direction of the relationship between the dependent variable and the independent variables (Jane, 2021).

RESULTS AND DISCUSSION

Respondent Profile

Penelitian ini di dominasi oleh Perempuan dengan persentase 53% dan sisa 47% oleh laki laki. Dengan rentang usia paling dominan 20-30 tahun dengan persentase 36%, usia 31-40 tahun dengan persentase 25%, usia 41-50 tahun dengan persentase 20%, paling sedikit rentang usia 51-60 tahun dengan persentase 19%. Jika dilihat dari status kepegawaian responden dengan status PNS yang paling dominan dengan persentase 58%, sisanya pegawai kontrak dengan persentase 34% dan pegawai honorer 8%.

Data Analysis

Classical Assumption Test

To provide certainty that the regression equation obtained has accuracy in estimation, is not biased and is consistent, the classical assumption test needs to be carried out.

- 1) Multicollinearity Test, the aim is to test whether the regression model found a correlation between the independent variables. A good regression model should have no correlation between independent variables (no multicollinearity). The basis for decision making in the multicollinearity test is to look at the Tolerance value. If the Tolerance value is greater than 0.10, this means that multicollinearity does not occur in the data being tested. multicollinearity of the data tested. The following are the SPSS results obtained.

Table 1. Multicollinearity Test

Model	Unstandardized Coefficients		Standardized Coefficients		Collinearity Statistics	
	B	Std. Error	Beta	t	Sig.	Tolerance VIF
1 (Constant)	27.008	5.705		4.734	.000	
Budaya Organisasi	-.113	.087	-.144	-1.296	.201	.987 1.014
Moral Kerja	.184	.079	.295	2.338	.023	.766 1.306
Kepuasan Kerja	.402	.152	.333	2.637	.011	.762 1.313

a. Dependent Variable: Altruisme

Source: SPSS 22 Data Processing Results, 2024

The Independent Variable has a Tolerance Value of more than (>0.100) and a VIF of less than (<10.00), so it can be concluded that the Multicollinearity Assumption has been fulfilled or that Multicollinearity Symptoms Have Not Occurred. After processing the data with a multicollinearity test using SPSS, it was obtained that the Tolerance value for all variables was greater than 0.10 and the VIF value for all variables was smaller than 10.00, so it could be concluded that there was no multicollinearity (good model).

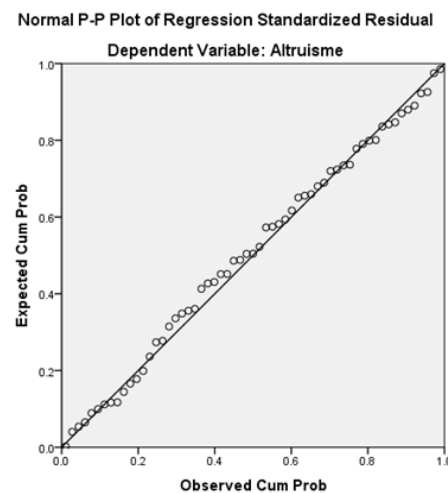
- 2) The Normality Test, Aims to test whether the research data conducted has a normal distribution or not. The normality test is one part of the data analysis requirements or classical assumption test, meaning that before we carry out the actual analysis, the research data must be tested for normal distribution. Good data is data that is normal in distribution. For the normality test, this study uses the Kolmogorov-Smirnov test technique with the guideline that if the significance value is > 0.05 then the data is normally distributed, and the P-P PLOT normality test, which if the data is distributed along a diagonal line, then the conclusion is normal

Table 2. The Normality Test (KOLMOGROV SMIRNOV)

		Unstandardized Residual
N		59
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	4.76778420
Most Extreme Differences	Absolute	.055
	Positive	.042
	Negative	-.055
Test Statistic		.055
Asymp. Sig. (2-tailed)		.200 ^{c,d}

Source: SPSS 22 Data Processing Results, 2024

Based on the results of the SPSS data obtained, there is an Asymp value. Sig. (2-tailed) obtained was 0.200 (>0.05). Because the result of the significance value is 0.200 which is greater than 0.05, it is concluded that the data is normally distributed. So the data in this research is normally distributed, good data is data that is normal in its distribution.

**Figure 1. The Normality Test (P-P PLOT)***Source: SPSS 22 Data Processing Results, 2024*

Similar to the previous normality test, in the SPSS data processing results, for the P-P PLOT normality test, the data distribution is spread out and follows the diagonal line which can be concluded that the data is normally distributed.

- 3) The Heteroscedasticity Test, aims to test whether in the regression model there is an inequality of variance from the residuals of one observation to another. If the variance from one residual or observation to the residual of another observation is constant, it is called homoscedasticity and if the variance is different it is called heteroscedasticity. A good regression model should not have heteroscedasticity. The basis for decision making in the heteroscedasticity test is that if the significance value is > 0.05 then the conclusion is that heteroscedasticity does not occur.

Table 3. The Heteroscedasticity Test (GLEJSER)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.071	3.384		.021	.983
	Budaya Organisasi	.014	.052	.035	.263	.794
	Moral Kerja	-.047	.047	-.151	-1.008	.318
	Kepuasan Kerja	.155	.090	.257	1.709	.093

a. Dependent Variable: ABS_RES

Source: SPSS 22 Data Processing Results, 2024

The Organizational Culture variable has a significance value of 0.794 (>0.05). The Work Morale variable has a significance value of 0.318 (>0.05). The Job Satisfaction variable has a significance value of 0.093 (>0.05). The independent variable has a significance value greater than 0.05, so it can be concluded that no Heteroscedasticity Symptoms Occur or the Heteroscedasticity Test Assumptions have been met.

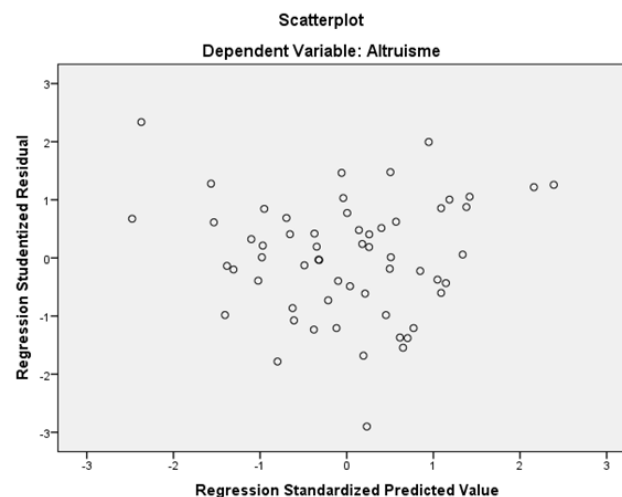


Figure 2. The Heteroscedasticity Test (SCATTERPLOT)

Source: SPSS 22 Data Processing Results, 2024

There is no clear pattern and the data distribution spreads above and below or around the number 0, so it can be concluded that the data does not have symptoms of heteroscedasticity or the assumptions of the heteroscedasticity test have been met.

Multiple Linear Regression

Regression analysis is a statistical analysis that is often used to analyze the relationship between two or more variables.

- 1) The t test, in multiple linear regression is intended to test whether the parameters (regression coefficients and constants) that are estimated to estimate the multiple linear regression equation/model are the correct parameters or not. The precise meaning here is that these parameters are able to explain the behavior of the independent variable in influencing the dependent variable. If the sign value is < 0.05 or the calculated t value is $> t$ table, then there is an influence of variable X on variable Y, and vice versa.

n = number of respondents

k = number of independent variables

t table = $t (0,05 ; n-k-1)$

= $t (0,05 ; 59-3-1)$

= $t (0,05 ; 55)$

= 2,004

Table 4. Hypothesis Test (T Test)

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	27.008	5.705		4.734	.000
	Budaya Organisasi	-.113	.087	-.144	-1.296	.201
	Moral Kerja	.184	.079	.295	2.338	.023
	Kepuasan Kerja	.402	.152	.333	2.637	.011

a. Dependent Variable: Altruisme

Source: SPSS 22 Data Processing Results, 2024

The Organizational Culture variable has a significance value of 0.201 (>0.05) and t count $-1.296 < t$ table 2.004, so it can be concluded that the Organizational Culture Variable has no significant influence on the Altruism variable. (H1 Rejected)

The Work Morale variable has a significance value of 0.023 (<0.05) and t count 2.333 $> t$ table 2.004, so it can be concluded that the Work Morale Variable has a Significant Influence on the Altruism Variable. (H2 Accepted)

The Job Satisfaction variable has a significance value of 0.011 (<0.05) and t count 2.637 $> t$ table 2.004, so it can be concluded that the Job Satisfaction Variable has a Significant Influence on the Altruism Variable. (H3 Accepted)

- 2) The F test, is carried out to see the overall influence of the independent variables on the dependent variable. This test is carried out by comparing the calculated F value with the F table. If the sign value. < 0.05 or the calculated F value $> F$ table, then there is an influence of variable X on variable Y, and vice versa.

$$\begin{aligned} F \text{ table} &= F (k ; df) \\ &= F (3 ; 55) \\ &= 2,77 \end{aligned}$$

Table 5. F Test

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	652.236	3	217.412	9.070	.000 ^b
Residual	1318.442	55	23.972		
Total	1970.678	58			

a. Dependent Variable: Altruisme

b. Predictors: (Constant), Kepuasan Kerja, Budaya Organisasi, Moral Kerja

Source: SPSS 22 Data Processing Results, 2024

It is known that the significance obtained is 0.000 (<0.05) and the calculated F value is $9.070 > F$ table 2.77, so we can conclude that the variables. Organizational Culture, Work Morale and Job Satisfaction have a simultaneous (together) effect on the Altruism variable. Based on the F test from calculated F which is greater than F table, it means that all independent variables X have a significant effect on the estimated value of Y. (H4 Accepted)

- 3) The coefficient of determination, explains the variation in the influence of the independent variables on the dependent variable. Or it can also be said to be the proportion of influence of all independent variables on the dependent variable. The coefficient of determination value can be measured by the RSquare or Adjusted R-Square value. R-Square is used when there is only 1 independent variable (usually called Simple Linear Regression), while Adjusted R-Square is used when there is more than one independent variable. So if you look at this research, what is used is Adjusted R-Square, because there is more than one independent variable in this research, so if you look at the SPSS results in the following table.

Table 6. Coefficient of Determination

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.575 ^a	.331	.294	4.89609

a. Predictors: (Constant), Kepuasan Kerja, Budaya Organisasi, Moral Kerja

Source: SPSS 22 Data Processing Results, 2024

It is known that the Adjusted R Square value is 0.294, which means that the variables Organizational Culture, Work Morale and Job Satisfaction contribute a joint influence of 29.4% and the remaining 70.6% is influenced by fabric variables outside this research.

Discussion of Research Results

The Influence of Work Culture on Employee Altruism

The results of research from Zina Barghouti, Jacob Guinot and Ricardo Chiva in 2021 with the title "Compassion and altruism in organizations: a path for firm survival" (Compassion and altruism in organizations: a path for company survival), which is the result of research asserts that compassion in the workplace leads to a climate based on altruism, which indirectly improves company performance through organizational resilience. This research contributes to the organizational literature by revealing several benefits of promoting altruism and compassion in organizations. In the sense of the word, organizational culture and altruism are variables that mutually influence each other. Because a good organizational culture will also form good altruism, and vice versa, because they will influence each other.

However, this research produces a different view regarding how altruism plays out in organizational culture. From the results of SPSS 22 data processing carried out by the author, the data shows that the organizational culture variable has a significance of 0.201 (>0.05) and t count $-1.296 < t$ table 2.004. So it can be concluded that organizational culture has no significant effect on the altruism of Padang City Disdukcapil employees. The Regression Coefficient Value for the Organizational Culture Variable has a negative value of 0.113, which means that if there is a 1% increase in the Organizational Culture Variable it will cause a decrease in the Altruism variable of 0.113.

In this research, the organizational culture of the Padang City Disdukcapil will not influence the altruism of Padang City Disdukcapil employees. This is contrary to the results of Barghouti's research in 2022, which stated that organizational culture and altruism are interrelated. This research states that the work environment should create an attitude of altruism for the sake of improving the organization itself.

So the author can conclude that this research provides a new view regarding the relationship between organizational culture and altruism, which shows that these two variables do not mutually influence each other. This means that as good as the culture in the agency is, it will not affect the altruism of employees. Research also shows that this depends on the organization or agency, how the agency views the importance of altruism itself, and in the author's research, it is stated that organizational culture does not influence the Altruism of Padang City Disdukcapil Employees.

The Influence of Work Morale on Employee Altruism

Enter the influence of work morale on employee altruism. In a previous discussion, Seglow in 2013 said that altruism has become an important moral issue because globalization has changed the "natural state" of people's lives. We live in a "world of strangers", a world where through actions, whether intentional or not, we can influence or even change the fate of other humans, humans we have never met.

In research conducted by Camilo J. Cela-Conde, Lucrecia Burges, Marcos Nadal, Antonio Olivera in 2010 with the title Altruism and fairness: Unnatural Selection? (Altruism and justice: Unnatural selection?) Where in this research Altruism aims to provide a theoretical basis for the evolution of moral behavior, assuming that such behavior actually provides benefits, although indirect, to the individual, his offspring, or the genes he carries. It can be interpreted that the existence of altruism is very beneficial in behaving and forming good morals, even though this impact is not direct.

The results of data processing in this research are in line with existing theory, showing that Work Morale has a significance value of 0.023 (<0.05) and t count 2.333 $>$ t table 2.004, which means that the work moral variable has a significant effect on the altruism variable. In other words, the work morale of Padang City Disdukcapil employees influences the altruism of the employees. The Regression Coefficient Value for the Work Morale Variable has a positive value of 0.184, which means that if there is a 1% increase in the Work Morale Variable it will cause an increase in the Altruism Variable of 0.184.

In line with existing theory, that through actions can influence a person's fate, in other words, if the employee's work morale is good, then it will also influence the altruism of Padang City Disdukcapil employees.

The Influence of Job Satisfaction on Employee Altruism

Based on the previous theory, according to Sloat in 1999, satisfied employees are more likely to do their work beyond the job description, because they do it voluntarily with the desire to reciprocate their positive experience at work. This is in line with the concept of Altruism itself. So it can be said that in this theory, job satisfaction influences a person's altruism. However, this is not in line with the results of research from Koster Ferry (2014) entitled "When two worlds collide: Career satisfaction and altruistic organizational citizenship behavior", which states a negative relationship between job satisfaction and OCB altruism. This research has practical implications related to the question of what organizations can learn from the negative relationship between career satisfaction and altruistic OCB found in this research. Firstly, the possibility that this may not worry the manager is a lot to consider. This is especially the case if they do not expect from everyone in their employees to engage in altruistic OCB, for example when they are concerned about getting the most out of rewarding employees who are promoted to higher positions rather than how much that person contributes to helping others in the organization. However, this has two implications, namely practical implications and implications regarding the basic ideas of OCB. The practical implication is that focusing too much on the careers of high achievers and not enough on altruism within teams may have a negative impact on helping behavior among coworkers overall.

When compared with the results of the author's research, it is in line with the slot theory and inversely proportional to the results of Koster Ferry's research. The job satisfaction variable has a significance value of 0.011 (<0.05) and t count $2.637 > t$ table 2.004, which means that the job satisfaction variable has a significant effect on employee altruism. The Regression Coefficient Value for the Job Satisfaction Variable has a positive value of 0.402, which means that if there is a 1% increase in the Job Satisfaction Variable it will cause an increase in the Altruism Variable of 0.402.

Research from Koster Ferry also provides a new view regarding the relationship between job satisfaction and altruism, namely that it has a negative relationship, with a view that prioritizes an employee's achievements rather than an employee's altruism, thus showing a negative relationship between these two variables. In the author's view, according to the results of the research that the author conducted, these two variables influence each other, because the more satisfied a person is with the work they carry out, the more the person's altruistic nature also increases. In other words, employee job satisfaction influences the altruism of Padang City Disdukcapil employees.

The Influence of Organizational Culture, Work Morale and Job Satisfaction on Employee Altruism

Based on the results of the tests that have been carried out, it can be seen how big the relationship or influence of the Organizational Culture variable as X1, the Work Morale variable as X2 and Job Satisfaction as 9.070 $> F$ table 2.77. So it is concluded that the variables Organizational Culture, Work Morale, and Job Satisfaction have a simultaneous (together) effect on the Altruism Variable. The Adjusted R Square value is 0.294, which means that the variables Organizational Culture, Work Morale, and Job Satisfaction contribute a joint influence of 29.4% and the remaining 70.6% is influenced by other variables outside this research.

The results of the research that has been carried out show that the three variables have the power to influence the OCB altruism of Padang City Dukcapil employees. The author can conclude that organizational culture, work morale and job satisfaction greatly influence the altruism of Padang City Disdukacapil employees. With altruism, a sense of closeness between employees, harmony between employees and a sense of helping each other between employees, will make the environment in the agency feel pleasant, with a pleasant feeling it will certainly make it easier for activities in the agency to run. Especially this Disdukcapil agency will have a relationship with the community, which of course requires a sense of harmony so that the activities within the agency run well. It can be concluded that the variables of organizational culture, work morale and job satisfaction have a simultaneous (together) influence on the Altruism variable.

CONCLUSION

The results of the research show that organizational culture does not significantly influence the altruism of Padang City Disdukcapil employees, while work morale and job satisfaction have a significant effect, meaning that higher morale and satisfaction increase altruism. Simultaneously, organizational culture, work morale, and job satisfaction together

have a significant impact on altruism. However, this study is limited to one OCB indicator (altruism), only involving employees of the Padang City Disdukcapil, with potential bias in questionnaire responses and limited scope. Therefore, it is suggested that the agency foster an organizational culture based on altruism, enhance employee awareness of cooperation and sincerity in work, and strengthen teamwork to create a harmonious and supportive work environment. Therefore, it is suggested that the agency foster an organizational culture based on altruism, enhance employee awareness of cooperation and sincerity in work, and strengthen teamwork to create a harmonious and supportive work environment. Future research should explore other OCB dimensions, include multiple organizations, and employ mixed-method approaches to provide more comprehensive insights into altruistic behavior in public service organizations.

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