

The Effect of Organisational Citizenship Behavior on Cultural Diversity: A Case Study of Ophthalmological Hospital Friendship Algeria-Cuba

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Abstract: *The increasing mobility of people around the world has led to an increasingly culturally diverse workforce, and there may be negative effects on certain cultural groups to achieve an organisational competitive advantage. In relation to this idea, this study shows the influence of both a shared vision and loyalty, teamwork, and nationality, gender, satisfaction, justice, and conflict tolerance on organisational citizenship behavior in light of cultural diversity. Testing whether these factors are related to the determination of organisational citizenship behavior through the binary response technique of multiple logistic regression, a random sample was selected from the general community of the Algerian-Cuban Friendship Hospital of Ophthalmology, and the number of its members was estimated to be 213 by answering a set of questions about the most influential factors in determining organisational citizenship behavior in the light of cultural diversity, the findings revealed a positive and meaningful relationship between shared vision, loyalty, teamwork, and nationality and organisational citizenship behavior. In light of cultural diversity, these individuals often adapt to the new culture by changing their behaviors, values, and attitudes as well. Besides, there is no relationship between gender, satisfaction, justice, conflict tolerance and organisational citizenship behavior in light of cultural diversity. The current study suggests that the hospital management should formulate its values according to the employee's cultural citizenship values, and this should be done with the different dimensions of the employee's cultural citizenship values to reduce any conflict that arises due to differences in the value system, through training the employees continuously learn how to modify their behaviors depending on the cultural situations they face and strengthen organisational unity and cohesion. Organisational citizenship behaviors such as loyalty, shared vision, teamwork, job satisfaction, organisational justice, and tolerance of conflict can be linked to several competencies organisations use to select, train, and evaluate individuals in light of cultural diversity.*

Keywords: justice, loyalty, nationality, satisfaction, shared vision teamwork.

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Introduction

Organisations constantly look for further developed approaches to choosing the 'best' representatives for a specific work or association. Especially in the emergency clinic area, this action has turned into a highly intricate undertaking. Foundations should guarantee that all representatives are given fair and evenhanded treatment, particularly concerning the choice, advancement, and execution evaluation. With the expanded number of individuals from different nations entering the Algerian labor force, there is included accentuation nonexclusionary and against unfair arrangements and systems inside the social variety to help authoritative citizenship conduct.

Research Problem. Problems that organisations frequently face in completing hierarchical errands are the singular individuals. The appraisal of a singular part relies upon the variables character he has that impact Organisational Citizenship Behavior. The individuals from the association are all the more sincerely bound to their association. They increasingly tend to help their co-workers and superiors in completing tasks, prevent problems in work, encourage and strengthen, and help the organisation as a whole by tolerating less ideal situations in work, these behaviors that care about the survival of the organisation in the light of cultural diversity, thus what the most important factors that influence in enhancing Organisational Citizenship Behavior in the light of cultural diversity in the hospital?

Research Question. Do the variables “gender, nationality, shared vision, job satisfaction, organisational justice, conflict tolerance, organisational loyalty, and teamwork” have a significant impact on promoting organisational citizenship behavior in the light of cultural diversity at the Algerian Cuban Friendship Hospital of Ophthalmological in the City of Djelfa?

Research Goals. Identifying and determining the moral impact of each of the research variables represented by gender, nationality, shared vision, job satisfaction, organisational justice, conflict tolerance, organisational loyalty, and teamwork, according to their importance on the role of cultural diversity by promoting organisational citizenship behavior in multicultural institutions.

Research Significance

- The contribution of this research results is to determine the most critical factors affecting cultural diversity by promoting organisational citizenship behavior in the Algerian-Cuban Ophthalmological Hospital.
- This exploration might add answers for certain issues connected with social variety inside establishments. It might help the intrigued and scientists to track down the variables that impact the foundation of hierarchical citizenship conduct.
- What distinguishes the current research focuses on using the logistic regression model on some applications and cultural and organisational issues in institutions.

Research Delimitations

- Human delimitations: Workers at the Algerian-Cuban Ophthalmological Hospital.
- Spatial delimitations: city Djelfa in Algeria.
- Time delimitations: 2022.
- Objective delimitations: The results of the current research were limited to identifying the most critical factors affecting the role of cultural diversity by promoting organisational citizenship behavior, represented by gender, nationality, shared vision, job satisfaction, organisational justice, conflict tolerance, organisational loyalty, and teamwork.

Literature Review

1. Organisational Citizenship Behavior. Organisational citizenship conduct is characterized as conduct that surpasses the still up in the air and is not referenced as part of the expected responsibilities. They are

discretionary; they are not considered in appreciation or judgment. Hierarchical citizenship conduct towards associations is all conduct designated to help the association all in all or explicit division, for example, electing to go to occasions that help the organisation, try not to whine at work, and safeguard accessible assets. Authoritative citizenship conduct communicates the association at its objectives and values. This invigorates the association, inspiration and advances the interests of the association. Authoritative citizenship conduct is an action that is viewed as a decent action for the association (Eisenberg et al., 2018). Thus, Organisational citizenship conduct is an idea that characterizes explicit parts of conduct, which invigorate correspondence between individuals inside the association and help improve and augment hierarchical objectives. So, it can be streamlined into deliberate individual behavior that is not officially perceived in its work liabilities yet makes a critical commitment to the association successfully (Arumi et al., 2019).

2. Cultural Diversity. Cultural diversity can be defined in the current study as multiculturalism that has emerged recently due to the movement of workforces between countries, which affected the difference in values and beliefs of workers in multicultural institutions.

➤ Organisational culture refers to the convictions and values that have existed in an association for quite a while and with the trust of staff and the significance of their work that will influence their perspectives and conduct (Setyaningrum, 2017).

➤ Cross-cultural organisational behavior is characterized as the investigation of individual ways of behaving and group processes in which public social attributes assume a critical part as free or directing factors (Haybatollahi and Gyekye, 2015), the capacity to advance social collaboration where different societies function as a group can prompt various points of view and more innovative ways to deal with issues and difficulties, is not just at the core of versatile authority, however the way in to a brought together, prosperous, and tranquil worldwide future (Swindell Jr, 2014).

➤ Acculturation can be recognized as the peculiarity that happens when those from various societies experience each other, changing the ways of behaving in at least one gathering. The assimilation interaction involves changes in a person's behavior, values, mentalities, and capacities (Lillevik, 2007). Researchers have seen that variety in a social setting can impact hierarchical collaborations, inventiveness, and adequacy in executing specialized programs (Gomez-Mejia and Palich, 1997).

3. The Factors Affecting Determination of the Organisational Citizenship Behavior in the Light of Cultural Diversity. The set of factors chosen in the current study that are likely to influence the identification and promotion of organisational citizenship behavior considering cultural diversity is as follows:

➤ **Shared Vision** is the ideas, language, culture, and norms standard among the group members and organisational units and governs the members' actions, decisions, and behaviors (Colakoglu, 2012). It is a process formed and shaped by the team members and is frequently built on top of new, unarticulated assumptions about the present and the future (Celik et al., 2016).

➤ **Loyalty:** selflessness, volunteering, continuing to work in the same business under all terms and conditions (Fettahlioglu et al., 2017) and refers to an employee's emotional attachment to and identification with the organisation (Zakaria et al., 2014).

➤ **Teamwork:** a gathering with correlative capacities focused on a typical reason indicated by a particular working strategy (Gutiérrez et al., 2009) and the primary cooperation experts are the collaboration, which implies making an entire more prominent than the amount of its parts since collaboration pools individual gifts and endeavors to assemble unprecedented outcomes (Palmiano et al., 2017).

➤ **Organisational Justice** depicts the job of reasonableness since it is straightforwardly connected with the work environment and how people decide whether they have been dealt with reasonableness in their associations (Manju, 2013) and was utilized in describing the role that reasonableness plays regarding the issue of association or working environment. It manages the impression of representatives concerning decency on how they are being treated in their working environment. (Olowodunoye and Adetula, 2015).

➤ **Job Satisfaction** is a cycle that urges representatives to perform occupations that are not in their sets of expectations and are not paid for that (Fareed et al., 2016). It has a constructive outcome for a person in an

association connected with the close-to-home side at work-by-work fulfillment. A worker can feel whether the occupation is incredible or upsetting to be finished (Serpiann and Swasto, 2016).

➤ **Conflict Tolerance:** when two gatherings (people, bunch, state) are involved and strive for objectives that must be reached by one party and need to utilize contradictory means to accomplish a particular purpose (Chiekezie Dibua and Chima, 2016) and results from human interaction in the context of conflict where one's ability to fulfill needs relies upon the decisions, choices, and conduct (Fatile and Adejuwon, 2011).

4. The Relationship between Organisational Citizenship Behavior and Cultural Diversity. Many of these authoritative citizenship ways of behaving, like reliability, shared vision, cooperation, work fulfillment, hierarchical equity, and struggle resilience, can be connected to a considerable lot of the ability associations use to choose, train, and evaluate people. In this manner, once representatives of an alternate culture are presented to different societies, such people frequently adjust to the new culture by changing their behavior, values, and perspectives. Authoritative citizenship ways of behaving can contrast as indicated by the childhood of socially assorted people; then, at that point, there might be unfriendly consequences for specific social gatherings to accomplish a corporate upper hand. Even so, representatives persistently figure out how to change their behavior, contingent upon the social circumstances they face (Lillevik, 2007).

Methodology

The researchers used the descriptive-analytical method by taking note of the literature on the subject and studying the concept of multi-binary logistic regression.

1. The Research Sample. In this study, a random sample was chosen from the general hospital community to analyze the extent to which most indicators enhance organisational citizenship behavior in the light of cultural diversity in the Algerian-Cuban Friendship Hospital for Ophthalmological in Djelfa. Its members were estimated at 213 by answering questions about the most significant indicators in determining organisational citizenship behavior regarding cultural diversity by questionnaire.

2. Research Tool and Its Variables. A questionnaire was developed specifying the role of cultural diversity in enhancing organisational citizenship behavior in multicultural institutions, consisting of nine items, all of which are of a Binary type due to the ease of answering, collecting data, and shortening time, which is as follows:

Dependent Variable

➤ Does cultural diversity positively reflect on the organisational citizenship behavior in multicultural institutions? (0 = yes, 1 = no).

Independent Variables

- Q1: Gender (0 = male, 1 = female).
- Q2: Are you Algerian? (0 = yes, 1 = no).
- Q3: Is it important that there is a shared vision among workers in the organisation? (0 = yes, 1 = no).
- Q4: Is it necessary to have job satisfaction among workers in the organisation? (0 = yes, 1 = no).
- Q5: Is it essential that organisational justice exists among workers in the organisation? (0 = yes, 1 = no).
- Q6: Is it essential to have a conflict tolerance in work for workers in the organisation? (0 = yes, 1 = no).
- Q7: Is it essential that organisational loyalty exists in the organisation? (0 = yes, 1 = no).
- Q8: Is there an essential presence for teamwork among workers in the organisation? (0 = yes, 1 = no).

3. Research Procedures

➤ After assessing the different hypothetical parts of hypothetical writing, past investigations of calculated examination.

➤ The qualities of the examination populace were inspected. The example was chosen in a straightforward irregular manner, as indicated by these attributes.

➤ Utilization of the examination apparatus to the example individuals, then, at that point, the responses were dumped and handled by the necessary factual investigation utilizing the SPSS program.

➤ Separating and examining results, then arranging them as indicated by the targets of the review.

Statistical Treatments and Statistical Programs Used in Research

The SPSS version (25) program was used for statistical analysis, where Multi-Logistic Regression Binary Response.

- **Maximum de vraisemblance:** to find the appropriate equations, and then we solve these equations numerically through repetitive methods (Al_Bairmani & Ismael, 2021).
- **Wald test:** to illustrate the importance of logistic regression coefficients by comparing the probability values of the Wald statistic with the previously determined level of significance by the researcher to determine whether the variable in question is statistically significant or not, and to determine the statistical value of each variable separately.
- **Hosmar and Lemeshow:** to see if the model represents the best representation data. In this test, we use the same principle in the case of normal regression. This is the comparison of the expected values in the case of the model without independent variables with the expected values in the form containing the independent variables.

Results

Do the variables “gender, nationality, shared vision, job satisfaction, organisational justice, conflict tolerance, organisational loyalty and teamwork” have a significant moral impact on the cultural diversity by promoting organisational citizenship behavior in multicultural institutions in the Algerian-Cuban Friendship Hospital of Ophthalmological in the department of Djelfa in Algeria? Thus, the ready-made SPSS package and the Enter method were used. The descriptive information for the sample that was found is in the following table.

Table 1. Case Processing Summary

Unweighted Cases(a)		N	Percent
Selected Cases	Included in Analysis	213	100.0
	Missing Cases	0	0.0
	Total	213	100.0
Unselected Cases		0	0.0
Total		213	100.0

Note: If weight is in effect, see the classification table for the total number of cases.

Source: Realized by the researchers based on the SPSS results

Table 1 summarizes the information entered in the examination, the size of the concentrated example, and missing information. Table 2 addresses the code or the upsides of the reliant variable.

Table 2. Dependent Variable Encoding

The role of cultural diversity in the organisational citizenship behavior	Internal Value
Yes	0
No	1

Source: Compiled by the authors

The following table was created to calculate the number of repetitive cycles of the derivatives of the maximum potential function to obtain the lowest negative value for the two parts of the full potential for getting the optimal estimation of the model's parameters.

Table 3. Iteration History (a, b, c, d)

Iteration	-2 Log likelihood	Constant	Coefficients								
			Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	
Step 1	1	110.84	2.300	-0.551	-0.551	-0.142	-0.351	0.602	0.441	1.537	1.615
	2	86.437	3.871	-0.162	-1.041	-0.423	-1.785	1.639	1.159	2.674	2.714
	3	76.367	5.076	1.033	-2.120	-0.794	-3.946	2.748	1.691	4.428	3.887
	4	73.043	6.065	2.238	-3.284	-0.935	-6.079	3.746	1.806	6.492	4.957
	5	71.893	7.064	3.287	-4.329	-0.954	-8.129	4.755	1.818	8.533	5.974
	6	71.477	8.064	4.300	-5.342	-0.955	-10.149	5.759	1.817	10.549	6.980
	7	71.325	9.065	5.305	-6.346	-0.955	-12.156	6.761	1.817	12.556	7.982
	8	71.269	10.06	6.306	-7.348	-0.955	-14.159	7.762	1.817	14.558	8.983
	9	71.249	11.06	7.307	-8.349	-0.955	-16.160	8.762	1.817	16.559	9.984

Table 3 (cont.). Iteration History (a, b, c, d)

	10	71.241	12.06	8.307	-9.349	-0.955	-18.160	9.762	1.817	18.559	10.984
	11	71.238	13.06	9.307	-10.349	-0.955	-20.160	10.762	1.817	20.559	11.984
	12	71.237	14.06	10.307	-11.349	-0.955	-22.160	11.762	1.817	22.559	12.984
	13	71.237	15.06	11.307	-12.349	-0.955	-24.160	12.762	1.817	24.559	13.984
	14	71.237	16.06	12.307	-13.349	-0.955	-26.160	13.762	1.817	26.559	14.984
	15	71.237	16.06	12.307	-13.349	-0.955	-26.160	13.762	1.817	26.559	14.984

Note: a) Method: Enter; b) Constant is included in the model; c) Initial -2 Log-Likelihood: 229.457; d) Estimation terminated at iteration number 15 because parameter estimates changed by less than 0.001.

Source: Realized by the researchers based on the SPSS results

The results in Table 3 show the method of estimating the logistic regression model parameters repetitively, i.e., the calculation is repeated until the values of the parameters converge at a given line and the smallest value of the efficiency function. In this Table, we can observe the stability of the model parameters at step 5, where we observe that the importance of the fourth step is equal to the values of step 15 at (0.001) approximation. In the fifteenth cycle of the negative variable, we obtained the weakest possible function with the lowest value (229.457). So, (-2log likelihood=229.457), and we stopped at this cycle because the change in the coefficients became less than 0.001. The difference in the estimated parameters became very slow after the twelfth session, as we observe from Table 3. Therefore, the parameters in cycles (13, 14, and 15) are very similar with minimal differences. We stopped at the fifteenth session and considered them the best possible results for the parameters because the weakest probability of the maximum possible function is at its lower end at this cycle. It indicates a relationship between the dependent variable, the role of cultural diversity in enhancing organisational citizenship behavior in multicultural institutions, and the variables explained to it. The parameters of the optimal model obtained in the fifteenth cycle of Table 3 were also found.

All the parameters of the estimated model (constant, b1..., b8) and standard error for each parameter are shown in the following table.

Table 4. Variables in the Equation

Independent variable	B	S.E.	Wald	dF	Sig.	Exp. (B)	95.0% C. I. for EXP(B)	
							Lower	Upper
Step 1	Q1	-19.349	19965.762	0.004	1	0.999	0.000	0.231
	Q2	0.955	0.595	2.573	1	0.019*	2.598	8.344
	Q3	38.160	19067.073	1.200	1	0.028*	4E+016	4E+076
	Q4	-19.762	23972.561	0.031	1	0.999	0.000	1.348
	Q5	-1.817	23390.758	0.002	1	1.000	0.163	0.000
	Q6	-38.559	24807.681	0.001	1	0.999	0.000	2.432
	Q7	-20.984	5249.411	0.387	1	0.047*	2.670	1.463
	Q8	18.901	5249.411	0.132	1	0.007*	2E+008	0.000
constant	41.414	7310.164	0.148	1	0.995	1E+018		

Note: a: Variable(s) entered on step 1: Q1, Q2, Q3, Q4, Q5, Q6, Q7, Q8

Source: Realized by the researchers based on the SPSS results

From Table 4, we observe that the attached model coefficients are in log-odd units. The equation of the model is as follows:

$$\text{Log } [p^{\wedge}/(1-p^{\wedge})] = 41.414 - 19.349 X1 + 0.955 X2 + 38.160 X3 - 19.762 X4 - 1.817 X5 - 38.559 X6 - 20.984 X7 + 18.901 X8$$

p[^]: The possibility of obtaining an answer Cultural diversity does not positively reflect the organisational citizenship behavior in multicultural institutions. These estimates clarify the relationship between the independent variables and the dependent variable of units (logit).

From the same table we find, In the first place, the variable (Var3), the shared vision at work in influencing the dependent variable (Y) represented by the role of cultural diversity on enhancing the organisational citizenship behavior in multicultural institutions and its implications for them, as the regression coefficient of this variable B3 = 38.160, i.e., the change in the shared vision at work with hospital staff, the probability of a positive role for cultural diversity will not be reflected in organisational citizenship behavior by (38.160) times in the preference logarithm of the dependent variable with the stability of the effect of the rest of the variables, and that this parameter showed significant on the dependent variable at the significance level of 0.05 for = d.F1 where the value reached Sig = 0.028, and the value of wald statistic = 1.200, and the

value of $\text{Exp}(B) = 4E + 016$, meaning that the possibility or role of participatory work within the hospital in promoting organisational citizenship behavior in light of cultural diversity is $4E + 016$ times greater than the possibility of the absence of the impact of participatory work promotes the organisational citizenship behavior in the context of cultural diversity. It is explained by the resulting shared vision of the specificity of the goals that help to share the problem of conflicts and confusion in the workgroups; this helps to reinforce the organisational citizenship behavior in light of cultural diversity. A shared vision will solve incorrect interpretations of the tasks performed or the language used; this promotes organisational citizenship behavior in light of cultural diversity.

It indicates that a shared vision increases the trust between team members by clarifying goals and tasks to be performed (Gutiérrez et al., 2009). It works to support organisational citizenship behavior in light of cultural diversity. The results confirm that the hospital administration listens to their employees, makes a story to bring the vision alive, gives them an equal chance to make sense of it, and aligns their habits and behavior with the idea. They must ensure the vision is clear and straightforward (Jones, 2010). It supports organisational citizenship behavior in light of cultural diversity.

While the variable (Var7) which was ranked second “organisational loyalty among hospital personnel” in influencing the dependent variable (Y) represented by the role of cultural diversity on enhancing the organisational citizenship behavior in multicultural institutions and its implications for them, since the regression coefficient of this variable $B7 = -20.984$, i.e., the change in organisational loyalty among hospital personnel will reduce the probability that the positive role of cultural diversity will not be reflected in the organisational citizenship behavior by (-20.984) times in the priority algorithm of the dependent variable with the stability of the effect of the rest of the variables, and that this parameter showed significant on the dependent variable at the significance level is 0.05 m For sake = d.F1, where the value of $\text{Sig} = 0.047$, and the value of wald statistic = 0.387, and the value of $\text{Exp}(B) = 2.670$, meaning that the possibility or role of organisational loyalty among hospital personnel in promoting organisational citizenship behavior in light of cultural diversity is greater by 2,670 times than the possibility of organisational loyalty not affecting work promoting organisational citizenship behavior in the context of cultural diversity.

It makes sense that the representatives who feel devotion and obligation to their employer try and display extra-job conduct over their obligations and obligations inside the association. In light of volunteerism, the workers who show extra-job ways of behaving in more accommodating, delicate, and considerate ways of behaving towards different partners and supervisors. However, the fact that especially voluntary and extra-role behaviors are included in the meanings of organisational citizenship behavior and the individuals who do not exhibit such behaviors are excluded forestalls the development of the feeling of organisational loyalty, which might emerge by implication relying upon organisational citizenship behavior in light of cultural diversity (Fettahlioglu et al., 2017).

This study answers that employees who demonstrate higher levels of loyalty would contribute much to their organisations, with organisational citizenship behavior levels higher considering cultural diversity (Setyaningrum, 2017). In the third place, came the variable (Var8) “teamwork among hospital employees” influencing the dependent variable (Y), which is the role of cultural diversity on enhancing the organisational citizenship behavior in multicultural institutions and its implications for them, as the regression coefficient of this variable $B8 = 18.901$ That is, the change in teamwork among workers will increase the probability that the positive role of cultural diversity will not be reflected in the organisational citizenship behavior by (18.901) times in the preference logarithm of the dependent variable with the stability of the effect of the rest of the variables, and that this parameter showed significant on the dependent variable at the significance level of 0.05 for $df = 1$ as values $\text{Sig} = 0.007$, and the value of Wald statistic = 0.132, and the value of $\text{Exp}(B) = 2E+008$, meaning that the possibility or role of teamwork among hospital personnel in promoting organisational citizenship behavior in light of cultural diversity is $2E + 008$ times greater than the possibility of the absence of the effect of teamwork in work is to enhance the organisational citizenship behavior in light of cultural diversity.

It explains that the goals established for the teams lead their members to orient themselves to a share direction; in the case of teams, these goals are shared, creating a shared mental model, which means that the group comes to share a vision (Gutiérrez et al., 2009). Teamwork management is considered adequate when it allows to increase the organisational citizenship behavior and organisational performance and increases its adaptability, vital for the survival and development of the organisation. It leads to gaining the organisation's objectives considering cultural diversity (Matwiejczuka & Samulb, 2016). Likewise, collaboration enjoys its

benefits, like social loafing. Social loafing alludes to the propensity for people to apply less exertion while working with the group than while working separately; fruitful collaboration depends upon synergism between all colleagues, establishing a climate where they will add to advance and support a positive, compelling group climate. Colleagues should be sufficiently adaptable to adjust to helpful workplaces where objectives are accomplished through coordinated effort and social association instead of individualized, serious objectives; even more explicitly, cooperation adds to improved efficiency and hierarchical responsiveness and adaptability. These advantages are frequently credited to the positive effect of groups on hierarchical citizenship conduct considering social variety (Palmiano et al., 2017).

In the fourth and final rank, came the variable (Var2) “nationality” in influencing the dependent variable represented by the role of cultural diversity on enhancing the organisational citizenship behavior in multicultural institutions and its implications for them, as the regression coefficient of this variable $B_2 = 0.955$, that is, the change or difference in nationality will increase the probability of not reflecting the positive role of cultural diversity on enhancing organisational citizenship behavior by (0.955) times in the preference logarithm of the dependent variable with the effect of the rest of the variables, and that this parameter showed significant on the dependent variable at the significance level of 0.05 for $df = 1$ where the value of $Sig = 0.019$, and the value of Wald statistic = 0.004, The value of $Exp(B) = 2.598$ that is the possibility or the role of difference in nationality of the workers in the hospital in enhancing organisational citizenship behavior in light of cultural diversity greater by 2.598 times it might not have the effect of differences in nationality in promoting organisational citizenship behavior in light of the cultural diversity.

Recruitment of foreign employees and healthcare practitioners has also proven to be one of the most effective solutions, especially in the short term for the organisation; increasing the salaries for the different categories of employees and other healthcare practitioners has also been instituted as a measure in dealing with the challenges of fewer workers facing the organisation, this helps to reinforce the organisational citizenship behavior in light of cultural diversity (Motacki Burke, 2010). Regarding the rest variables (gender, job satisfaction, organisational justice, and conflict tolerance), were not significant in influencing the dependent variable, which is the role Cultural Diversity on Enhancing Organisational Citizenship Behavior in Multicultural Corporations. It is explained:

- **Gender.** The demographic characteristics do not make any difference in the organisational citizenship behavior in cultural diversity because the sense of citizenship emerges voluntarily, not as a result of demographic differences among the employees (Fettahlioğlu et al., 2017).
- **Job satisfaction.** Some authors are skeptical of the relationship between the two variables and argue that job satisfaction is not related to organisational citizenship behavior and consider such a relationship spurious (Nunes, 2013). The healthcare environments face poor job satisfaction (Van Gorder, 2014), and lack of career advancement in health workers has been cited as one of the main reasons behind dissatisfaction with their jobs in light of cultural diversity (Weimann & Weimann, 2017).
- **Organisational justice.** On the opposite side, the fair distribution of resources and outcomes, tasks, rewards, promotions, and the proper application of rules may increase employees ‘satisfaction and pay special attention to the importance of organisational justice (Althayneh et al., 2014). The organisational citizenship behavior predicting element is equitable compensation, when the employees feel that other people are giving less output and are being paid the same or with the same output level, they are being paid higher. It reduces the spirit of working voluntarily in light of cultural diversity (Fareed et al., 2016).
- **Conflict tolerance** means that the stronger the organisational citizenship behavior, the lower the desire to conflict tolerance.

Based on these findings, organisational solid citizenship behavior is needed to press the intention to conflict tolerance. The management must continue strengthening organisational citizenship behavior to suppress conflict tolerance by prioritizing teamwork. It helps each other reach a target to grow a good emotional relationship in light of cultural diversity (Serpiann & Swasto, 2016). As for the test of the adequacy, for the full model and quality of fit in linear regression, we used F and R^2 in linear regression in the case of the logistic model. The log-likelihood ratio that follows a distribution From Chi-Square- X^2 according to the relationship: $X^2 = 2 (\text{Loge } L_0 - \text{Loge } L_1)$ (interpretation of a statistical test).

- L_1 : The maximum possible function value that contains (i) variable.
- L_0 : The maximum potential function value that has (i-1) variable.

Table 5 clarifies how to calculate the value of X^2 .

Table 5. Omnibus Tests of Model Coefficients

Model	Chi-square	Df	Sig.
	158.220	8	0.000

Source: Compiled by the authors

From Table 5, we find the value of ($X^2 = 158.220$), with a probability value (0.00) which is statistically significant. By calculating the value of X^2 , Contingency Table was calculated as shown in Table 6.

Table 6. Contingency Table for Hosmer and Lemeshow Test

Step 1	The role of cultural diversity in organisational citizenship behavior				Total Observed
	Yes		No		
	Observed	Expected	Observed	Expected	
1	22	22.000	0	0.000	22
2	13	13.000	0	0.000	13
3	28	29.173	12	6.827	40
4	19	19.827	0	3.173	19
5	15	15.000	20	20.000	35
6	0	0.000	21	21.000	21
7	0	0.000	29	29.000	29
8	0	0.000	17	17.000	17
9	0	0.000	17	17.000	17

Source: Compiled by the authors

From the intersection of totals of the binary dependent variable (Y) with totals of estimated probabilities, the cross-table of the dependent variable totals was created with totals of the estimated possibilities through the Hosmer statistic, which follows the distribution of Kai squares to test the significance of the differences between observed and expected as shown in Table 7.

Table 7. Hosmer and Lemeshow Test

Step	Chi-square	Df	Sig.
1	10.816	7	0.147

Source: Compiled by the authors

From Table 7, the value of H-Statistic=10.816 with a probability value of (0.147) indicates the quality of the whole model so that the model fits the data well, which suggests the existence of a general indication of the parameters of the model, which confirms the results in Table 6. The role of cultural diversity in enhancing the organisational citizenship behavior in multicultural institutions and its implications for them, as the values were very close to actual and estimated values in the case of influence or not. To find out the percentage of the resulting model in the current study of the study data, we found the following Table:

Table 8. Classification Table (a)

Observed			Predicted		Total summation
			The role of cultural diversity in organisational citizenship behavior		
			No	Yes	
Step 1	The role of cultural diversity in organisational citizenship behavior.	No	86	11	97
		Yes	10	106	116
	Overall Percentage		0.901		213

Note: a: The cut value is 500

Source: Realized by the researchers based on the SPSS results

From table 8, we find (Overall Percentage= **0.901**), i.e., only 14 views were wrongly categorized, and the overall error probability (**9.8%**) is reasonable, indicating that the model represents the data well. The results of the research show that the variables of shared vision, organisational loyalty, teamwork, and nationality, respectively, have an impact on the dependent variable. The remaining independent variables, gender, job satisfaction, organisational justice, and conflict tolerance, did not affect the dependent variable. This result is enhanced more clearly through workers' attitudes in the Algerian-Cuban Friendship Hospital of

Ophthalmological in City Djelfa in Algeria for the role of cultural diversity in strengthening organisational citizenship behavior in multicultural institutions and its implications for it.

Conclusions

The research results indicate that enhancing the existing factors for organisational citizenship behavior, which should focus on the most significant positive aspects, would contribute to the organisation's effectiveness. Further studies should consider the approach to determine the newer factors for measuring organisational citizenship behavior considering cultural diversity.

Recommendations

The results, which are based on answers from 213 individual members of the hospital, can represent some suggestions for promoting the most important and positive factors that would contribute to the effectiveness of the organisational citizenship behaviors in the light of cultural diversity and give attention to the weak factors as following:

- Educating the principles of organisational justice to organisation supervisors.
- Reducing discrimination in the hospital than to personnel via systemization, employment, adjustment, upgrading, and promoting salary and wage.
- Organising a rewarding system as individuals and in the group.
- Designing educating courses for changing and breeding beliefs and behavioral patterns of all organisation personnel.
- Encouraging personnel to do job tasks and challenging work to reinforce job satisfaction.
- Creating a friendly, honest, and full of confidence space among personnel to support participation and avoid conflict in the hospital.
- Medical clinic, the board ought to create its qualities following the worker's social qualities. It should be finished with the different components of worker social qualities to lessen any contention arising from contrasts in the esteem framework and improves solidarity and authoritative union.
- Create competitive advantages for individuals by leveraging the diversity of Team Members. Those who share their vision, support their loyalty to their organisation.

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