The Influence of Organizational Culture on Organizational Citizenship Behavior of Indonesian Post Office Employees

Meilia Risna[1]*, Juhary Ali[2]

{ meiliarisna@gmail.com[1]*, juhariali@gmail.com[2] }

Student of Ph.D. Business Administration, Asia e University, Malaysia[1]*, Deputy Vice Chancellor of Asia e University, Malaysia[2], STEBI Lampung University, Indonesia[1]*

Abstract. The goal of the research was to examine the impact of organizational culture on the organizational citizenship behavior of employees at the Indonesian Post Office (Persero). Correlational research is the method employed. This study was conducted at PT Post Indonesia, namely at Post Offices in DKI Jakarta. Research time is June-December 2021. The population of this research is all permanent employees and contract employees of PT Pos Indonesia, throughout DKI Jakarta who have been employees for at least 1 year. The population of this research is 2,835 people, with details of permanent employees as many as 2,700 people and 135 contract employees. This survey was used to collect data for this investigation. Smart PLS 3.0 was used to do univariate and bivariate analysis on the effect of the independent variable on the dependent variable. According to the findings, there is a 0.758 significant effect of organizational culture on organizational citizenship behavior with a P-Value of 0.000 0.05. A higher value on the parameter coefficient indicates that the better the organizational citizenship conduct, the greater the organizational culture.

Keywords: Organizational Culture, OCB, Pos Indonesia.

1 Introduction

A company's people resources can benefit from additional role behavior defined as organizational citizenship behavior (OCB) [1]. Furthermore, the handling of human resources is always regarded as critical, because if a sector is not adequately managed, the rest of the firm will suffer [2]. The meaningful use of the company's human resources is a prerequisite for utilizing the potential of human resources [3]. In order for employees in an organization to work at the required level of performance, the organizational culture (OC) within the organization has become important to study for decades [4]

OCB is never included in employee job descriptions, although it is critical to an organization's performance and viability [5]. Other studies that recognize the importance of

OCB, particularly in recruiting and retaining employees who exhibit voluntary and spontaneous actions [6].

When employees exhibit appropriate corporate citizenship conduct, a comfortable, safe, and favorable organizational culture will be formed [7]. Organizational culture influences OCB [8]. In the past, PT Pos had no competitors but now it has competitors. Because land, sea and air transportation companies also compete to transport cargo. In this era of competition, a good organizational culture is needed.

The organizational culture of all Pos Indonesia personnel, becomes a value system that animates the formulations of the systems and procedures that apply at Pos Indonesia, and as the basis for forming the character of Human Resources at PT Pos Indonesia (Persero). Implementation of organizational culture in Pos Indonesia, will then be carried out through the stages of socialization, internalization, implementation and monitoring/evaluation. All Pos Indonesia employees are required to play an active role in implementing organizational culture at Pos Indonesia. In time, these organizational cultural values will be integrated with the systems and procedures that apply at Pos Indonesia, including the HR Management system.

PT Pos Indonesia (Persero) officially started the internalization of OCB. This OCB value will become the standard of behavioral values that will guide the work of employees at PT Pos Indonesia (Persero). Implementation of OCB as the main values of Pos Indonesia and in line with the needs of SOE transformation. This is required to achieve the function of State-Owned Enterprises as a catalyst of economic growth, a social development accelerator, a source of employment, and a supply of talent. OCB core values must be implemented in the work behavior of Pos personnel at all levels. This will be in line with Pos Indonesia's business strategy which will encourage Pos Indonesia people to perform better. For this reason, it was decided to conduct research on the topic of organizational culture with a focus on a state-owned company, namely PT Pos Indonesia (Persero) and its direct effect on OCB.

Currently, Pos Indonesia is facing a very tough challenge. Not only because of increasingly fierce competition, global and national economic situations that are experiencing a crisis, but also changes due to digital technology which makes old business models less relevant to the needs and preferences of courier and logistics service users. The research issue is: Does organizational culture influence OCB? The goal of this research was to examine the impact of organizational culture on the OCB level of postal employees in Jakarta.

2   Literature Review

2.1 Draft Organizational Citizenship Behavior (OCB)

The term OCB first appeared in the field of organizational behavior and managerial literature in the early stages of, and has since become a sizable area of research. OCB was originally defined as "individual behavior that is discretionary in nature, not directly or explicitly recognized by formal reward systems, and in the aggregate promotes the effective functioning of the organization [9][10]."

Organizational Citizenship activity (OCB) is referred to as a worker's activity that goes beyond official work duties yet has a beneficial effect since it promotes organizational success [11]. OCB is an individual's alternative prosocial conduct that is different from authorized job obligations and duties that aren't part of a defined job description and benefits others as well as the company [12].

OCB is a type of informal behavior that goes beyond what is formally expected to contribute to the well-being of the organization. It is a form of behavior that is an individual choice and initiative that is unrelated to the organization's formal reward system but, in aggregate, increases organizational effectiveness [13] [14].

OCB is regarded as a few of the most powerful elements impacting organizational performance and success [15]. Researchers have noticed the significance of OCB and attempted to devote their focus to this aspect of employee behavior for organizational achievement and efficiency improvement [16].

OCB is a vital administrative tool for firms that, when used effectively, improve individual, group, and organizational performance [17]. As defined by [10], OCB is a worker's readiness to take on a position that is outside of his primary role in an organization, hence the term "extra-role conduct."

2.2 Organizational culture

According to [18] reveals that organizational culture or can be interpreted as experience, history, shared beliefs and norms that characterize a company or organization. Organizational culture is defined as a set of fundamental assumptions and beliefs maintained by people within a company as a consequence of their experience of adapting to external difficulties and integrating internal ones.

Organizational culture is the topic of solving both internal and external problems that are implemented consistently by a team and then handed on to fresh participants as the correct way to comprehend, think, and feel about the aforementioned challenges [19]. The consequences of Organizational Culture on Organizational Performance. Many researchers have discovered a link between culture and OCB. OCB is affected by organizational work culture. OCB is beneficially affected by organizational culture [20].

.3 Methods

This is a case of quantitative research. Correlated confirmation is the method used in this study. This study was conducted at PT Post Indonesia, namely at Post Offices in DKI Jakarta. The research period is from June to December 2021. The population of this research is all permanent employees and contract employees of PT Pos Indonesia, throughout DKI Jakarta who have been employees for at least 1 year. The population of this research is 2,835 people, with details of permanent employees as many as 2,700 people and 135 contract employees.

This study uses a proportional stratified random sampling technique, which is a comparison between the number of employees and the number of samples in each stratum, (echelon/classincluding the proportion between permanent and contract employees.

Table 1. Distribution of Population and Research Sample

Employee Status*	Position level*	Total*	%	Sample
(1)	(2)	(3)	(4)	(5)
Permanent Officer	C2	5	0,18	1
	C1	8	0,28	1
	D3	8	0,28	1
	D2	68	2,40	8
	D1	30	1,06	4
	E3	107	3,77	13

	E2	77	2,72	10
	E1	20	0,71	2
	F3/Staf	1.450	51,15	179
	F2/Staf	93	3,28	11
	F1/Staf	834	29,42	103
	Sub total	**2.700**	**95,24**	**333**
Non -permanent officers	Staf	135	4,76	17
AMOUNT		**2.835**	**100**	**350**

Source: PT Pos Indonesia, 2022

This study's data included both primary as well as secondary sources. Respondents filled out questionnaires to acquire basic information. At this point, secondary data was gathered from PT Post Indonesia paperwork, studies in literary journals, press pieces, and books related to the issue of this research. The major data source is a Jakarta post office employee who has worked with the company for at least one year and is familiar with the implementation of OCB in DKI Jakarta Post Offices.

A form was used to collect data for this investigation. Smart PLS 3.0 was used to do bivariate and univariate analyses on the influence of the independent variable on the variable in question.

4   Result and Discussion

The gender breakdown of responders is seen in the table below.

Table 2. Gender Distribution of Participants

No.	Gender	F	Percentage (%)
1	Male	244	69,71
2	Female	106	30,39
	Total	350	100,00

The number of male respondents was 244 people or 69.71%, this dominated from female respondents, which amounted to 106 people or 30.39%.

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No.	Age	f	Percentage (%)
1	21- 30 Year	67	19,14
2	31 – 40 Year	72	20,57
3	41 - 50 Year	122	34,86
4	On 50 Year	89	24,53
	Total	350	100,00

The age range of the most respondents was between the ages of years, with a total of 122 respondents or 34.86%, followed by respondents over 50 years, with a total of 89 respondents or 24.53%, then the age range of 31-40 years, with 72 respondents (20.57%), and the age range of 21-30 years, with 67 respondents or 19.14%.

Table 4. Participant Distribution by level of education

No.	Education	f	Percentage (%)
1	High School	142	40,57
2	Diploma	38	10,86
3	Bachelor (S1)	140	40,00
4	Postgraduate (S2)	22	6,29
5	Other	8	2,29
	Total	350	100.00

His most recent educational level is SMA/SMU and Bachelor (S1). In this study, 142 persons (40.56%) and 140 people (40.00%) dominated the number of answers. Following that were 38 participants with a Diploma (10.86) and 22 postgraduate (S2) education (6.29%), with just a small proportion of participants with other education 8 (2.29%).
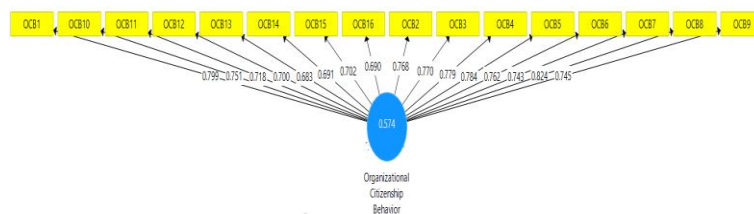
4.1 Testing Outer Model
Variable Organizational culture
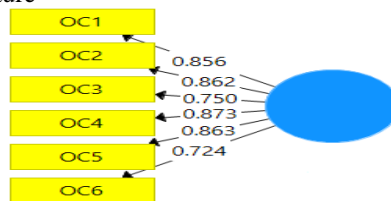
Fig. 1. *Output* Variabel Organizational culture

As shown in Figure 4.2, the findings of analyzing data using SmartPLS demonstrate that all reveal on the Team Creativity variable in the current investigation have a loading value above 0.6. This demonstrates that the manifest variable with a loading value larger than 0.60 has a significant degree of it so it meets the criteria for convergent validity.

4.2 Variable *Organizational citizenship behavior*

Fig. 2. *Output* Variabel *Organizational citizenship behavior*

As shown in Figure 4.4, outcomes of analyzing data using SmartPLS demonstrate that all of the manifests on the organizational citizenship conduct variable in the current research have a loading value above 0.6. This demonstrates that the manifest variable with a loading value larger than 0.60 possesses a high level of consistency and hence meets convergent validity.

Table 5. AVE, √AVE dan *Latent Variable Correlation*

	AVE	√AVE	OCB	OC
Organizational Citizenship Behavior	0.556	0.75	1.000	0.758
Organizational Culture	0.678	0.82	0.758	1.000

Source: Data processed by SmartPLS 3.0

Because all AVE components are greater than the relationship value between constructions as well as other constructs, the calculated model meets the discriminant accuracy criterion for all constructs.

Table 6. *Cronbach's Alpha*

	Cronbach's Alpha
Organizational Citizenship Behavior	0.947
Organizational Culture	0.903

Source: Data processed by SmartPLS 3.0

Cronbach's alpha results reveal that every parameter has Cronbach's alpha values higher than 0.6, implying that all variables are consistent.

4.3 Inner Model Test

Table 7. *R-square*

	R Square	R Square Adjusted
Organizational Citizenship Behavior	0.574	0.573

Source: Data processed by SmartPLS 3.0

Table 7 reveals that the coefficient for the OCB model on citizenship behavior in organizations is 0.574, showing that the model is reasonable.
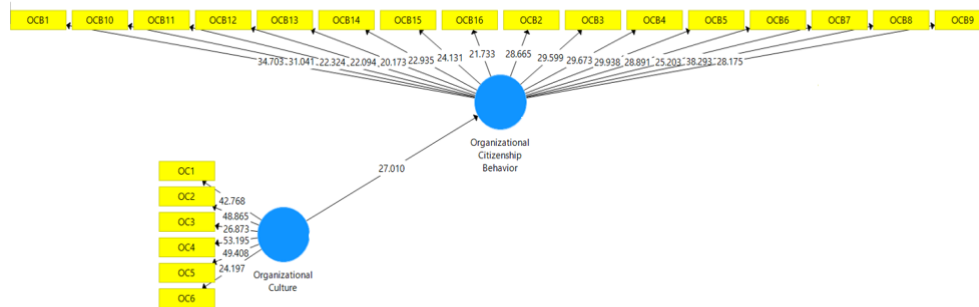
Table 8. *Effect Size*

	Employee Performance	Organizational Citizenship Behavior
Organizational Citizenship Behavior	0.162	
Organizational Culture	6.543	1.347

Source: Data processed SmartPLS 3.0

Based on the results of the effect size, it is known that the relationship between organizational culture and organizational citizenship behavior has an effect size value of 1.347, high category.

4.4 Bootstrapping Results

Fig.3. Bootstrapping Results

Figure 3 show influence *organizational culture* to *organizational citizenship behavior* (*T value* = 27,010). Final, *organizational citizenship behavior* to *employee performance T value of* 6,957.

Table 9. *Path Coefficients*

Path	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
Organizational Culture -> Organizational Citizenship Behavior	0.758	0.757	0.028	27.010	0.000

Source: Data processed by SmartPLS 3.0
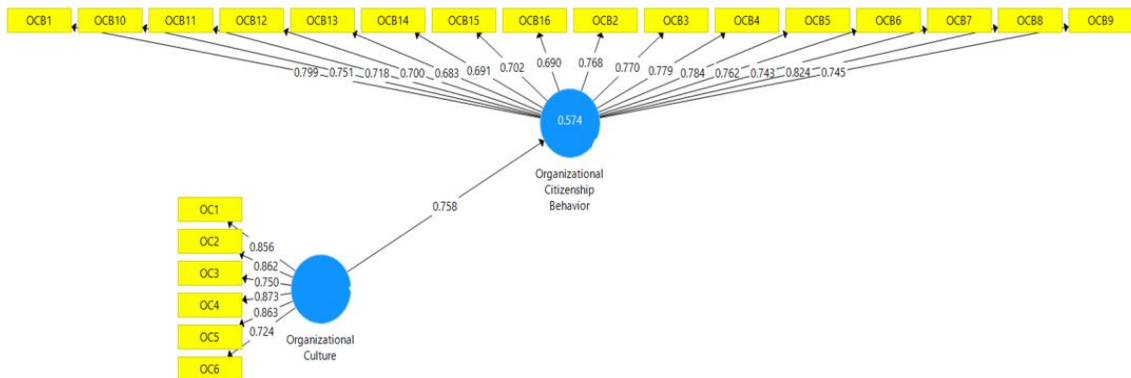
Fig. 4. Correlation coefficient

Hypotheses: Corporate culture has an important effect on organizational citizenship behavior. Based on the findings of the analysis, the effect of organizational culture on organizational citizenship behavior was 0.758 with a P-Value of 0.000 0.05, implying that there was a substantial impact of organizational culture on organizational citizenship behavior.

A high value on this coefficient indicates that H1 is embraced since the deeper the corporate culture, the better the organizational citizenship behavior.

Internal integration and cooperation between firm operations and personnel are aspects of organizational culture [21]. The study's findings line up with earlier research, such as research that explores the effect of organizational culture on employee organizational citizenship conduct, as others, organizational culture impacts organizational citizenship behavior [22]. The significance of the influence of organizational culture on organizational citizenship behavior is influenced by things such as organizational values, work environment situations, leadership styles to work processes and systems that directly have an impact on organizational sustainability [23]. Organizational efforts in carrying out their activities effectively must be accompanied by research and development [24]. The real impact of organizational culture is the work climate that affects employee performance as organizational citizenship behavior which is composed of an organizational culture framework of values, beliefs, attitudes, norms, employee behavior and their expectations that are shared in the organization by its members [25]. Organizational culture provides enormous benefits for improving organizational citizenship behavior both individually and in groups [26].

5. Conclusion

Pursuant to the outcomes of hypothesis testing, organizational culture has a beneficial and substantial effect on the use of organizational citizenship behavior. Organizational culture has a high influence on organizational citizenship behavior (0.758), and organizational culture may explain 75.8% of organizational citizenship conduct, while the remaining 24.2% is influenced by other factors. The more progressive the corporate culture, the greater the application of organizational citizenship behavior.

Acknowledgements

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