

Enhancing Work Productivity through Organizational Culture and Organizational Citizenship Behavior: Evidence from Indonesian State Owned Enterprises

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ABSTRACT

In a dynamic and competitive business environment, employee work productivity is a key factor to support the company's competitiveness and success. Therefore, the efforts to develop work productivity are important to do through improvements in the factors that affect work productivity. This study aims to analyze the effect of organizational culture on work productivity with organizational citizenship behavior (OCB) as an intervening variable. The study was conducted at PT. Perusahaan Gas Negara, Tbk by using quantitative methods and a sample of 127 managers taken with simple random sampling. Data collection using a 5-point Likert Scale questionnaire and analyzed using the path analysis. The results showed that organizational culture and OCB had a positive direct effect on managers' work productivity. Organizational culture are also known to have a direct positive effect on OCB and OCB was proven as an intervening variable for the influence of organizational culture on work productivity. Based on these findings, the factors of organizational culture and OCB must be considered to increase work productivity.

Keywords: Organizational Culture, Organizational Citizenship Behavior, Work Productivity

INTRODUCTION

The State Owned Enterprises (SOEs) controls various strategic economic sectors and become important pillars for the

economy in almost every country. The role of SOEs is increasingly prominent in the international market (OECD, 2015) and will remain an influential economic force in the years to come (Sturesson, McIntyre, & Jones, 2015) because they have a relatively large contribution to the global economy, which is around 10% (Bruton, Peng, Ahlstrom, Stan, & Xu, 2015). Particularly in Indonesia, the role of SOEs in the economy is also quite large, as seen from their contribution to the State Budget for the last four years an average of around 9.8%. This indicates that SOEs is the driving force for the economy, so that a strong SOEs is needed to support development in Indonesia.

In the energy sector, one of the strategic economic sectors is natural gas which is managed by PT. Perusahaan Gas Negara, Tbk (PGN). Natural gas is a basic energy requirement for both industrial and household needs, so it has a vital function in the economy in Indonesia. PGN is required to be able to supply gas needs in Indonesia in sufficient quantities and at competitive prices. Along with the growth in population and industrial activity, the demand for gas also continues increase. Gas is also an export commodity that must be optimized to increase state revenue. Therefore, PGN must increase its productivity in order to meet the national demand for gas as well as exports. However, unfortunately, PGN's current productivity is generally not

satisfactory, as indicated by the indicators of earnings before interest, taxes, depreciation, and amortization (EBITDA) divided by the number of workers. The EBITDA ratio of PGN is still below of competitors such as Pertamina and British Gas. For example, in 2018 PGN's EBITDA ratio was 0.93 below Pertamina (1.69) and British Gas (3.29), and in 2019 it was 0.32, also below Pertamina (1.69) and British Gas (3.28) (PT. Perusahaan Gas Negara, 2020). This fact shows that PGN's productivity is still not competitive with its competitors.

PGN's productivity depends on the employees or human resources in the company. If employees have high work productivity, it will also have an impact on PGN's high productivity. Therefore, employees are the key factor determining the level of productivity at PGN, so efforts to increase productivity must lead to improvements in factors that affect work productivity. This study aims to investigate the role of organizational culture in influencing work productivity which is mediated by organizational citizenship behavior. So far there is still limited research that discusses the influence of organizational culture on productivity by involving organizational citizenship behavior as an intervening variable.

LITERATURE REVIEWS AND HYPOTHESIS DEVELOPMENT

Organizational Culture and Work Productivity

In a general sense, productivity is understood as a comparison between input and output. Hersey, Blanchard, and Johnson (2008, p. 234) explained "productivity is the ratio of the output of goods and services divided by inputs or resources used to produce goods and services". Gomez-Mejia (2008, p. 656) state that "productivity reflects the relationship between the inputs used (hours of labor, raw materials, money, machines, etc.) and the output created (the quantity and quality of goods and services)". While Shafritz, Russell, and Borick (2007, p. 324) also

explained "productivity is measuring the relationship between the quantity (and quality) of the results produced and the quantity of resources required for the production of goods or services". From these definitions, productivity is basically a measure of the work efficiency of an individual, work unit or entire organization. The more efficient in using input to produce maximum output, the more productive. In other words, productivity can be seen from the ability to produce as much output as possible with the available input.

One of the reasons for work productivity is organizational culture. According to Schein (2010), Organizational culture is concerned with the basic common assumption patterns learned by the group to solve problems of external adaptation and internal integration, which have worked quite well, are considered valid, so that new members are taught the correct way to feel, think, and feel related to the problem. Organizational culture also refers to a value system that is lived up to by members of the organization and is a distinctive feature as a differentiator from other organizations (Robbins & Judge, 2015). Work productivity is a concept that is also closely related to performance, and related to this Colquitt et al. (2019, p.529) explain the influence of organizational culture on performance "person-organization fit has a weak positive effect on performance. Employees who fit with their organization tend to have slightly higher levels of task performance". This opinion shows that individuals who perceive conformity with organizational values will have a positive impact on their performance or productivity. Previous research conducted Kelepile (2015) found organizational culture has a productivity influence. Other studies were conducted by Mahdiyeh, Nakhaei, and Kebriaei (2016) also shows that organizational culture is a predictor of work productivity. Thus, the following research hypothesis can be formulated:

H1: Organizational culture has a positive direct effect on work productivity

Organizational Citizenship Behavior and Work Productivity

Organizational citizenship behavior (OCB) has an important role in determining individual work outcomes, especially the level of productivity. According to Organ, Podsakoff, and MacKenzie (2006, p. 3) OCB defined as, “individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and that in the aggregate promotes the efficient and effective functioning of the organization“. This explanation emphasizes that OCB is a behavior that is not included in a formal reward system. Positive behaviors carried out by members of the organization are voluntary behaviors that do not get rewarded by the organization, but have a positive impact on the efficiency and effectiveness of the implementation of organizational functions. In another view Griffin and Moorhead (2014, p. 80) explained “organizational citizenship is the extent to which his or her behavior makes a positive overall contribution to the organization.” The concept of OCB is broader than the previous concepts because it involves all behaviors that can make a positive contribution to the organization. Therefore, OCB is not limited to behavior beyond of the formal duties contained in a person's job description. Thus, OCB refers to the nature of helping because it wants to take an action beyond of its formal work. In this case McShane, Olekalns, and Travaglione (2013) explained OCB is related to one form of cooperation and helping behavior “organizational citizenship behaviors refer to various forms of cooperation and helpfulness to others that support the organization’s social and psychological context“.

From these concepts, it can be understood that OCB is the attitude of individuals who have high awareness in helping organizations to achieve their best. Individuals who have high OCB will tend to be more active at work resulting in high work productivity. Some literature shows a close relationship between OCB and

productivity and efficiency (Bergeron, Esch, & Thompson, 2018; N. P. Podsakoff, Blume, Whiting, & Podsakoff, 2009). Podsakoff, Mackenzie, Paine, and Bachrach (2000) also shows that OCB can contribute to organizational performance by increasing the productivity of coworkers and managers by facilitating collaboration between work groups and enabling organizations to adapt to changing environments. Previous research has also shown that OCB is a factor that plays an important role in influencing a salesperson's level of sales as an indicator of productivity (Marshall, Moncrief, Lassk, & Shepherd, 2012; Piercy, Cravens, Lane, & Vorhies, 2006). Thus, the following research hypothesis can be formulated:

H2: OCB has a positive direct effect on work productivity

Organizational Culture and OCB

Organizational culture is a complex aspect that includes prevailing values and norms and underlies behavior patterns that affect organizational members (Champoux, 2016), one of which has an effect on OCB (Passmore, Peterson, & Freire, 2016). This is because organizational culture acts as a social glue, so that it can bind people together and make them feel part of the organizational experience and encourage members of the organization to show their best performance (McShane & Glinow, 2018). If the members of the organization have a strong bond with the organization, it will encourage a caring attitude towards the organization and are willing to be more active in helping the organization to achieve success. While Colquitt et al. (2019, p. 529) also explained” person-Organization Fit has a weak positive effect on Performance. Employees who fit with their organization tend to have slightly higher levels of Task Performance, with effects on Citizenship Behavior slightly stronger.” This means that organizational members who feel a match with organizational values will have a stronger impact on OCB. Previous research has shown that the dimensions of organizational culture such as respect to

people and team orientation have an effect on OCB (Erkutlu, 2011). Other studies were conducted by Mohanty dan Rath (2012); Hojjat, Taheri, and Sadegh (2014) also proved that organizational culture has an effect on OCB. Thus, the following research hypothesis can be formulated:

H3: Organizational culture has a positive direct effect on OCB

Organizational Culture, OCB and Work Productivity

Based on the previous explanation, it is known that theoretically and based on previous research, directly organizational culture has an effect on OCB and OCB has an effect on productivity. Previous research that placed OCB as an intervening variable

was conducted Suwibawa, Agung, and Sapt (2018) The results show that OCB acts as an intervening variable in the influence of organizational culture on performance. A strong organizational culture and used as a reference in acting and behaving will increase the OCB of organizational members, and further have an impact on increasing work productivity. Thus, the following research hypothesis can be formulated:

H4: Organizational culture has an indirect effect on work productivity through OCB

Based on the literature review described above, the following theoretical framework can be made.

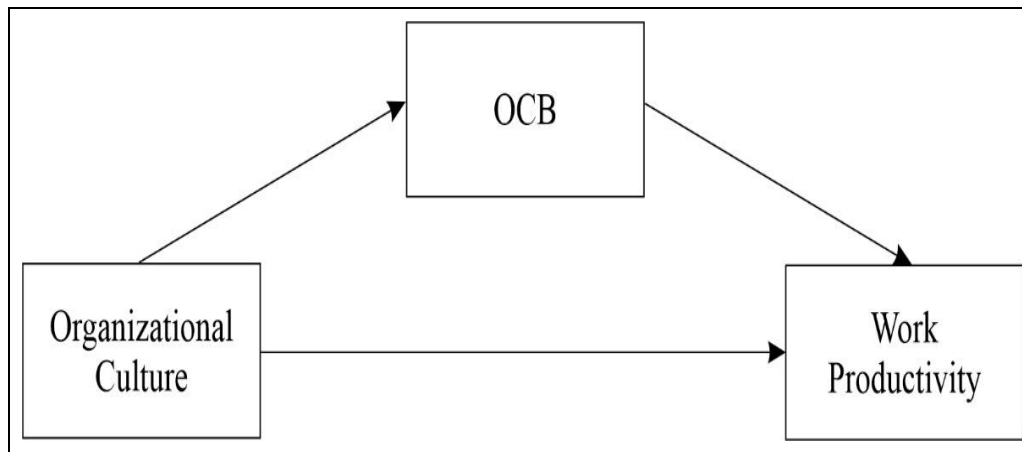


Figure1. Research Framework

METHODS

The study was conducted in PT. Perusahaan Gas Negara with manager as a sample research. This study uses a quantitative approach with a survey design. The research sample consisted of 127 managers who were taken randomly. The respondent profile consisting of gender, age, education, tenure, marital status, and directorate shown in Table 1. Based on the gender, majority of respondents in this study were male, as many as 84 (66%) and its age majority were 31-40 years (54%). The education of participants generally is bachelor (45%), working period most of respondents have worked 11 - 15 years (39%), marital status it is known that the

most is married (93%), and based on directorate most of it comes from Infrastructure directorate (42%).

Data collection was carried out using a questionnaire using a 5-point Likert scale from Never (1) to Always (5). Measurement of work productivity (WP) variables uses five indicators: work innovation, time use, work quality, performance capacity, and personal quality (Hamilton-Attwell, 1998; Villotti et al., 2017). The reliability test for work productivity scale obtained Alpha Cronbach of $0.890 > 0.7$ which means reliable. Four dimensions from Denison, Nieminen, and Kotrba (2014) namely involvement, consistency, adaptation, and mission used to measure organizational

culture (OC). The reliability test obtained Alpha Cronbach of $0.963 > 0.7$ which indicated organizational culture scale is reliable. While for organizational citizenship behavior (OCB) measured by indicators: altruism, conscientiousness, sportsmanship, courtesy, and civic virtue (Organ, 1997). The reliability test indicated Alpha Cronbach of $0.935 > 0.7$ which means OCB scale is reliable.

Table 1: Demographic description of the sample (n= 127)

Description	Frequency (F)	Percentage (%)
Gender:		
a. Male	84	66
b. Female	43	34
Age:		
a. 31-40 years	68	54
b. 41-50 years	37	29
c. > 50 years	22	17
Education:		
a. ≤ Diploma	36	28
b. Bachelor	57	45
c. Magister	34	27
Tenure:		
a. 6-10 years	23	18
b. 11-15 years	50	39
c. 16-20 years	12	9
d. > 20 years	42	33
Marital status:		
a. Married	118	93
b. Single	9	7
Directorate:		
a. Main Directorate	12	9
b. Commercial Directorate	23	18
c. Infrastructure Directorate	53	42
d. Finance Directorate	14	11
e. HRD and Affairs Directorate	25	20

Data analysis techniques used in this study include descriptive and inferential statistics. Descriptive statistics consist the minimum, maximum, mean, standard deviation, and correlation. Inferential statistics are used to test research hypotheses namely by path analysis. The goodness of fit index of the model is also used to see the fit between the theoretical models tested with empirical models. The

Table 3: Path coefficients and t-value

No.	Path	Standardized Solution	t-value	Decision
1.	OC → WP	0.55	7.40	Accepted H1
2.	OCB → WP	0.34	4.64	Accepted H2
3.	OC → OCB	0.76	13.10	Accepted H3
4.	OC → OCB → WP	0.26	4.37	Accepted H4

software of LISREL 8.8 is used to calculated the path analysis.

RESULT AND DISCUSSION

Table 2 shows the Pearson correlation coefficient and descriptive statistics for each variable. The correlation between organizational culture and work productivity indicated by correlation coefficient 0.812 and be the strongest correlation. The correlation between organizational citizenship behavior and work productivity 0.73 and the relationship between organizational culture and organizational citizenship behavior indicated by correlation coefficient 0.761. All of correlations is positive and significant. While for descriptive statistics indicated that the organizational culture variable has scored of 3.0 to 5 with mean of 4.1 and a standard deviation of 0.5; organizational citizenship behavior have a score range from 2.9 to 5 with a mean of 4.2 and a standard deviation of 0.5, and innovative behavior have a score range from 2.8 to 5 with mean score of 4.2 and a standard deviation of 0.4.

Table 2: Correlation and descriptive statistics

Variables	1	2	3
OC	1.000		
OCB	0.761**	1.000	
WP	0.812**	0.763**	1.000
Minimum	3.0	2.9	2.8
Maximum	5.0	5.0	5.0
Mean	4.1	4.2	4.2
Standard deviation	0.5	0.5	0.4

** p-value < 0,01

Hypothesis Testing

The results of the calculation of the path coefficient of influence of organizational culture and organizational citizenship behavior on work productivity are shown in Table 3.

The direct effect of organizational culture on work productivity indicated by path coefficient of 0.55 with $t\text{-value} 7.40 > 1.96$. The results indicated that the path coefficient is positive and $t\text{-value} > t\text{-critical}$, which means accepted H1. Therefore the organizational culture has a direct positive effect on work productivity. The direct effect of organizational citizenship behavior on work productivity showed by path coefficient 0.34 with $t\text{-value} 4.64 > 1.96$, which means accepted H2. This means that organizational citizenship behavior has a positive direct effect on work productivity. Further for direct effect of organizational culture on organizational citizenship behavior obtained path coefficient of 0.76 with $t\text{-value} 13.10 > 1.96$, thus accepted H3. This means that organizational culture has a positive direct effect on organizational citizenship behavior. While for the path coefficient of indirect effect of organizational culture on innovative behavior through organizational citizenship behavior indicated by path coefficient 0.26 with $t\text{-value} 4.37 > 1.96$ so that it supported H4. Thus it can be concluded that there is an indirect effect of organizational culture on innovative behavior through organizational citizenship behavior.

The results of this study prove that organizational culture has a positive direct effect on the work productivity of managers at PGN. These findings indicate that the existence of an organizational culture in PGN has an important function in influencing the increase or decrease managers work productivity. If the values of the organizational culture support and are implemented properly, it will have a positive impact on increasing the work productivity of managers. This finding is relevant to the explanation Colquitt et al. (2019) that organizational members who feel a conformity with cultural values in their place of work will affect their performance as a manifestation of work productivity. Previous research also supports as conducted by Kelepil (2015) which shows organizational culture has an

influence on productivity. Research by Mathew (2007) found the dimensions of organizational mission culture, agreement, concern for employees and trust, focus on customers; organizational learning, empowerment, and high performance work orientation have a significant relationship with productivity. The research by Vyas (2017) found that the organizational culture dimensions of confrontation, trust, autonomy, authenticity, and collaboration have a significant effect on productivity. Other studies were conducted Ahmadi (2011); Akbari, Nazari, and Mahmoudi (2015); Mahdiyeh, Nakhaei, and Kebriaei (2016) also proved that organizational culture has a positive effect on work productivity. The findings in this study mean supporting the theory and previous research regarding the role of OCB in influencing work productivity.

The results of hypothesis testing also show that OCB has a positive direct effect on the work productivity of managers at PGN. These findings indicate that a strong level of OCB will have an impact on increasing work productivity. This finding is understandable considering that individuals who have high OCB will tend to be more active at work so that their work results are more productive. OCB is discretionary behavior that is carried out outside the formal role of a person who helps other employees in carrying out their work or provides support to the organization, or is voluntary action that is carried out continuously and exceeds the standards required by the organization that can make a positive contribution to development and organizational effectiveness. Podsakoff et al. (2000) explained that OCB has an important contribution to organizational success, among others, through increased cooperation and managerial productivity. Previous research conducted by Ranjbar et al. (2014) proves that there is a significant relationship between OCB and work productivity. Research by Mallick, Pradhan, Tewari, and Jena (2014) shows that altruism as a dimension of OCB plays a role in

increasing work productivity. The research from Barsulai, Makopondo, and Fwaya (2019) also shows that OCB has a significant effect on work productivity. Other studies were conducted by Rezai and Sabzikaran (2012) also found that OCB had a significant effect on work productivity. The findings in this study mean supporting the theory and research that has been done previously regarding the role of OCB in influencing work productivity.

In addition to having an influence on work productivity, organizational culture is also proven to have an effect on OCB. OCB is an individual internal factor related to psychological factors, so that its condition is also determined by non-material factors, such as in the form of organizational values. Therefore, if the organizational values are in accordance with the individual, it will have a positive impact on OCB. Colquitt et al. (2019) explained that organizational members who perceive a conformity with organizational values will have a stronger impact on OCB. In the reviews carried out by Ebrahimpour et al. (2011) It is also emphasized that organizational culture is the basis for improving OCB. Previous research conducted Hojjat, Taheri, and Sadegh (2014) also emphasized that organizational culture and its aspects positively and significantly impact on OCB. Research by Erkutlu (2011) found the dimensions of organizational namely culture respect to people and team orientation have an effect on OCB. Research by Jeong, Kim, Kim, dan Zhang (2019) proves that two aspects of organizational culture, namely clan and adhocracy, also have a significant effect on OCB. Likewise with the research conducted Harwiki (2016), Ebrahimpour, Zahed, Khaleghkhah, and Sepehri (2011); Suwibawa, Agung, and Sapta (2018), and Harwiki (2016) also shows that organizational culture is a determinant of OCB. Thus the results of this study support theories and previous research related to the important contribution of organizational culture in influencing OCB.

Testing the effect of mediation in this study also proves that OCB is a mediator of the influence of organizational culture on work productivity. This is possible because from the results of hypothesis testing it is known that organizational culture has a direct effect on OCB and OCB has a direct effect on work productivity. With this result, it will lead to an indirect effect of organizational culture on work productivity through OCB. This means that a strong organizational culture and well implemented by its members will encourage the growth of OCB and in turn will have an impact on increasing work productivity, so that OCB can play a role in strengthening or weakening the influence of organizational culture on work productivity, depending on the extent of the role of organizational culture in influencing OCB.

This study shows organizational culture as a factor that has a significant influence on OCB and has the most dominant influence on work productivity, so that organizational culture will get priority improvement in efforts to increase work productivity. This shows that in the current industrial era 4.0, organizational culture has not lost its function as an intrinsic factor of the organization that has an important role in strengthening competitiveness. As an implication, company leaders must begin to place organizational culture as a factor that has a strategic role for organizational success, especially to increase work productivity. Organizational values that deserve to be developed according to the demands of the current era such as openness to flexibility, openness to innovation, and openness to change. This study also provides important information for practitioners in the field of human resources development that OCB, which has been rarely discussed formally in organizational practice, actually plays an important role in supporting organizational success. Therefore, OCB will not be positioned as a secondary factor but as a primary factor in efforts to strengthen work productivity. This will be a challenge for practitioners in the

field of human resources to formulate effective strategies to improve employee OCB.

CONCLUSION

This study shows that non-technical factors such as organizational culture and OCB are important factors affecting productivity in companies whose operations are closely related to technology, such as energy and mining companies. These findings indicate that organizational culture and OCB are no less important than technological factors and the intellectual ability of human resources in obtaining more productive work results. Thus it is important for companies to invest proportionally in non-technical factors as soft skills for the company. The efforts to build a strong organizational culture must be made, especially by building an adaptive organizational culture so that the company has the ability to respond to any changes. The leader in this case must be able to optimize his role as an agent of change so that the company does not stagnate and has the speed to adapt to change. OCB also needs to be improved by optimizing the role of a leader in motivating and providing wise advice to his subordinates. Leaders can also help their subordinates change their paradigm of thinking, that is, so that subordinates have a strong concern for the company's interests and a sense of belonging to the company. Teamwork must also continue to be built so that the work team is more cohesive, resulting in a strong sense of togetherness among workers.

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