

## Research Article

# Effects of Organizational Citizenship Behavior Intervention on Organizational Culture and Lecturer Performance in Banten Indonesia

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**Abstract.**

Institutions succeed because of their energy base, especially their faculty base. Therefore, lecturers are the pioneers and have a clear long-term commitment to the institution's success. Only lecturers with maximum competence can realize such success. To optimize lecturers' competencies, strategies are needed to improve them. This study intends to identify how such methods can improve employee competence. The PLS-SEM approach is used, along with descriptive quantitative methods with an associative approach. A total sampling technique was used to determine the sample from a population of 202 Primagraha University lecturers. The findings of this study support the initial premise, showing that organizational culture has a considerable impact on lecturers' performance. Furthermore, the second hypothesis demonstrates that corporate culture has a substantial effect on organizational citizenship behavior. The third hypothesis shows that corporate civic behavior's has significant impact on lecturers' performance, while the fourth hypothesis highlights that organizational citizenship behavior can mediate corporate culture's effect on lecturers' performance.

**Keywords:** lecturer performance, organizational citizenship behavior, organizational culture

## 1. Introduction

When seen as an ecological system, the organization is viewed as a static collection of people. Ecological subsystems are linked together and directly serve to design how objectives are to be met. To run an organization that is easy on the institution efficiently and effectively, what is essential and highly valuable. The organization is competent in its area of need lecturer [1,2]. Humans are the source of power used when mobilizing and synergizing other individuals to achieve organizational goals [3], [4]. The system is heavily dependent on its human resources in terms of economic rivalry. Therefore, the institution's design ensures that the institution's goals can be achieved with human resources with knowledge and expertise in automated work. To support the system and

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keep it competitive at the institution, human resources with knowledge and expertise are crucial resources [5,6].

Performance is the result of a lecturer's actions or the regular performance of the lecturer's skills that he works on [7,8]. Lecturer performance is the result of activities achieved by lecturers during one period based on the performance of each profession that has been adjusted to the institution or university institution [9,10]. Performance can be assumed as the result of a method or profession in its achievement. Therefore, every lecturer must have the expertise or ability to carry out the tasks or occupations they are responsible for [11,12]. In every application of duty or profession, there is the activity of performing or converting inputs into value outputs for the product or result of the action in question [13].

The foundation for daily behavior, employee decision-making, and employee action direction is known as organizational culture [14,15]. A pattern of values, conventions, beliefs, attitudes, and assumptions that may not have been explicitly stated but nonetheless influence how people act and carry out tasks makes up corporate culture. Values are things that one regards as significant in how individuals and organizations act [16,17]. A system of shared values that set one organization apart from others is known as organizational culture [18,19]. An organization's culture is a set of fundamental beliefs that have been found, developed, or formed by a specific group with the goal of teaching the organization how to deal with issues brought on by successful internal integration and external adaptation. Consequently, it is essential to instruct new members on how to comprehend, consider, and feel about these difficulties [2,4,20].

One strategy to improve employee performance is to build attitudes, behaviors, and care for fellow employees. Organizational citizenship behavior is behavior at the place of activity following individual evaluations that go beyond the basic needs of personal actions [21,22]. Organizational citizenship behavior is an attitude that arises based on the discretion of an employee who is sincerely sought, and there is no emphasis; this attitude passes the official impact of his profession officially. The factors that influence organizational citizenship behavior in the organization include the cause of satisfaction in carrying out the activities of employees, high commitment, and safe activity areas [23,24]. Organizational citizenship behavior is an attitude that goes beyond what is standardized in a company or organization; OCB is significant in supporting the successful functioning of the company, especially in the long term; OCB increases the capacity of productive activities, productive administrative capacity, organizational strength for productive purposes, employee activity effectiveness in coordinating team

members and assisting group activities, protection of employees, increasing the stability of the company's capabilities, increasing the company's adaptability to environmental developments, etc., which is expected to affect the success of the organization [25,26].

Yayasan Insan Pelita Pratama Indonesia (YIPPI) in Serang City, Banten Province, was established by a notarial deed of Veronika Sri Hartati, S.H. Number 82 of 2018, dated April 27, 2018, and has been recorded at the Director General of General Legal Administration, Ministry of Law and Human Rights, with letter, Ministry of Law and Human Rights Number AHU-0010549.AH.01.12. 2018, year.

In 2020, based on the decision of the Republic of Indonesia's Minister of National Education 606 / 2020, dated June 30, 2020, regarding the merger of the Prima Graha College of Economics (STIE) and Pelita Pratama College of Teacher Training and Education (STKIP) into Primagraha University in Serang City, Banten Province, organized by the Insan Pelita Pratama Indonesia Foundation (YIPPI) in Serang City, Banten Province. Higher education is an organizing unit for higher education as an advanced secondary education level in the formal education pathway. This is under Article 19 of Law No. 20 of 2003, which specifies that "Higher education is the degree of education after secondary education, which includes diploma, bachelor, master, specialist, and doctorate education programs conducted by universities," is the definition of higher education. Polytechnics, colleges, academies, universities, and institutions can all be considered universities in Indonesia. Each type of university usually has several departments or study programs offered. Many lecturers are still teaching staff, and besides the level of publication, have not fulfilled the obligations each semester, as well as lecturers who have very minimal severe. Here is the model that the author will analyze (Figure 1).

## 2. Methods

This study employs quantitative techniques and a causation framework based on PLS-SEM. 202 lecturers from Primagraha University in Serang City participated in this study, as a population was drawn into the sample used. A questionnaire with a 1 to 10 point interval scale was distributed immediately as the technique of data collection. The statement items were taken from multiple studies and modified; organizational culture five items [27,28], organizational citizenship behavior five items as well as lecturer performance five items [29,30]. With the aid of the SmartPLS software version 4, the tool is used to process data [31]. By examining the loading factor, Cronbach's alpha, composite

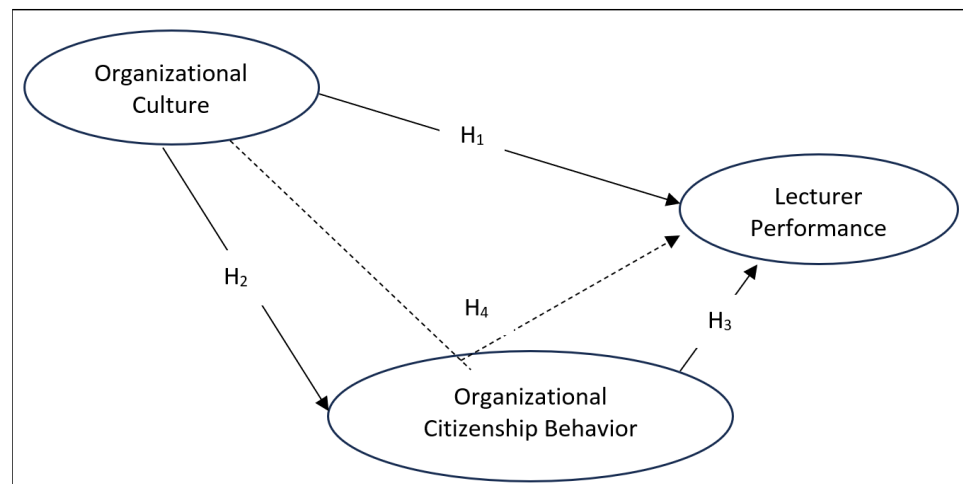


Figure 1: Research model.

reliability, AVE, and R-Squares, the tests are discriminant validity. The bootstrap method is additionally employed to observe the impact both directly and indirectly [32]. In this study, the authors formulated a hypothesis, namely: H1: Organizational culture has a big impact on how well lecturers perform. H2: Organizational citizenship behavior is significantly influenced by corporate culture. H3: Corporate citizenship behavior has a significant impact on lecturer performance. H4: Corporate citizenship activities within a firm can act as a buffer between corporate culture and lecturer performance.

### 3. Results and Discussions

Validity testing is required to demonstrate how thoroughly the instrumentation and measurement processes examine the notion before assumption testing can be done. This research conducted validity testing by examining data that are discriminative and convergent. The outcomes of the validity test can then be reviewed in this section.

Examining facts that are both convergent and discriminant. In the following section, the validity test results can be reviewed. Figure 2 above proves that if the flexibility of each marker is greater than 0.70, then the information fulfills the validity without effort benchmark. According to [33] We state that the robustness of a data is if the external weight value of each marker is above 0.70. Convergence validity can be observed not only for external weight values, but also for values that must be above 0.50 (AVE) [33-35]. In this variation, the typical variance extracted from each elastic exceeds 0.50, as shown in table 1 below.

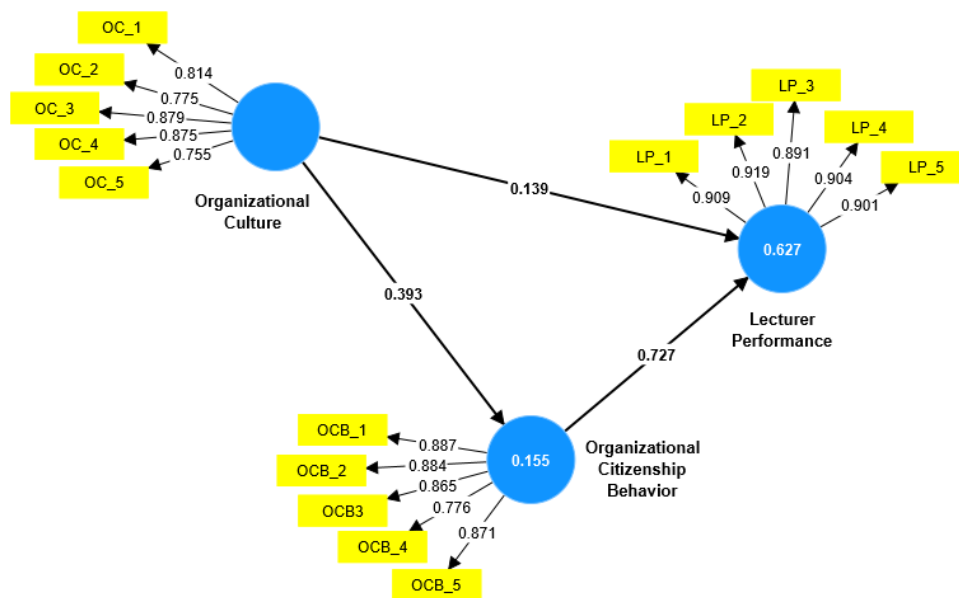


Figure 2: Outer model research.

TABLE 1: Outer model and inner model.

Variable/Indicator	Cross Loadings			CA	CR	AVE	R-Square
	LP	OC	OCB				
Lecturer Performance (LP)				0.939	0.954	0.766	0.627
LP_1	0,800	0,417	0,411				
LP_2	0,955	0,456	0,418				
LP_3	0,823	0,518	0,408				
LP_4	0,831	0,419	0,405				
LP_5	0,872	0,385	0,314				
Organizational Culture_(OC)				0.884	0.915	0.877	
OC_1	0,385	0,811	0,756				
OC_2	0,359	0,723	0,716				
OC_3	0,503	0,871	0,712				
OC_4	0,431	0,833	0,650				
OC_5	0,324	0,732	0,675				
Organizational Citizenship Behavior_(OCB)				0.911	0.934	0.899	0.155
OCB_1	0,700	0,459	0,891				
OCB_2	0,690	0,376	0,873				
OCB_3	0,682	0,471	0,880				
OCB_4	0,620	0,345	0,786				
OCB_5	0,676	0,386	0,864				

The sketch above proves that if the flexibility of each marker is greater than 0.70, then the information fulfills the validity without effort benchmark. According to [33] We state that the robustness of a data is if the external weight value of each marker is above 0.70. Convergence validity can be observed not only for external weight values, but also for values that must be above 0.50 (AVE) [33-35]. In this variation, the typical variance extracted from each elastic exceeds 0.50, as shown in the Figure 3 below.

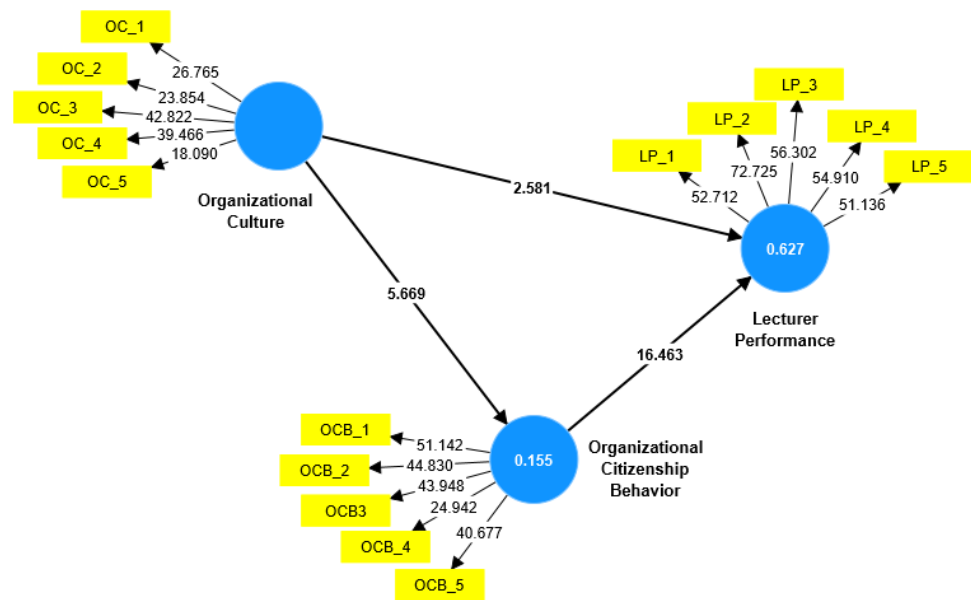


Figure 3: Outer model research.

TABLE 2: External and internal models bootstrapping.

Hypothesis Direct/Indirect Effect				
Hypothesis	Variable Influence Relations	Original Sample	T Statistic	P Values
H <sub>1</sub>	Organizational Culture → Lecturer performance	0,139	2,581	0,010
H <sub>2</sub>	Organizational Culture → organizational citizenship behavior	0,393	5,669	0,000
H <sub>3</sub>	organizational citizenship behavior → Lecturer performance	0,727	16,463	0,000
H <sub>4</sub>	Organizational Culture → organizational citizenship behavior → Lecturer Performance	0.268	5.878	0.000

Source: SmartPLS 4.0 output processed 2023

Figure 3 and Table 2 demonstrate that the first hypothesis, which is true, greatly influences organizational culture on lecturer performance. Furthermore, the second hypothesis supports the author’s formulation by demonstrating a significant impact of company culture on organizational citizenship behavior. A similar large impact of

organizational citizenship behavior on lecturer performance is demonstrated by the third hypothesis. In the fourth theory, corporate citizenship practices can operate as a buffer between company culture and professor performance.

## 4. Conclusion

For an institution to succeed, it must integrate its various functions and use them best. Human resources are becoming increasingly important in an effective management system. One of the most important aspects determining the institution's success is the performance of the lecturers. Therefore, human resource management in an organization has become one of the most essential functions in an institution. Techniques that can produce superior performance include organizational culture and organizational citizenship behavior. With this background, A theoretical contribution to the literature is anticipated from this investigation. The first hypothesis is accepted because the results show that organizational crocodile significantly affects lecturer performance. Furthermore, the second hypothesis shows a significant influence between corporate culture on Organizational citizenship behavior, under what the author formulated. Similarly, the third hypothesis shows a considerable impact the impact of professor behavior on organizational citizenship behavior. The impact of workplace culture on lecturer performance can be mitigated, according to the fourth hypothesis, organizational citizenship behavior.

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