

## **Improving Organizational Citizenship Behavior, Why Organizational Culture Matters? Case Study at Garuda Indonesia Airlines**

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**Abstract:** Now a days, in the emerging market economy, human resources management become one of the key success factor to leverage the business. Organizational citizenship behaviour is important to boost organizational performance. This study aim to analyze the influence of organizational culture toward Organizational Citizenship Behavior (OCB). The second one is to analyze other factors that affect Organizational Citizenship Behavior (OCB). This research was conducted at the head office of PTGaruda Indonesia (Persero) Tbk, one of the 5-star airlines rated by SKYTRAX. The method of this research is mixed method both quantitative and qualitative through a survey using a questionnaire and in-depth interview, respectively. The data gathered from 83 permanent employees as a respondents obtained were analyzed using simple linear regression techniques. The result of this study indicates that organizational culture as significant influence on Organizational Citizenship Behavior (OCB) of permanent employees at the head office of PTGaruda Indonesia (Persero) Tbk. Other factor namely climate and environment of job, role of leader (leadership action), system of remuneration, reward system and recognition is give effect to increase organizational citizenship behaviour.

**Key words:** Organizational culture, Organizational Citizenship Behavior (OCB), emerging, qualitative, quantitative

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### **INTRODUCTION**

Now a days the competition of business sector is more competitive. The doer of business compete each other in order to triumph the competition. This condition claim every company or organization able to create the credit point in competition in order that such company have added value or more value be compared by its competitors the excellence in competition can be review both from quality, product, service, marketing, cost and also human resource sector so that, a company can attain its goal. One of key aspects in competition that become a main focus today for company is human resources. The human resources viewed as an asset for company, factually its existence is very important in reaching the growth of economy for country (Becker, 1975). Moreover, human resource will decide the success or even or failure of reachment the purpose of company whereas in it there is a strategy and step operational policy that prepare to be operated by company. Such condition claim and organization or company, it is important have excellent human resources aspect in all over sector.

Having an excellent human resources will bring excellent performance for the organization. Sloat (1999) emphasizes that the employee expected not only do their duties but also the behavior of extra-role. The behavior of extra-role or additional role which performed by the employee namely Organizational Citizenship Behavior (OCB) (Organ, 1988). Employee who performance the behavior of OCB be mentioned as good employee (good citizen). Organ (1988) define Organizational Citizenship Behavior (OCB) as the behavior of individual who has free characteristic (discretionary) explicitly or in directly be recognized by (formal reward system) and aggregately or entirely increase the function organization effectively and efficient.

Successful organization want and need the employee who want to do the task more than (job description) that be given or employee who will give the performance more than the target of organization or company. Organizational Citizenship Behavior (OCB) is the behavior of alternative that do not become part from the obligation of employee formal job but supporting its function of such organization effectively. In order to create good OCB,

organization want to know what factor that make OCB of employee become good or increase. According to Organ (1988) in Novliadi, OCB be influenced by some factor namely culture and climate of organization, personality and mood, perception to organizational supporting, perception to superior interaction quality, sub ordinate, term of job and gender. Culture of organization as main begin condition that can trigger its occurred of OCB to employee so that the culture of organization can have a high role in influencing the creation of good OCB in every individual. According to Robbins, culture of organization is collective mining system that be followed by the member that make the differentiation of such organization from other organization. Culture of such organization measure how the employee observe its organization what such organization can support the employee for the work of team or not, after that to reward the innovation and disabling the innovation so that, the culture of organization is want of some factor that influence OCB.

As the market now more interconnected and emerged, the growth of airline industry increase drastically in Indonesia in one last decade. This matter because airline industry growth 2-2, 5 times or more compared to the growth of Indonesia's economy. In 2015, Garuda Indonesia Airline (GA) is the state owned company that certified with the highest, 5-Star Airline Rating for the quality of its onboard product and service and for the Garuda Indonesia home base Airport service standards. The airport rating is based on Garuda Indonesia operations at Jakarta International Airport, Indonesia. Before it happen, GA get the award from Indonesia Human Capital Study (IHCS) 2012 as "The Best for Human Capital Initiative Culture Development" and "Best of Employee Net Promoter Score for Infrastructure, Utilities and Transportation Industry" (GA, 2012). The company have a commitment to enhance the quality of its human resources, through implementing the organizational culture.

GA management was implemented of unique organization culture value during be formulated date on 30 October 2007 that be know by "FLY-HI" organization culture. GA's FLY-HI culture consist of values of efficient and effective; loyalty; customer centricity; honesty and openness; dan Integrity. There is a meaning from five aspect of culture for FLY-HI namely: first, the meaning of efficient and effective is work by accurate, save and on time in order to give the result of quality. Second, the meaning of loyalty's is to operate the task by full of dedication and responsibility. Third, the meaning of customer centricity is to serve honesty to make a focus of satisfaction of customer. Fourth, the meaning of honesty and openness is upholding, honesty, openness by paying attention permanently to prudential principal. Fifth, the

meaning of integrity is to keep valence and dignity and also to prevent from the negative action that can damage the image of profession and company.

The five values of FLY-HI Garuda Indonesia involved in (10) main behavior. Management of culture value of FLY-HI be described more detail become the feasible behavior that to be done and un obedience which done by every person in Garuda Indonesia in its relation to the customer, employee, the stakeholder, business partner, society and the holder of authority (stakeholders) which is other (Ethics of Business and Ethics of Job for Garuda Indonesia (Persero) Ltd Tbk, 2011. Person in Garuda Indonesia mean every employee who have a good job in have quarter and branch office in Indonesia entirely. Value management of FLY-HI be hoped can be applied in daily activity by employee of entirely in job community. Value management of FLY-HI is important to be internalized to every employee because be estimated able in motivating, influencing and creating, the attitude and behavior of employee as suitable to description of job (in-role) and also in outside of job description (extra-role).

Value management that have a culture for FLY-HI have an ability in giving the news inspiration to every employee in having behavior and attitude about what be hoped by company. Because of that, in order to create good OCB to the member of company, one of them is important to be based by internalization of strong organization culture and be done consistently to member of organization entirely. The objectives of this research are:

- To analyst of the influence of organization culture to Organizational Citizenship Behavior (OCB) for permanent employee in head office of Garuda Indonesia (Persero) Ltd., Tbk
- To analyst other factors that trigger its appears Organizational Citizenship Behavior (OCB) for permanent employee in the head office of Garuda Indonesia (Persero) Ltd., Tbk

**Literature review:** Organizational Citizenship Behavior (OCB) is one of some Organization Behavior that give significant effect to employee. OCB refer to "Extra-Role Behavior" (ERB), it means the beneficial behavior for organization and or be directed to the beneficial of organization directly and to direct in the role of target to that OCB be mean as the functional behavior, extra-role, pro-social that directed to individual and or organization (Van Dyne *et al.*, 1994). OCB as the formed behavior in outside of job description for employee that involve to learn some new tasks as the volunteer that do something for the purpose of group and more have orientation to new employee.

Along as such matter above, Organ (1988) also state whereas the behavior in helping other person, become volunteer for extra tasks, (extra-role), obey to the regulation and procedures in the place of job and the obedience also involved in definition of that OCB it self, Organ (1988) define OCB as: "individual behaviors that are discretionary, not directly or explicitly recognized by the formal reward system and that in the aggregate promote the effective functioning of an organization" (Organ, 1988).

OCB means individual behavior that have free characteristic (discretionary) explicitly or directly be recognized by (formal reward system) and aggregate method or entirely in increasing organization efficient and effective function (Organ, 1988). Aggregate means refer to persons in one group, department or organization if only one person who has good OCB, so OCB do not have significant effect to organization. On the other hand, if in an organization by aggregate method or entirely of the members of organization have good OCB so that, it effect will be felt significantly to such organization. OCB have a free characteristic and volunteer because of such behavior may be not by the role requirement or description of position, clearly be claimed base on contract by organization but also as personality alternative or from it self (Podsakoff *et al.*, 2000). Free and spontan individual behavior not only produced from individual character or project character or its organization but also come from correlation to superior. This behavior be done to organization or also job partner, that produce in increasing organization effectively through direct influence from the job or through in direct influence socially that base on interpersonal correlation progressive (Kuslivan, 2003).

The fundamental differentiation between behaviour of in-role with the behavior of extra-role is located to the existence of reward. Along to Organ (1988) and Morrison (1994) state whereas because of in-role usually be connected by reward and punishment meanwhile in extra-role usually it is free of reward and behavior that be done by individual do not organize in reward that will be received by employee. Where there is no additional incentive that be given when the employee or individual have extra-role behavior. It means, OCB do not described or detailed in formal project and do not have reward written and contract method.

Some method that be presented by the expert above about OCB, this research use the theory of OCB that be presented by Organ (1988) that shortly define Organizational Citizenship Behavior (OCB) is individual behavior that have free characteristic (discretionary) explicitly or in direct be recognized by (formal reward system) and aggregate method or entirely in increasing organization efficient and effective function.

Organizational Citizenship Behavior (OCB) can be measured by using Morrison (1994). Morrison (1994) is one of some measurement that have been developed to measure psychometric profile. Morrison scale be used to measure five dimension of OCB that be presented by Organ (1988) as follows:

- First dimension: altruism (altruism), namely the behavior in helping employee or other party
- Second dimension: conscientiousness, namely the behavior or performance that fulfill or more pre-requirement of minimal role that be wanted by organization such as the presence, obedience to the regulation and so on
- Third dimension: sportmanship, namely the willingness in order to tolerate, the an comfortable that occurred exactly and there is of project without claiming
- Fourth dimension: civic virtue, namely participation of volunteer and supporting to the function of organization both professionally and nature socially
- Fifth dimension: Courtesy, namely the behavior, process, method that give the forms of courtesy to company

Podsakoff *et al.* (2000) also make the classification of OCB in to seven dimension: helping; sportmanship, loyalty, organizational compliance, individual initiative, civic virtue and self development. Moreover, Bolino *et al.* (2002) describe three dimension of Organizational Citizenship Behavior (OCB), namely: obedience loyalty, participation. Some researches describe OCB in the community of employee be influenced by some factors, namely commitment of organization, gender, the duration of job, mood. According to Organ (1988) in Novliadi, OCB be influenced by some factors namely culture and climate of organization, personallity and mood, perception to supporting of organizational, perception to quality, interaction superior-some ordinate, the term of job and gender. Organ (1988) in Novliadi also stressing culture of organization factor as main begin condition that can trigger the occurrence of OCB to employee. Culture of organization as main begin condition that can trigger the occurrence of organization to company so that the culture of organization can have a high role in influencing the creation of good OCB to every individual. According Robbins, culture of organization is collective mining system that be followed by the members that make different of such organization from other organizations. Every organization have a culture and depend on strength of culture can have mining full influence into attitude of members of organization.

**MATERIALS AND METHODS**

By following the theory of the organization culture and Organizational Citizenship Behavior (OCB) this study use quantitative approach to analyst the influence of organization culture to organizational citizenship behavior of permanent employee in head office of Garuda Indonesia (Persero) Ltd., Tbk. Based on data collecting technic that be used, this research be categorized into data collecting method quantitatively. Data collecting be done through survey and in-depth interview. The unit of analysis that will be used in this research is permanent employee in GA head office. The choosing of permanent employee as analysis unit based on assumption that the employee already known the GA's FLY-HI culture. There are 994 permanent employee in GA head as a population. Using Slovin's formula (10% of margin of error), the questionnaire distributed to 94 employee by multi-stage sampling technic by combining sample of cluster (area sampling) and then simple random sampling. However, only 83 respondents filled it completely that processed with SPSS 19.0.

**RESULTS AND DISCUSSION**

**Descriptive statistic:** Statistic of descriptive in this research illustrate descriptively about characteristic of respondent namely variable of organization and illustrate variable of Organizational Citizenship Behavior (OCB). The following will be described about the value of mean entirely from five variables of organizational culture as follows: Table 1 illustrate the answer of respondent to every item of statement that be done the calculation of average in every dimension which is in variable of organization culture. base on the data above, the answer that be produced by respondent in five dimension in variable organizational culture generally is in strong category. This matter be pointed out by the result of mean value from five dimension above is in wide of category or strong limitation namely  $3.4 < x < 4.2$ .

After that in this research, variable of Organizational Citizenship Behavior (OCB) that also consist of 5 dimension where the following will be described the mean value entirely and five dimension of OCB as follows. Based on data of Table 2, the respondent has quite strong organizational citizenship behavior which is described by the mean score of 3.67.

**Test of normality:** In level of significancy 0.05 data can be said to be distributed normally if  $p = 0.05$ . if be looked in Table 3, p for organization culture variable namely

Table 1: Descriptive statistic of GA's FLY HI culture

Dimension	N	Mean
Efficient and effective	83	3.41
Loyalty	83	3.45
Customer centricity	83	3.76
Honesty and openness	83	3.59
Integrity	83	4.04
Overall mean		3.65

Table 2: Descriptive statistic of Organizational Citizenship Behavior (OCB)

Dimension	N	Mean
Altruism	83	3.84
Conscientiousness	83	3.41
Sportmanship	83	3.71
Civic virtue	83	3.74
Courtesy	83	3.66
Overall mean		3.67

Table 3: Test of normality

Tests	Organizational culture	Organizational Citizenship Behavior (OCB)
N	83.000	83.000
Kolmogorov-Smirnov	0.744	0.875
Asymptotic Sig.	0.637	0.428

Table 4: Regression summary (model summary<sup>b</sup>)

Model	R	R <sup>2</sup>	Adjusted R <sup>2</sup>	SE of the estimate
1	0.675 <sup>a</sup>	0.456	0.450	7.06317

<sup>a</sup>Predictors: (Constant), BO; <sup>b</sup>Dependent variable: OCB

$p = 0.637$ , so can be said variable of organizational culture in 83 respondents have distributed normal because  $0.637 = 0.05$  so that, fulfill the requirement of test of normality. It is also by variable of Organizational Citizenship Behavior (OCB) have value of p about 0.428 it means can be said distributed normal about data because of  $0.428 = 0.05$ . Based on Table 4 so can be concluded whereas data entirely that is in this research have normal distribution. The result of descriptive statistic test in the previous discussion can not answer yet the question of this research. Of course in order to answer the question of research this research use simple regression linear analysis in order to know exactly the influence between variable of organizational culture to variable of Organizational Citizenship Behavior (OCB).

Base on simple regression testing that have been done use the assistant device SPSS Version 19.0, so that can be known the influence between organization culture variable with Organizational Citizenship Behavior (OCB) sebagai berikut: based on Table 4 can be known whereas R value that be produced is 0.675. Based on Neuman (2000), so the correlation that be produced between organization culture variable with Organizational Citizenship Behavior (OCB) is strong. After that, value of determination coefficient (adjusted R<sup>2</sup>) that be gotten about 0.450 or 45% variation of Organizational Citizenship Behavior (OCB) can be described by the existence of

Table 5: ANOVA<sup>b</sup> regression

Model	Sum of squares	df	Mean square	F-value	Sig.
Regression	3390.506	1	3390.506	67.962	0.000 <sup>a</sup>
Residual	4040.963	81	49.888	-	-
Total	7431.470	82	-	-	-

<sup>a</sup>Predictors: (Constant), BO; <sup>b</sup>Dependent variable: OCB

organizational culture variation. Meanwhile, 0.55 or 55% Organizational Citizenship Behavior (OCB) can be influenced by other variable.

In Table 5, the significancy value of variable of Organizational Citizenship Behavior (OCB) have the value about 0.000. By the significancy value  $0.000 < 0.05$  have the meaning whereas  $H_0$  be refused or  $H_a$  be received. It is true that variable of organization culture very significantly to Organizational Citizenship Behavior (OCB) of permanent employee in GA head office. Based on the description above, it can be known where as this research have the similarity to the research that be done by Novliadi that describe the concept whereas Organ (1988) push the factor of organizational culture as the begin condition that be main focus that can trigger the occurrence of OCB to the employee. Beside that, 5 previous research also state whereas organization culture influence significantly to Organizational Citizenship Behavior (OCB). Employee who has strong organization culture will support the establishment of well Organizational Citizenship Behavior (OCB) namely the behaviour of extra-role that is the behaviour that be formed in the out side of job description. On the other hand, if the employee has weak organization culture tend to be supported difficulty about the establishment of well OCB yang baik because of organization culture as the main trigger in creation of OCB even not only one factor that influence the creation of OCB.

Mean while for other factor that trigger the appearance of OCB according to Organ (1988) is organization climate, personality and mood, perception to supporting of organizational, perception to quality of relation or interaction between superior and subordinate, the duration of job and gender. Along as the opinion of Organ, base on the result of interview to Senior Manager Human Capital of Garuda Indonesia (Persero) Tbk who state whereas other factor that trigger the appearance of OCB, namely the environment and climate of job, reward and recognition as the motivation, leadership action like the perception to the supporting organizational that bedone by the highest leader to the lowest leader that authorized the job units and there is system that make a line for every behaviour of employee such as that have been applied by Garuda Indonesia (Persero) Tbk be mentioned by Whistle Blowing System (WBS) and the guidance of culture behaviour of FLY-HI.

### **Suggestion for the management of Garuda Indonesia (Persero) Ltd., Tbk:**

It is important about the supporting of top management of Garuda Indonesia (Persero) Ltd., Tbk to every employee of Garuda Indonesia who have been applicate the culture of FLY-HI well namely by giving 3R (respect, recognition, reward) to the choosen employee such as by giving acceleration of employee carrier (promotion of position), the giving of appreciation like award on the performance and also the giving of award frequently every year for one unit of job such as Employee of the year is important to be known and defended that able to build and to implement the culture of FLY-HI well between other units. Moreover, the Garuda Indonesia's executive must leading by example in implementing the value of FLY-HI, so the subordinates may imitate and do the same thing.

### **CONCLUSION**

This research can be concluded whereas the organizational culture have the very positive significant to Organizational Citizenship Behavior (OCB). Based on the result of calculation of regression, the influence between organization culture toward Organizational Citizenship Behavior (OCB) is strong. Organization culture influence to Organizational Citizenship Behavior (OCB) for the permanen employee in head office of PT Garuda Indonesia (Persero) Tbk also there is other factors that trigger the apperance Organizational Citizenship Behavior (OCB) for permanent employee in the head office of Garuda Indonesia (Persero) Tbk. Such other factor namely climate and environment of job, role of leader (leadership action), system of remuneration and finally is the giving of reward and recognition. Base on the conclusion that have been gotten in this research so the conclusion can be with drawal the good suggestion for the party of Garuda Indonesia (Persero) Tbk management and for the following research. Some suggestions or recommendation that can be given in this research is as follows.

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