Middle Manager of Mining Company: Organizational Culture and Organizational Citizenship Behavior

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Abstract: Coal mining company supervisors are expected to be able to implement Organizational Citizenship Behavior (OCB) optimally so that employee performance can be more optimal and the company is more advanced. However, this company at the Middle Manager level has yet to show optimal OCB. For example, they tend to prioritize the interests of their divisions, have poor coordination, and have individualism. One of the triggers that can optimize OCB is organizational culture. So, this study was conducted to examine the extent of the relationship between organizational culture and OCB. The results showed that organizational culture had a positive role in OCB, so the increasing organizational culture, the greater the OCB of employees.

1. INTRODUCTION

Mining in Indonesia has a considerable influence on the international coal market. According to Indonesia-Investments.com, Indonesia is one of the world's biggest coal producers and exporters. Since 2005, when it surpassed Australian production, Indonesia has emerged as a leading exporter of thermal coal. Based on the statistics furnished with the aid of the Indonesian Ministry of Energy and Mineral Resources, Indonesia's coal reserves are estimated to be depleted in about the subsequent eighty-three years if modern-day production degrees are endured, quoted from Indonesia-Investments.com based on the Central Statistics Agency (BPS, 2021). Review of World Energy 2017 the total volume of coal production in Indonesia is around 255.7 and will continue to decrease over time.

Based on the article by Setyaningrum (2022) from Kompas.com, it is known that Kalimantan is the largest coal-producing area in Indonesia. Kalimantan stores 62.1 per cent of the total manageable reserves and coal sources, making it the largest coal-producing region in Indonesia. Director General of Mineral and Coal of the Ministry of Energy and Mineral Resources (ESDM) Ridwan Djamaluddin stated that Kalimantan has 88.31 billion tons of coal resources. In comparison, the whole reserves are 25.84 billion tons. Each province in Kalimantan has its coal-producing area, without exception, South Kalimantan. Some areas that produce coal in South Kalimantan are Pulau Laut, Banjarbaru, Hulu Sungai Selatan, Hulu Sungai Tengah, Kotabaru, Banjar, Balangan, and Tapin.

Seeing the development of coal companies in the province of South Kalimantan, Indonesia, coal mining companies must continue to optimize the performance of their employees and companies so that they are more advanced and can achieve the desired company goals. The employee cannot separate the success of an organization from the position of employees, division heads, and leaders in the organization. In the end, human resources (H.R.) become a determining factor for the company's success. Therefore, the company considered it necessary to have quality human resources to carry out the work optimally. Coal mining companies in South Kalimantan, Indonesia, have a vision and

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mission to become the best coal mining company in Indonesia. So, it is considered quintessential to have an employee with the most advantageous Organizational Citizenship Behavior (OCB). Including coal mining companies in South Kalimantan, Indonesia. Although the company has implemented OCB for leaders, at the Middle Manager level, OCB has yet to be implemented optimally. It is known from the results of interviews with the general manager during the preliminary study conducted by the researcher.

Employees at the Middle Manager level deemed necessary to have a qualified OCB because the duties and responsibilities are more significant than staff level employees. In addition, employees at the Middle Manager level also have greater authority, so they have a higher chance of making the company more advanced. It is supported by the opinion of Robbins & Judge, (2017), particularly that companies with appropriate OCB employees will have higher overall performance than other groups. The characteristics of employees who have good OCB are characterized by optimal work contributions from employees, helping behaviour, working together, giving each other advice, and obeying the regulations and strategies in the place of work (Aldag & Reschke, 1997). However, based on observations made by researchers, it is known that the existing cooperation is classified as less harmonious because employees at the Middle Manager level tend to prioritize the interests of their divisions. In OCB, cooperation is built within the team and includes other divisions, including superiors and subordinates, if the company wants to achieve optimal performance. Another finding obtained by the researcher is that when the production division requires support from the mechanical division when a unit is damaged, it does not get a good response. It is because team members from the mechanical division wait to assist. After all, they are waiting for instructions from their superiors. Another obstacle that indicates that cooperation and communication between Middle Managers are ineffective is when the mechanical division requires tools or goods to repair the accommodation unit. The purchasing division does not directly process the request, so the goods requested by the mechanical division are not a priority in ordering goods. Then, other findings in the preliminary study also revealed that in the meeting, the advice the divisions gave could have worked more effectively because each Middle Manager tended to defend their respective divisions. When giving suggestions, the Middle Managers tended to use a high tone accompanied by table-hitting behaviour. It is considered inappropriate

if employees want their company to develop and excel. OCB employees should be more optimal to improve performance between divisions led by the Middle Manager. However, based on a preliminary study find out about that has been carried out by researchers, it can be concluded that the OCB of the Middle Manager of a coal mining company at mining company in South Kalimantan, Indonesia, has yet to be implemented optimally.

The study of OCB has developed over 30 years, and there are groupings related to OCB, for example, that conducted by Williams & Anderson, (1991), which classifies the distinction between organization-directed OCB (OCBO) and OCB that focuses on person-to-person interactions in companies. Individual level (OCBI). Moreover, OCB has been studied about distinctive public sector concepts such as public service motivation (Mostafa et al., 2015; Pandey et al., 2008) and leadership behaviour (Hassan et al., 2019; Ritz et al., 2014), and scholars of public administration also underline the importance of OCB in public organizations (de Geus et al., 2020). However, OCB studies in the coal mining field, especially at the Middle Manager level, have yet to be carried out. It is also the primary reason for researchers to raise this research topic.

Every company expects its employees to have optimal OCB because it benefits the company. It is supported by the opinion of Smith et al. (1983), which states that OCB is an employee's behaviour that exceeds his formal duties and contributes to organizational effectiveness. Examples of employee OCB behaviour include being willing to help work colleagues who are overloaded, coming to the office early, appreciating and respecting the actions of others, and being kind and respectful to others. OCB behaviour, defined as work activities that exceed the main task, is often needed for the company's sustainability, including the organization's image and acceptance (Hellriegel & Slocum, 2011). So, if a coal mining company wants to optimize OCB for its employees, it needs to analyze what can lead to OCB. According to Jex & Britt 2014) there are several reasons employees display OCB: the mood that employees are treated fairly by the company, and the employee's personality influences the last. On the other hand, Halbesleben et al. (2010) explained that employees involved in OCB are caused by three other things: prosocial values, concern for the organization, and impression management motives.

Based on the previous explanation, OCB is an essential component of an organization. The increase in employee OCB can be identified by various factors influencing the increase in OCB. To increase

employee OCB, companies need to find out what causes or increases OCB. Based on previous studies, the factors that influence the emergence of OCB are pretty complex and interrelated with each other such as job satisfaction (Robbins & Judge, 2017), organizational commitment (Yilmaz & Bokeoglu, 2008), spirituality (Rastgar et al., 2012), psychological capital (Avey et al., 2008) and organizational culture (Harwiki, 2016). Based on the relevance to the existing problems and the author's interest in exploring specific theories, the organizational culture factors will be tested in this study.

Organizational culture is described as the values, beliefs, and ideas that serve as the foundation of an organization's management system, as correctly as management practices and behaviours that assist and improve these primary principles. Organizational way of life refers to the gadget of shared meaning held by workers who distinguish the organization from different companies (Robbins & Judge, 2017). In addition, according to Ghosh & Srivastava (2014) organizational culture is additionally understood as a sample of fundamental assumptions that are found, discovered, or developed via specific organizations when learning to deal with troubles of exterior adaptation and inside integration that has laboured well ample to be viewed legitimate and, therefore it, to be taught to new individuals as the right way to understand, think, and sense about the problem. So, the organizational way of life is shared, which means shared with the aid of contributors that distinguish the company from other organizations.

According to Organ & Ryan (1995), there is strong evidence suggesting that the organizational way of life is a principal preliminary circumstance that triggers OCB. Sloat (1999) argues that employees tend to act past their job responsibilities if they are cosy with their work, receive sportsmanship and caring treatment from supervisors, and consider that they are wanted with the organization's aid. Organizational culture can be a strong reason for the development of OCB in an organization. In a high-quality organizational culture, employees feel greater inclined to do their job beyond what is required in the job description. They will continually support the organization's goals if they are treated by superiors with sportsmanship and full cognizance and believe they are handled relatively with the organization's aid. Konovsky & Pugh (1994) use the social change idea to argue that when employees are cosy with their jobs, they will reciprocate. Retaliation from these employees includes a robust experience of belonging to the organization and behaviours such as organizational citizenship.

Research conducted by Mohanty & Rath, (2012) on three representative organizations in the economic, manufacturing, information technology, and banking sectors shows that all dimensions of organizational culture significantly affect the OCB of employees in organizations. In addition, research conducted by Husodo (2018), Mohanty & Rath (2012), Udayani & Sunariani (2018), Wijaya & Yuniawan (2017) proves that culture has a positive and significant effect on OCB. They assume that culture if appropriately maintained, can instil OCB of employees in the organization and can optimize employee performance. It is in line with research conducted by (Andayani & Tirtayasa, 2019), Jufrizen et al. (2017), Muis et al. (2018) and Yusnandar et al. (2020) who concluded that organizational culture could affect employee performance. Furthermore, Paine & Organ (2000) research on the influence of OCB on collective culture (cooperation) tends to display good OCB. OCB is integral because of the collective culture that adheres to a teamwork system.

The compatibility between the organizational culture that employees like and the company culture affects employee task performance and increases OCB, such as helping other employees and volunteering to do their tasks (Uliyah & Ariyanto, 2021). However, there has yet to be no research that specifically examines the relationship between organizational culture and OCB in mining company employees in South Kalimantan, Indonesia, especially Middle Manager level employees. Based on this, the authors want to examine how organizational culture influences the OCB behaviour of Middle Manager level employees in coal mining companies in South Kalimantan, Indonesia. Moreover, this study hypothesizes that there is a positive relationship between organizational culture and organizational citizenship behaviour in Middle Manager level employees at coal mining companies in South Kalimantan, Indonesia.

2. ORGANIZATIONAL CITIZENSHIP BEHAVIOR

Organizational Citizenship Behavior (OCB) is behaviour outside the obligation (Job description) of individuals in the workplace. Usually, activities will set aside personal interests, carried out voluntarily (Organ & Konovsky, 1989). Meanwhile, according to Bateman & Organ (1983), OCB behaviour will not get additional incentives from the wages received, but

this attitude will provide positive values from superiors.

McShane & Glinow (2010) state that OCB is a form of cooperation and assisting others that helps the social and psychological context of the enterprise in challenging performance. Suppose the characteristics and values of potential employees who behave can be identified in addition to their competencies. In that case, the organization will be capable of efficiently recruiting employees with traits that aid the achievement of company goals. This voluntary behaviour is called extra-role conduct, also known as Organizational Citizenship Behavior (OCB).

According to Robbins & Judge (2017), OCB is preferred conduct that is not the phase of an employee's formal work duties and contributes to the psychological and social surroundings in the workplace. Successful corporations need employees who surpass their well-known job obligations and supply performance exceeding expectations. The level of OCB in individuals has been seen from the extent to which their behaviour positively contributes to the organization (Griffin & Moorhead, 2014). Furthermore, the OCB study conducted by Dekas et al. (2013) on knowledge workers at Google companies defines OCB as an employee's effort to use the time to socialize with other people, explore new information, and see ways of thinking. They are more likely to find information that helps them create new ideas and knowledge.

The understanding of OCB, which also received attention, was put forward by Williams & Anderson (1991). They saw that to whom OCB was intended to be one of the crucial points in understanding OCB itself, so they divided OCB into two, namely OCB-I, or OCB behaviour that is directed at individuals (could be to colleagues or superiors) and OCB-O, namely OCB directed at the organization, for example maintaining organizational assets and attendance above average. If we look closely, Williams & Anderson (1991) do not keep a sense of the understanding of OCB that previous researchers have put forward. They only distinguish the type of OCB, which will have implications for further research.

Of the many definitions of OCB, several outlines are agreed upon by experts. This behaviour is outside of an employee's obligations, so it should not be included in the work performance assessment. Secondly, if it is carried out in the long term or if many do it, it can improve performance. Effectiveness of the organization/company. What should be noted is that OCB is not a positive counterproductive behaviour. These two constructs

are different, not on a continuum, although both are forms of extra-role behaviour (Organ et al., 2005). The absence of OCB does not necessarily prove the existence of counterproductive behaviour or vice versa (Fox et al., 2012).

As mentioned earlier, OCB has much understanding depending on the experts who formulate it. In this adaptation process, we will adapt the OCB measuring instrument developed by Williams & Anderson (1991) and distinguish it into two categories: OCB-I and OCB-O. In contrast to the measuring tools compiled by previous researchers, Williams & Anderson (1991) revealed that to individuals/organizations, it should be one of the essential points in OCB research because its application will be more felt in the real world.

2.1 OCB-I (Organizational Citizenship Behavior towards Individuals)

This is carried out by an employee aimed at persons within the organization, either co-workers or their supervisors/subordinates. For example, helping colleagues overloaded with work, supporting superiors, and helping others.

2.2 OCB-O (Organizational Citizenship Behavior towards Organization)

This is an OCB carried out by a worker aimed at the corporation, for example, keeping organization assets, following business enterprise rules, and others. Based on some of the opinions above, it can be concluded that Organizational Citizenship Behavior (OCB) is a person's behaviour outside of the job description that is decided and carried out voluntarily, which is not formally in the reward system but contributes to the effectiveness and efficiency of functions within the organization.

3 ORGANIZATIONAL CULTURE

Culture is a sample of beliefs and expectations shared through individuals of the corporation and can create norms that strongly structure the conduct of people and organizations inside the organization. Organizational culture is characterized by a system of shared beliefs, assumptions, values, norms, perspectives, behaviours, and practices that result from the needs of a group of people. Culture is defined as knowledge acquired by all people that are

used to interpret their experiences and lead to social behaviour (Luthans & Doh, 2018).

This knowledge shapes value, creates attitudes, and influences behaviour. Culture is massive and complicated because it is hard to recognize and use thoughtfully. Awareness and interest in subcultures vary between managers and companies. It becomes challenging to reach the level of individual or company awareness of the organizational culture. A right culture is characterized by supportive norms and values, teamwork, profitability, honesty, client orientation, recognition for one's work, and dedication to the organization. It affects the company's development in the long term despite the competition, regulations, and new technological advances (Alvesson, 2012).

Organizational culture is an essential determinant of organizational success because it now influences employee pleasure and retention and employer earnings and productivity (J. A. Chatman et al., 2014). Researchers describe organizational culture as the norms representing work companies or organizations (Jennifer A Chatman & O'Reilly, 2016; Schein, 2020; Zou et al., 2009). Hofstede et al. (2010) added that organizational culture is not only in the minds of its individuals but additionally in the minds of stakeholders and everybody who interacts with the employer (such as consumers, suppliers, and labour organizations). Then organizational culture is also understood as a system of meaning shared by members of the organization, which distinguishes it from other organizations. Robbins & Judge (2017) find out about organizational culture says that the system of meaning put ahead is a set of key characteristics of the company's value, and there are at least seven primary characteristics, namely: innovation and courage to take risks; attention to detail; results oriented; human-oriented; crew oriented; aggressiveness; and stability.

In addition, according to Ghosh & Srivastava (2014), organizational culture is additionally understood as a sample of primary assumptions that are found, discovered, or developed through specific organizations when learning to deal with troubles of external adaptation and internal integration that have adequately worked adequate to be considered valid and, consequently it, to be taught to new individuals as the right way to understand, think, and experience about the problem. According to Ghosh & Srivastava (2014), the dimensions of organizational culture are as follows: belief, openness, freedom of expression, individualism, attitudes towards differences of opinion, participation, and result orientation.

From the various definitions put forward, it can be

concluded that organizational culture is a set of values, norms, and beliefs taught to organizational members to make them understand how they should act in a situation.

4. METHOD

4.1 Research Method

The kind of research used in this research is quantitative research. A quantitative research approach is one kind of research whose specifications are systematic, well-planned, and structured from the commencing to the making of the research design. Quantitative research methods, as proposed by Sugiyono (2017), are research techniques primarily based on the philosophy of positivism, used to observe sure populations or samples, information series, the usage of research instruments, and quantitative/statistical information analysis to take a look at predetermined hypotheses. This research uses a descriptive research type. According to Sugiyono (2017), descriptive research is an approach that describes or furnishes an overview of the object below the study through data or samples that have been collected as they are, without analyzing and making frequent conclusions.

The subjects in this study were 25 Middle Managers at a coal mining company in South Kalimantan, Indonesia. The objects in this study are organizational citizen behaviour (Variable Y) and organizational culture (Variable X). The population in this study amounted to 25 people. Then the sampling technique used by the researcher is a saturated sample, i.e. all existing populations are used as research subjects with a note that they meet the criteria as research subjects. The criteria for the subjects in this study are as follows: served as Middle Manager in a coal mining company in South Kalimantan, Indonesia and willing to be a research subject.

4.2 Research Instrument

The instrument in this study uses a Likert scale with four alternative answer choices: Very Appropriate, Appropriate, Not Appropriate, and Very Incompatible. In more detail, the following is the data on the research instrument used by the researcher:

4.2.1 Organizational Citizen Behavior (OCB)

The OCB scale used by the researcher was adapted from Lee & Allen (2002). Items made by Lee & Allen (2002) were compiled based on previous research conducted by Williams & Anderson (1991). Williams & Anderson (1991) revealed that there are two dimensions of OCB, namely:

Table 1: Aspects of Organizational Citizenship Behavior.

No.	Aspects of	Indicators	Reliability
1.	Organizational Citizenship Behavior Individuals (OCBI)	*Altruism*	0.83
2.	Organizational Citizenship Behavior Organization (OCBO)	*Compliance*	0.88

4.2.2 Organizational Culture

The Organizational Culture scale used by researchers was adapted from Ghosh & Srivastava (2014) with a reliability score of 0.862. The dimensions of organizational culture that are used as the basis for making research instruments are as follows: trust, openness, freedom of expression, individualism, attitudes towards differences of opinion, Participation and result orientation.

5. RESULT

The subjects in this study amounted to 25 Middle Manager-level employees at one of the mining companies in Indonesia. South Kalimantan Indonesia. The following are the characteristics of the subjects in this study:

Table 2: Characteristics of Research Subjects.

Characteristics		N	%
Gender	Male	24	96%
	Female	1	4%
Length of Work	< 1 Year	4	16%
	2-3 Years	2	8%
	4-5 Years	4	16%

6 -7 years	2	8%
> 7 years	13	52%

The subjects in this study were 25 people consisting of 24 men and one woman. Meanwhile, based on the length of work, Middle Manager level employees who worked <1 year (4 people), 2-3 years (2 people), 4-5 years (4 people), 6-7 years (2 people) and > 7 years (13 people).

5.1 Normality Test

Table 3: Normality Test One-Sample Kolmogorov-Smirnov Test.

		Unstandardized Residual
N		25
Normal Parameters,b	Mean	.0000000
	Std. Deviation	3.26187026
Most Extreme Differences	Absolute	.114
	Positive	.114
	Negative	-.103
Test Statistic		.114
Asymp. Sig. (2-tailed)		.200c, d

Based on the normality test, it is known that the significance value is $0.200 > 0.05$; it can be concluded that the residual value is usually distributed.

5.2 Linearity Test

Table 4: Linearity Test (Anova Table).

		Sum of Squares	df	Mean Square	F	Sig.
Between Groups	(Combined)	654,040	13	50,311	7.187	.001
	Linearity	475,685	1	475,685	67,955	000
	Deviation from Linearity	178,355	12	14,863	2,123	.111
Within Groups		77,000	11	7,000		
Total		731,040	24			

Based on the results of the linearity test, the sig. Deviation from linearity is $0.111 > 0.05$, and it can be concluded that there is a linear relationship between Organizational Citizenship Behavior and Organizational Culture.

5. 3 Correlation Test

Table 5: Correlations between Variables (Correlations).

		Y	X
Y	Pearson Correlation	1	.807**
	Sig. (2-tailed)		.000
	N	25	25
X	Pearson Correlation	.807**	1
	Sig. (2-tailed)	.000	
	N	25	25
**. Correlation is significant at the 0.01 level (2-tailed).			

Based on the table above, the OCB variable's significance and organizational culture's significance is 0.000. 0.000 < 0.05 (p-value < 0.05). So there is a positive relationship between the variables X and Y because of the p-value <0.05. It means that the higher the organizational culture, the higher the organizational citizenship behaviour for employees at the Middle Manager level in coal mining companies in South Kalimantan. Based on the calculated r value of 0.807 obtained, the criteria for the strength of the relationship between organizational culture variables and organizational citizenship behaviour have a solid relationship based on the following R-value interpretation table:

Table 6: Interpretation of R-Value.

Interval Coefficient	Level of Relationship
0.00 – 0.199	Very Low
0,20 – 0.399	Low
0.40 – 0.599	Medium
0.60 – 0.799	Strong
0.80 – 1,000	Very Strong

Source: Sugiyono (2017)

To see how much influence the organizational culture and organizational citizenship behaviour variables can be seen in the correlation value table below:

Table 7: *Correlation Product Moment (RXY).*

	R	Squared	Eta	Eta Squared
X * Y	.807	.651	.946	.895

The value of the coefficient of determination (R Square) is 0.651, which means that the influence of variable X (independent) on organizational culture on variable Y (dependent) organizational citizenship behaviour is 65.1%. At the same time, the remaining 34.9% is influenced by other variables not examined.

Furthermore, to find out the basic information of the variables in the data and highlight of the interrelated variables can be seen through the following table:

Table 8: Results of Descriptive Analysis of Data.

	N	Min	Max	Mean	Std. Deviation
Organizational Citizenship behaviour	25	43	64	51.64	6.518
Organizational Culture	25	56	76	66.72	5.519
Valid N (listwise)	25				

After doing descriptive data analysis. Descriptive data analysis will be used to interpret the research data to make it easier. Furthermore, the following is the formula used to categorize subjects:

Table 9: Categorization Formula.

Category	Formula
Very Low	X M- 1.5.SD
Low	M – 1.5. S.D. < X M – 0.5.SD
Medium	M – 0,5.SD < X M + 0,5.SD
High	M + 0,5.SD < X M + 1,5.SD
Very High	M + 1,5.SD < X

Description:

M = mean

SD = standard deviation

The following is a description of the OCB level that has been analyzed based on the category scores in table 9:
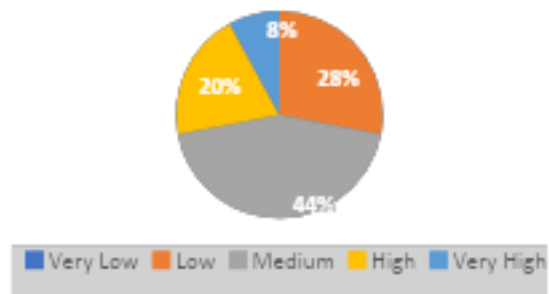

Figure 1. Category Organizational Citizenship Behavior

Based on the figure above, it can be seen that the OCB level of Middle Manager level employees in coal mining companies in South Kalimantan Indonesia is mainly at a moderate level of 44% (11 people), while others were at a low level of 28% (7 people), high 20% (5 people), and very high 8% (2 people).

The following is a description of the organizational culture level that has been analyzed based on the category scores in table 9:
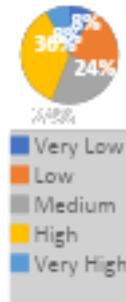

Figure 2. Category Organizational Culture

Based on the picture above, it can be seen that the level of organizational culture of employees at the Middle Manager level in coal mining companies in South Kalimantan, Indonesia Most are at a high level of 36% (9 people), while others are at a deficient level of 8% (2 people), low 24% (6 people), and very high 8% (2 people).

Next, the following is an explanation table regarding levels of organizational culture and OCB based on length of service:

Table 10: Levels of Organizational Culture and OCB Based on Length of Work.

Length of Work	N	Mean OCB	Mean OC
< 1 Year	4	52,3	66.8
2-3 Years	2	57	73
4-5 Years	4	54	67.5
6-7 Years	2	51.5	69
> 7 Years	13	49.9	65.2

Based on the data above, it can be seen that the highest organizational culture and OCB are found in employees with 2 – 3 years of service, and the lowest organizational culture and OCB are found in employees with a length of service > 7 years.

6. DISCUSSION

Employees at the Middle Manager level in coal mining companies are deemed to need to apply organizational citizenship behaviour (OCB) to improve performance. The effects of this study discovered that the OCB level of employees with Middle Manager positions in coal mining companies in South Kalimantan, Indonesia was mainly at a medium level of 44% (11 people), low 28% (7 people), high 20% (5 people) and very high 8% (2 people). It means that most Middle Manager level employees in South Kalimantan, Indonesia, coal mining companies have OCB levels at a moderate level and 28% at a low level. Thus, this needs to be improved so that employees have a more optimal OCB.

Furthermore, the level of organizational culture in Middle Manager level employees at coal mining companies in South Kalimantan, Indonesia, is at a high level of 36% (9 people), while others are at a shallow level of 8% (2 people), low 24% (6 people), and very high 8% (2 people). Based on these results, the organizational culture of employees is high. As for the length of work, the highest organizational culture and OCB levels are found in employees aged 2-3 years. The lowest organizational culture and OCB are found in employees with a length of service > 7 years. So, the longer the employee works does not guarantee the organizational culture, and the OCB of the employee is also increasing.

Based on the analysis results, it is also known that the significance of the OCB variable and organizational culture is 0.000. It means that the hypothesis of this study can be accepted because it is 0.000 (sig <0.05). So it can be concluded that there is a positive relationship between the variables X (Independent) and Y. This potential is that the greater the organizational culture, the greater the OCB for employees at the Middle Manager level in coal mining companies in South Kalimantan, Indonesia, and vice versa.

The results also show that the criteria for the level of relationship between organizational culture variables and OCB have a solid relationship, with a coefficient of determination (R Square) of 0.651, which means that the influence of the X (Independent) variable of organizational culture on the Y (dependent) variable OCB is 65, 1%. In comparison, the other 34.9% were influenced by other variables which were not investigated further by the researcher. Organizational culture variables significantly influence OCB with a regression coefficient value of 0.000 (sig <0.05). It is considered because the organization encourages involvement and creates a sense of ownership and responsibility of

its employees towards the organization, so these employees raise OCB behaviour. However, based on the analysis in this study, the OCB level of employees is classified as moderate and still needs to be optimized. In addition, employees who demonstrate shared core values, agreement, coordination, and integration can lead to OCB behaviour, and a solid organizational culture is also considered a vital trigger for OCB (Jo & Joo, 2011; Organ & Ryan, 1995).

The findings in this study are from research conducted by Mohanty & Rath (2012), who researched three organizations representing the economic, manufacturing, information technology, and banking sectors, showing that all dimensions of organizational culture significantly affect the OCB of employees in organizations. It means that organizational culture in the coal mining sector also affects the OCB of employees at the Middle Manager level in coal mining companies in South Kalimantan, Indonesia. Likewise, research conducted by Husodo (2018) Udayani & Sunariani (2018) Wijaya & Yuniawan (2017) proves that organizational culture also has a positive and significant effect on OCB, so it can be concluded that if culture is well maintained, it can instilling OCB of employees in the organization.

7. CONCLUSION

Based on the results of research related to the role of organizational culture on OCB in Middle Manager level employees at coal mining companies in South Kalimantan, from the results and discussions described previously, the following is an overview of the conclusions of this study: OCB levels in Middle Manager level employees of mining companies coal in South Kalimantan Indonesia Most are at medium level 44% (11 people), low 28% (7 people), high 20% (5 people) and very high 8% (2 people). The level of organizational culture among the Middle Manager level employees of coal mining companies in South Kalimantan Indonesia is mainly at a high level of 36% (9 people), while others are at a shallow level of 8% (2 people), low 24% (6 people), and very high 8% (2 people). Organizational culture has a positive role in OCB, meaning that the more organizational culture increases, the more OCB will increase in employees, and vice versa. The results showed that the criteria for the relationship level were solid, with a coefficient of determination (R Square) of 0.651, which means that the influence of the X variable of organizational culture on the Y variable of OCB is 65.1%.

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