The Effect of Mapalus Organizational Climate on Organizational Citizenship Behavior on Education Workers

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Abstract. Organizational citizenship behavior (OCB) is the behavior of an employee that exceeds his responsibilities and work standards and OCB behavior affects many positive aspects within the organization. This study aims to determine the effect of mapalus organizational climate on organizational citizenship behavior in education staff at Unima Headquarters. This study uses a quantitative approach with causal correlation analysis techniques. The data collection method used a questionnaire on a sample of 76 of 316 education personnel who were determined using the Slovin formula with simple random sampling technique. Hypothesis testing using simple linear regression analysis technique with the help of SPSS 26 program. The results showed that Mapalus organizational climate had a positive and significant effect on organizational citizenship behavior with an effective contribution of 32.7%.

Keywords: mapalus organizational climate · ocb · employees · headquarters

1 Introduction

In the era of globalization of education, higher education institutions are increasingly open and transparent and require comparison and competitiveness (benchmarks) in the environment, both locally and globally. Hopes in that direction are contained in Decree Number 19 of 2005 concerning National Education Standards (PP 19/2005).

The establishment of National Education Standards generally encourages education managers, lecturers, staff, and the public to be more serious about improving education. The problem is, in the demands of the era of globalization of education, we are facing difficulties in fulfilling learning resources, human resources and competencies of lecturers and leaders, the quality of educational outputs/outcomes, education financing, weak recruitment systems, and state civil apparatuses that participate in supporting the quality of a university. All these facts make it difficult for universities to innovate, renew, and develop into great universities [1]. This is because human resources will determine the excellence of an organization [2].

Human resources are an important factor for both government, private and educational organizations. This is because the success of an organization mainly depends

on the quality of its resources as a job executor [3]. Human resources in educational institutions can be interpreted as educational personnel who work in these institutions.

According to research entitled "Factors That Determine Employee Job Satisfaction" states that the work environment has a positive effect on work motivation, the work environment has a positive effect on job satisfaction [4]. Lecturers and employees who are satisfied with their work will do their best by doing as much as they can, using all the skills they need to do what is best for the organization they are sheltering in. In fact, education staff and lecturers who are satisfied will be willing to do more beyond their formal responsibilities. This willingness became known as Organizational Citizenship Behavior.

Organizational Citizenship Behaviour (OCB) is a visible or visible voluntary behavior that can be observed or studied. Because the focus is on behavior, OCB is basically based on a certain motive or value, therefore volunteerism or willingness in the form of behavior does not necessarily reflect the true value of volunteerism. Organizational Citizenship Behavior (OCB) is oriented towards individual behavior and it is expected that the visible behavior is based on the values lived. Organ, in his research that proves that OCB is primarily the dimensions of helping, sportsmanship and civic virtue closely related to organizational performance [6].

OCB has a negative and significant effect on Turnover Intention and the existence of voluntary behavior to help the work of others makes the Turnover Intention rate decrease [7]. Furthermore, Marlinda (2012) stated that the quality of work life and OCB have a joint influence on employee work productivity by 61.6%.

OCB has a significant positive effect on both job satisfaction and employee performance [8]. Therefore, OCB is very important to grow because it will have a very big impact on employee performance and help agencies to be more advanced in terms of productivity. Bolino and Turnley also found in their research that there is a very important relationship between OCB and employees who value their organization [9].

Education personnel with Organizational Citizenship Behavior (OCB) can do good things for their agencies. In this case, his actions are more than just the main job as an educational worker. Education personnel are satisfied when extra activities outside of formal work benefit their organization, and make members of the organization feel part of the organization. Such extra behavior also makes members of the organization feel highly valued and needed by the organization or its company because the members of the organization play a very important role. All these feelings such as, feeling valued and blinded, feeling part of the organization and the company arise when a member performs OCB behavior and these behaviors can arise if they have a conducive organizational climate [10].

Organizational climate is the perception of organizational members and is in constant contact with the organization as well as regarding what exists or happens in the internal environment of the organization which routinely and slowly affects the attitudes and behaviors of the organization as well as the performance of organizational members which then determines organizational performance [11]. The atmosphere of the workplace greatly affects the performance of employees. Employees who will behave OCB if they feel their actions are invaluable and the contributions made receive a positive

response. One of the most important factors that make up OCB is the organizational climate [12].

The organizational climate will have negative implications if the member feels unappreciated, the contribution made is not taken into account, considers himself only as a tool, not as a whole individual, then the performance and behavior of the employee will be inversely proportional to the behavior of OCB. The organizational climate will have positive implications if the organization can meet the needs and welfare of its members, as well as how well the organization directs its members. This is supported by the results of research which states that there is a significant relationship between organizational climate and employee OCB [13]. Which means that the more conditions and good the organizational climate, the higher the behavior of the OCB members of the organization.

Research on the relationship of organizational climate with OCB in a university has been carried out by with the results of; The effective contribution of the organizational climate to OCB of the remaining 25.8% is influenced by other factors outside the organizational climate [14]. In practice the organizational climate is influenced by other factors, one of which is the organizational culture. This is evidenced in research conducted which said that organizational culture affects the organizational climate positively and significantly [15]. One of the organizational cultures that exist in Minahasa is the mapalus culture.

Mapalus is a traditional culture in the Minahasa area, a culture of mutual cooperation or help that developed in Minahasa [16]. Mapalus contains the meaning of mutual aid or cooperation. Its application in community life includes almost all work, whether in mourning activities (misfortune, joyful activities (marriage, baptism, birthdays, new house mediami, etc.), house building activities, as well as agricultural production activities. Mapalus is a working togetherness activity that has become a culture in the life of the Minahasa tribe. Mapalus in its implementation indirectly shapes the character of individuals for the better, this is shown through the act of joint work, respecting each other and the other, obeying every regulation in a mapalus group, and helping each other in various activities either in joyful activities (feast/gratitude for field products) or in mourning/death activities [17].

The main purpose of Mapalus is to be mindful and responsible to make people and their groups to revive each other and prosper each person and group in their community. Mapalus essentially has the basis and activities of the life of the minahasa people who are called to the sincerity of the basic conscience and deep touching hearts with full awareness and responsibility to make humans and their groups teaching minds to revive each other and prosper each person and group in their community transforming life. Mapalus as a work system has ethical values such as, reciprocal ethos, participatory ethos, solidarity, responsibility, mutual cooperation, good leader, discipline, transparency, equality, and trust.

Agencies that have the potential to develop will strive to absorb local wisdom and culture so that these agencies will more easily blend into their environment. Likewise with Universitas Negeri Manado (UNIMA), as an educational institution located in Minahasa, Manado State University has absorbed and adapted local wisdom and culture, namely Mapalus which is used as the motto "Unima Mapalus".

Rector of Manado State University Deitje Adolfien Katuuk in a Speech of FORKOM-PIMDIKDA in May 2021 stated that mapalus education is in line with Unima's vision, namely Unima excels in innovating based on mapalus, according to the local language wisdom Minahasa which means joint and joint work which is known nationally as the spirit of mutual cooperation.

Unima adapts mapalus local wisdom and seeks to maintain the existence of mapalus by modernizing mapalus by making mapalus have meaning in each letter, namely Modern management, Academic excellence, Professionalism and competence, Acceleration of Innovation, Leadership - togetherness - welfare, University of research and Strong integrity. This shows that local wisdom such as mapalus culture can be implemented into the education system without reducing the main function of education.

Based on the above background, and considering the importance of ocb behavior to appear in an organization, researchers want to know how the contribution of the mapalus organizational climate in influencing organizational citizenship behavior in education personnel at Unima Head Office.

It is unfortunate that few minahasa local academics are interested in raising variables with the theme of local culture, this is evidenced by the difficulty of finding references in the form of related journals and books in online and offline media.

Therefore, with the conduct of this research, it is hoped that it can be a bridge for researchers in the future to be able to develop research with the theme of local culture so that local wisdom can be maintained and increase the possibility of a non-cultural organization being able to adapt mapalus systems and philosophies to a wider scope.

2 Method

The research approach used in this study is quantitative which means collecting, compiling, processing and analyzing data in the form of numbers. Based on the type of problem studied, this study is a correlational study, where according to Arikunto [18], a correlation study is a study designed to find out whether there is a relationship or influence between two or more variables. There are two types of correlation: parallel correlation and causal correlation. This study used causal correlation studies using simple linear regression equations.

This study took place at the Head Office of Manado State University with respondents totaling 76 educational personnel from a population of 316 educational personnel determined using the slovin formula with a confidence level of 90%. The sampling technique used is simple random sampling which means that each population gets the opportunity to become a respondent [19]. Respondents to this study were between 23–57 years old and 63.1% of respondents aged 23–37 years and 36.9% of respondents aged 38–57 years. Male respondents were 27 education workers (35.5%) and women 49 education staff (64.5%). The length of work of 0–19 years is 77.7% and 20–34 years is 23.3%.

The collection method in this study uses a questionnaire containing the scale of the mapalus organizational climate which consists of 9 dimensions, namely: structure, responsibility, appreciation, risk, kinship, support, standards, conflicts, identity which is an adaptation of the scale of the organizational climate by Litwin & Stringer (1968) with 9 dimensions of the organizational climate each dimension contains 5 indicators of

mapalus values by Turang [20]. The climate scale of the mapalus organization consists of 55 statement items with a division of favourable items of 33 grains and unfavourable items of 22 grains and of 55 statement items, 8 items fall after three tests.

While the organizational citizenship behavior scale is adapted by the ocb scale by Organ, Podsakoff, and Mackenzie which consists of 5 dimensions, namely, alturism, civic virtue, courtesy, sportmanship, and conscientiousness [21]. The ocb scale consists of 35 statement items with the division of favourable items of 23 grains and unfavourable items of 12 grains and of 35 items of items, 8 items of fall items after three tests were carried out.

The response category of both scales uses a likert scale consisting of 4 ranges of favourable options (1 = strongly disagree, 2 = disagree, 3 = agree, and 4 = strongly agree) and unfavourable options (4 = strongly disagree, 3 = disagree, 2 = agree, and 1 = strongly agree). The mapalus organizational climate scale in this study had a reliability value of $\alpha = 0.895$, and an ocb scale reliability value of $\alpha = 0.825$.

The analysis of research data uses descriptive statistical analysis as a supporting analysis and simple linear regression analysis to test the influence of the mapalus organizational climate on organizational citizenship behavior in education personnel at Unima Head Office. Meanwhile, this research has received approval from relevant agencies as a sign that this research is legal and accountable.

3   Result

There are several conditions that must be met before analyzing a simple linear regression test, namely the normality test and the linearity test [22]. The purpose of the normality test is to test whether the interference or residual variables in the regression model are normally distributed. A good regression model is one that is normally distributed or close to normal [23] and the linearity test serves to show the relationship between the variables to be analyzed following a straight line or not, through a test of linearity. The linearity between the variables can be seen from the ANOVA table in the *deviation from linearity* section. Data with a significance value of > 0.05 are said to be linear, while data with a significance value of < 0.05 are said to be non-linear [24]. Based on Table 5, the data of this study are normally distributed and the intervariable influence is linear, therefore the data of this study are stated to have met the assumptions and can be tested using a simple linear regression analysis.

In Table 6, based on the results of a simple linear regression test analysis, it was obtained that the mapalus organizational climate had a positive and significant effect on *organizational citizenship behavior* (F = 35.926; p < 0.000 (p < 0.005)). The effective contribution of the mapalus organizational climate to *organizational citizenship behavior* was 32.7%. In Table 6 the results of a simple linear regression test found the value of a = 35.075 and $\beta = 0.341$. Therefore, the regression equation is Y = 35.075 + 0.341X which means:

a. If the mapalus organizational climate variable is considered equal to zero, then the value of organizational citizenship behavior is equal to 35,075.
b. If the organizational climate variable increases by one point, it will cause an increase in the organizational citizenship behavior variable by 0.341.

Organizational citizenship behavior (OCB) is the behavior of members of the organization and employees who voluntarily perform work that exceeds the standard of duties of an employee, in order to help and maintain the sustainability of the organization to achieve its vision.

Employees with OCB behavioral tendencies are a valuable asset to the organization. The behavior of OCB at Unima Headquarters based on Tables 2 and 3 has a high category. This shows that education personnel have a high tendency to behave in OCB.

OCB is important to exist in every organization because OCB is one of the triggers for increasing job satisfaction, performance [8], productivity [25], and organizational effectiveness [26] as well as reducing turn-over intention [7] in employees. Therefore, OCB behavior really needs to be brought up. OCB behavior arises due to several factors, one of which is a positive and conducive atmosphere in the organizational environment which is hereinafter referred to as the organizational climate.

The organizational climate is the atmosphere in an organization that is felt by the members of the organization. The organizational climate focused on this research is a non-physical organizational climate so that all aspects that are physical are not taken into account in this study.

The non-physical aspects of the organizational climate are strongly influenced by the culture in which the organization is located. One of the cultures that exists Minahasa is mapalus. Mapalus is simply a culture of mutual help. However, when studied further, mapalus is a culture of mutual cooperation that has for generations contained philosophical values such as divine values, the value of love for the homeland, the value of wisdom, the value of devotion to parents, and the value of solidarity.

Manado State University itself has made mapalus culture as part of its vision which reads "Unima Excels in Innovating Based on Mapalus". Therefore, it can be ascertained that the organizational climate contained in the organizational system and structure of the Unima Headquarters is a mapalus organizational climate. This can be proven through Tables 2 and 4 where it can be concluded that the level of practice of the mapalus organizational climate obtained a high score. This shows that education personnel have high organizational climate attributes.

Mapalus culture and values are still strongly embedded in aged circles, while the younger generation has a very low level of mapalus even the younger generation does not know their role in society. However, based on Table 1, respondents in this study were dominated by young people with an age range of 23 to 37 years and researchers found that respondents with a young age had a high level of organizational climate.

Theoretically, there have been many other research data that support the results listed in this study if it is limited between the influence of organizational climate on ocb, but this research has the uniqueness of collaborating local culture with a modern variable. This is a challenge in itself, but after processing the data in detail, it can be proven that the mapalus work climate has an influence on ocb. The organizational climate is a neutral variable while mapalus is a positive variable. In theory, mapalus affects every dimension of the organizational climate and makes the organizational climate in an organization conducive and comfortable because mapalus has positive values. The conducive organizational climate is proven to make members of the organization feel part of the organization, feel valued, feel needed, and can influence other aspects of

the organization. This situation has proven to be able to increase the level of ocb in an organization so that the organization can be more productive, process effectively and efficiently, and facilitate the achievement of the organization's vision and mission.

The behavior of OCB that researchers have observed during research on site is that the staff and education staff are friendly and supportive when researchers want to take care of research permits. Even one of the academic supervisors is willing to speed up the correspondence process considering the limited time that researchers have.

Based on Tables 2 and 3, it can be seen that education personnel at Unima Head Office have a high tendency to help other employees sincerely, participate voluntarily in activities that are not mandatory to attend, do not complain about the situation, follow the development of the organization and respect and personally support other members of the organization (Table 7).

4 Figures and Tables

Table 1. Description of the Research Subject

Category	Frequency	Percentage
Male	27	35,5%
Woman	49	64,5%
Age		
23 – 27	9	11,8%
28 – 32	20	26,3%
33 – 37	19	25,0%
38 – 42	12	15,8%
43 – 47	9	11,8%
48 – 52	6	7,9%
53 – 57	1	1,3%
Length of Work		
0 - 4 Years	11	14,5%
5 - 9 Years	19	25,0%
10 - 14 Years	12	15,8%
15 - 19 Years	17	22,4%
20 - 24 Years	5	6,6%
25 - 29 Years	8	10,5%
30 - 34 Years	4	5,3%

Table 2. Descriptive Statistics

No.	Variable	Average
1	Organizational Citizenship Behavior (Y)	88,32
2	Mapalus Organizational Climate (X)	156.04

Table 3. Norms of Categorization of Measurement Results on the Scale of Organizational Citizenship Behavior

No.	Interval	Category
1	27 - 54	Low
2	55 - 81	Keep
3	82 – 108	Tall

Table 4. Norms of Categorization of Climate Scale Measurement Results of Mapalus Organizations

No.	Interval	Category
1	47 - 94	Low
2	95 - 141	Keep
3	142 – 188	Tall

Table 5. Test of Classical Assumptions

Normality	
Asymp. Sig. (2-tailed)	0.200
Linearity	
Deviation from Linearity	0.686

Table 6. Simple Linear Regression Analysis

	B	t	F	Sig.
Constant	35.075			
Mapalus Organizational Climate	.341	5994	35.926	0.000
	Dependent Variable: Organizational Citizenship Behavior			

Table 7. Coefficient of Determination

R	R Square	Adjusted R Square
0.572	0.327	0.318

5   Conclusions and Recommendations

The results of the analysis that have been carried out by the researcher are intended to answer questions from the formulation of problems or research questions that have been put forward in the introduction. So the answer to the formulation of the problem and also the conclusion of the research on "The Influence of Mapalus Organizational Climate on *Organizational Citizenship Behavior* in Education Personnel at the Manado State University Head Office" is that there is a positive and significant influence between the mapalus organizational climate on organizational citizenship behavior, this shows that the higher and increasing variables of the mapalus organizational climate, the organizational citizenship behavior will increase even more. Furthermore, it was found that the mapalus organizational climate had an effect of 32.7% on organizational citizenship behavior.

Advice to researchers in the future to be able to find a more efficient method in formulating the variable climate of the mapalus organization so that the variable indicators have not too many so that the number of statement items given to respondents is not too much. In addition, it is recommended to researchers in the future to include aspects of the existence of the physical environment in the variables of organizational citizenship behavior so that the research carried out has more comprehensive and detailed results.

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