The Influence of Work Environment, Organizational Culture, and Career Path on Organizational Citizenship Behavior

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ARTICLE INFO

Research Paper

ABSTRACT

Banking is a sector that has an important and strategic role in national economic development. In order to be able to compete in the midst of rapidly developing information technology, high quality human resources are needed. This research aims to analyze the influence of the Work Environment, Organizational Culture and Career Path on Organizational Citizenship Behavior which is mediated by Perceived Organizational Support. A total of 109 employees were taken as samples using the Slovin formula. The sampling technique used was purposive sampling. Data were analyzed using Structural Equation Modeling assisted by SmartPLS version 4 software for Windows. The results of this research show that the Work Environment directly has a significant positive effect on Organizational Citizenship Behavior. However, indirectly through mediation, Perceived Organizational Support does not show a significant influence on Organizational Citizenship Behavior. Organizational culture directly and indirectly has a significant effect on Organizational Citizenship Behavior. Perceived Organizational Support influences Organizational Citizenship Behavior. Meanwhile, Career Path, either directly or indirectly, does not show any influence on Organizational Citizenship Behavior.

Introduction

Banking is a sector that has an important and strategic role in national economic development. Since the enactment of Circular Letter by the Minister of BUMN number SE-7/MBU/07/2020 in July 2020, the main values (core values) contained in AKHLAK have become a guide for daily behavior to shape work culture within the State Bank organization. This means that every Government Bank employee has the values to complete work in accordance with the tasks and functions that have been determined or are contractual or additional work or voluntarily as part of the Government Bank organization or what is known as Organizational Citizen Behavior (OCB). OCB is very important because the success of the banking industry is greatly influenced by the behavior of employees who are not only able to complete their tasks, but are also willing to work beyond their responsibilities (Fudhla et al., 2022). Based on the results of initial observations from the Government Bank Tangerang Branch Office, researchers have found a problem phenomenon that arises in the research object, namely the lack of employee participation in helping their colleagues, some employees have completed their work earlier than other employees, but there is no feeling of wanting to help among employees. . In order, pre-survey through in-depth interviews with supervisors (supervisors) of the HRD section of Government Bank KC Tangerang on June 2 2023. Based on the results of the interview, the HRD supervisor confirmed that there were indications of weak OCB in terms of conscientiousness and altruism. According to HRD

supervisors, there are at least 3 underlying factors, including: work environment, organizational culture, and career level.

According to the HRD Supervisor, the physical work environment is supportive but psychologically it is still not conducive. Career path in general is not a big problem. There is only a gap between the external Program Officer Development Program (ODP) and the Internal ODP. In terms of career path, employees from the external ODP scheme have a better chance of progressing directly to grade 8. Meanwhile, employees from the Internal ODP scheme who enter from grade 4 to go to grade 8 are required to follow Job Postings with terms and criteria. In the Government Bank itself, job postings are not based on seniority, anyone can join, but the problem is that the terms and conditions are quite complex to fulfill for several groups. Apart from that, according to the HRD Supervisor, there are indications that the work culture is not yet optimal because there is an attitude of doing work based on the employee's job description and there is no attitude of voluntarily helping other employees without any instructions from superiors (supervisors and leaders). Research results (Ferdiansyah et al., 2022) found that POS had a positive effect on OCB. Apart from POS, OCB behavior has also been proven to be significantly influenced by the work environment from research findings (Farisi et al., 2021). Research results (Ebrahimpour et al., 2011); and (Gunawan et al., 2023) found a significant positive influence between organizational culture on OCB. Apart from that, according to research results (Oktariyani, 2019) career level has a significant positive effect on OCB. Apart from that, empirical evidence has also been found that Perceived Organizational Support (POS) is influenced by several other important factors, such as: research (Muawanah et al., 2022) found that career development has a significant effect on perceived POS. POS is also directly influenced by the work environment (Wijaya, et al., 2022). Meanwhile, the research results of Leung & Wijaya (2016) found evidence that organizational culture has a positive effect on POS. In the background above, there is still a gap between previous research and the phenomenon of low OCB of Government Bank KC Tangerang. OCB is very important in the banking industry because banking success is largely determined by the behavior of employees who are not only able to complete their main tasks, but are also able to work beyond their responsibilities. The role of OCB not only contributes to the bank's relationship with customers, but also shapes customer perceptions regarding excellent service quality which ultimately can lead to customer loyalty. So in banking services, it is urgent to pay attention to OCB, especially for frontline employees who face and interact directly with customers and have a direct impact on customer satisfaction and loyalty. The novelty of this research is that it makes perceived organizational support (POS) a mediating variable. The lack of previous research that discusses the POS variable as a mediator of OCB, makes researchers interested in testing and measuring the influence of the Work Environment, Organizational Culture, and Career Path on Organizational Citizenship Behavior which is mediated by Perceived Organizational Support in Employees of Bank Negara Tbk KC Tangerang.

LITERATURE REVIEW
A non-physical work environment can create comfort for employees and can influence the intensity or seriousness of employees in working at the company. Having a conducive work environment can improve the quality of employees to behave positively and provide added value as well as increasing the efficiency and effectiveness of the organization. This is supported by the results of previous research conducted by (Farisi, et al., 2021; Sutarya, et al., 2023) which stated that the work environment has a direct positive and significant effect on OCB. Based on these results, a hypothesis is drawn:
H1: The work environment has a positive and significant influence on OCB.

When organizational culture is able to be implemented positively and conducively in an organization, employees will feel comfortable at work. This situation will make it easier and faster for employees to complete their work so that it will encourage employees to have extra roles or OCB attitudes. Previous researchers concluded that organizational culture has a positive and significant influence on OCB such as: Herawati et al., (2021); Gunawan et al., (2023) So, it can be hypothesized that:

H2: Organizational culture has a positive and significant influence on OCB.

Clarity of employee careers will be a stimulant for employee work. Employees who feel that there is assurance and clarity from career development programs will have more ability to complete their work. So that employees' ability to complete work quickly and easily will ultimately foster OCB behavior. Research results (Oktariyani, 2019; Farida, 2022) conclude that career level has a significant positive effect on OCB.
H3: Career path has a positive and significant influence on OCB.

The non-physical work environment is more directed towards relationships between colleagues and relationships between superiors and subordinates. These relationships become stronger when there is good communication, cooperation, attention and support from superiors. The better the level of communication, cooperation and attention and support from superiors, the more comfortable and conducive the working atmosphere or working conditions will be. As a result, work will be completed more quickly and work performance will be achieved. Work performance is a reflection of the POS for employees in the organization. The results of previous research (Wijaya, et al., 2022) concluded that the work environment has a positive and significant influence on POS. So the following hypothesis is taken.
H4: Work environment has a positive and significant influence on POS

The compatibility between the values, traits and beliefs of the organization's culture with the values and beliefs of individuals will accelerate the achievement of organizational goals, namely encouraging individual employees to complete work and opportunities to get work achievements or awards. A conducive work atmosphere and support in the form of awards is the form of POS from the organization. Research results by Leung & Wijaya (2016); (Salvador et al., 2022) concluded that there is a positive and significant influence of organizational culture on POS. So the hypothesis is taken that:
H5: Organizational culture has a positive and significant influence on POS.

The increased perceived organizational support (POS) created through the availability of effective Career Development Practices (CDP) not only increases employee growth and self-esteem so they can utilize their skills and knowledge. The results of research (Olive & Hamed, 2019) concluded that career development does not have a significant influence. Meanwhile, the research results of Norizan et al., (2016) and Muawanah et al., (2022) concluded that there is a significant positive influence of career level on POS. So the following hypothesis is taken.
H6: Career path has a positive and significant influence on POS.

When employees feel the presence of POS, they will feel indebted to the organization, so that employees will provide feedback by making more contributions to the organization with extra behavior in the workplace, one of which is OCB. The results of several previous studies (Alshaabani et al., 2021), (Hong et al., 2023) show that POS has a significant and positive effect on OCB. Then the following hypothesis can be determined.
H7: POS has a positive and significant influence on OCB.

When POS, in this case, is able to provide a conducive work environment, employees will feel comfortable and focused on completing work. As a result, it can increase OCB extra-role behavior. Previous research results state that the work environment has a direct positive and significant effect on OCB (Farisi, et al., 2021 and Sutarya, et al., 2023) and on POS (Wijaya, et al., 2022; Sari et al., 2020) . POS has also been directly proven to have a significant effect on OCB (Alshabaani, et al., 2021 and Kao, et al., 2023).
H8: The work environment has a positive and significant influence on OCB through POS.

Organizational culture can be displayed by employees through employee behavioral habits in the organization. Many previous researchers concluded that organizational culture has a direct positive and

significant influence (direct effect) on OCB (Herawati et al., 2021 and Khatri, et al., 2022), on POS (Salvador et al., 2022; Kim and Jang , 2018 and Santos & Gonzales, 2018). POS has also been directly proven to have a significant effect on OCB (Alshabaani, et al., 2021 and Kao, et al., 2023).
H9: Organizational culture has a positive and significant influence on OCB through POS.

Recognition of employees and rewards given to employees can be considered organizational concern (POS). This recognition and appreciation will encourage employees to take the initiative to behave OCB. The direct effect (direct effect) of the influence of career level on OCB has been found in Farida's research, (2022). The significant influence of career level on POS was found from research by Norizan et al., (2016). Meanwhile, POS has a significant effect on OCB in research (Alshabaani, et al., 2021 and Kao, et al., 2023).
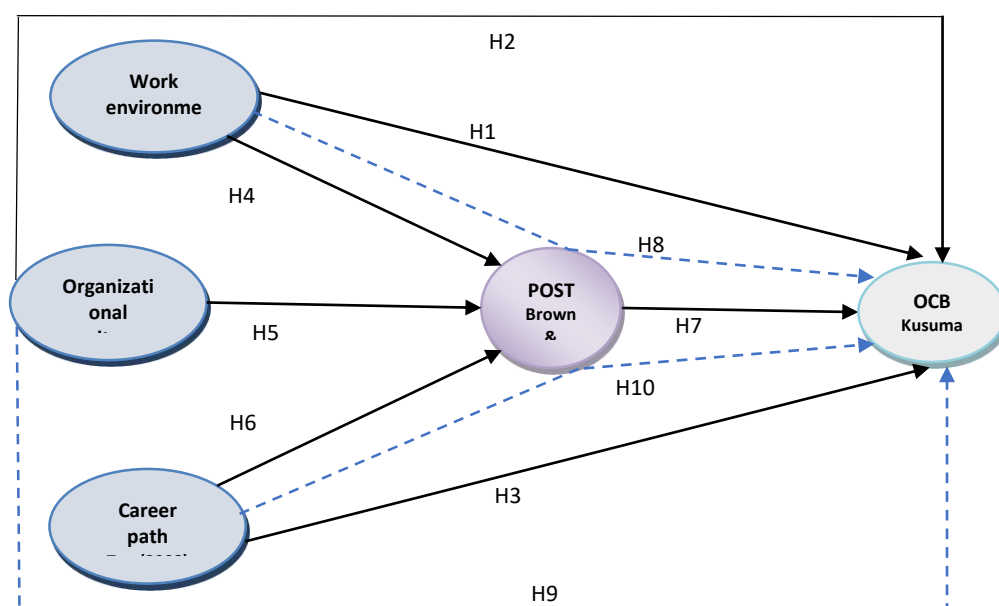H10: Career level has a positive and significant influence on OCB through POS.

FRAMEWORK

Figure 1. Thinking Framework Model

Method
The independent variables in this research consist of: Work Environment (LK), Organizational Culture (BO) and Career Path (JK), POS mediating variables, and variables related to OCB. This research is quantitative. The sample for this research was employees of the Government Bank, Tangerang Branch Office, namely permanent employees and assisted employees totaling 150 employees. Based on these criteria or considerations, the sample was determined using a purposive sampling technique. Using the Slovin formula, 109 respondents were obtained from 150 employees who would be used as research samples. The data analysis method uses SmartPLS software.

RESULTS AND DISCUSSION
The majority of respondents who participated in this research were women, namely 58 people or around 53%; with an age range of 31 to 40 years there were 63 respondents or 58%. Based on length of work, the majority had worked for 7 to 10 years, 47 respondents or 43%. The majority of career levels held by Government Bank respondents were as an assistant, namely 76 respondents or 70%. Then based on

the field of work, the majority are in the service sector or frontliners, namely 52 respondents or 48%, with a monthly income level of around 5 million to 10 million rupiah owned by 59 respondents or 55% of the entire sample who participated in this research.

Evaluation of the Measurement Model (Outer Model)

Table 1. AVE, Composite Reliability and Cronbach Alpha Test Results

Variable	Item Code	Loadings Factor	AVE	√AVE	Composite Reliability	Cronbach Alpha
Work Environment (LK)	LK1	0.737	0.593	0.77	0.91	0.901
	LK2	0.721				
	LK3	0.813				
	LK4	0.775				
	LK5	0.705				
	LK6	0.865				
	LK7	0.73				
	LK8	0.799				
Organizational culture	BO1	0.865	0.662	0.814	0.931	0.926
	BO2	0.801				
	BO3	0.806				
	BO4	0.861				
	BO5	0.709				
	BO6	0.778				
	BO7	0.879				
	BO8	0.796				
Career Path	JK1	0.833	0.662	0.814	0.946	0.943
	JK2	0.924				
	JK3	0.823				
	JK4	0.785				
	JK5	0.875				
	JK6	0.789				
	JK7	0.743				
	JK8	0.87				
	JK9	0.734				
	JK10	0.737				
POST	POS1	0.786	0.621	0.788	0.885	0.887
	POS2	0.723				
	POS4	0.709				
	POS5	0.759				
	POS6	0.873				
	POS7	0.863				

OCB	OCB1	0.889				
	OCB2	0.723				
	OCB3	0.736				
	OCB4	0.749				
	OCB5	0.828	0.671	0.819	0.941	0.938
	OCB6	0.905				
	OCB7	0.853				
	OCB8	0.869				
	OCB9	0.798				

Based on table 2 below, the loading factor values resulting from the indicator variables LK, BO, JK, POS, and OCB are all declared valid. Because all indicators for these variables have a loading factor value > 0.7, the indicators are declared valid and reliable for further testing. The AVE value of the variables LK, BO, JK, POS, and OCB is > 0.5. The composite reliability and Cronbach Alpha values for all research variables are > 0.7 and > 0.6. These results indicate that the variables have met composite reliability and met the Cronbach alpha value requirements, so it can be concluded that all the variables LK, BO, JK, POS, and OCB have a high level of reliability.

Table 2.Fornell-Larcker criterion

	Culture Organization	Level Career	Environment Work	OCB	POST
Organizational culture	0.814				
Career Path	0.607	0.814			
Work environment	0.542	0.624	0.770		
OCB	0.646	0.614	0.579	0.819	
POST	0.649	0.556	0.495	0.665	0.788

Apart from that, the root value of AVE (√AVE) also shows that the Fornell-Larcker criterion has a correlation greater than the correlation of the items themselves. Thus, it can be stated that each variable has good discriminant validity in compiling its respective variables.
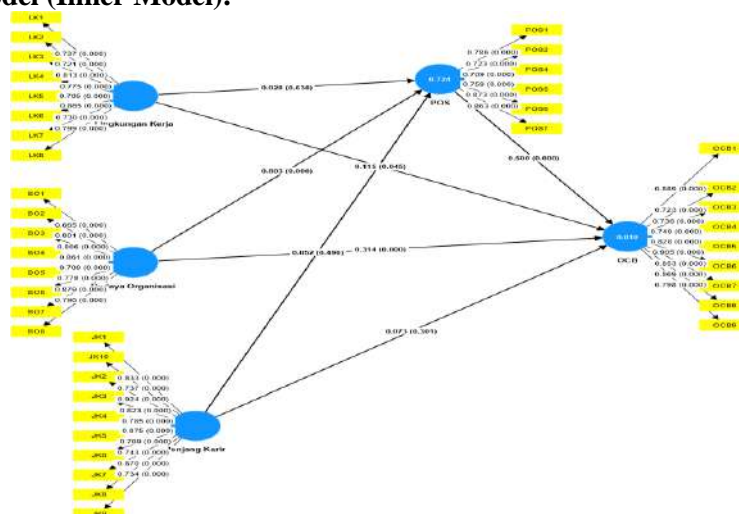
Measurement Model (Inner Model).

Figure 2. T test results with Bootstrapping

Table 3. Hypothesis Test Results

Direct influence	Coefficient	T-values	p-values	Information
Work environment→OCB	0.115	2,007	0.045	H1 is
Organizational culture→OCB	0.314	3,777	0,000	H2 is
Career path→OCB	0.072	1,034	0.301	H3 is rejected
Work environment→POST	0.028	0.471	0.638	H4 is rejected
Organizational culture→POST	0.803	14,345	0,000	H5 accepted
Career path→POST	0.052	0.681	0.496	H6 is rejected
POST→OCB	0.500	6,699	0,000	H7 accepted
Indirect Influence				
Work environment→POST→OCB	0.014	0.453	0.651	H8 is rejected
Organizational culture→POST→OCB	0.402	5,903	0,000	H9 accepted
Career path→POST→OCB	0.026	0.675	0.499	H10 is rejected

Source: Primary data processed with SmartPLS (2023)

The Influence of the Work Environment on OCB

Based on the test, the t-value was 2.007 > 1.96 and the p-value was 0.045 < 0.05. Because the t-values are greater than the t-statistic and the p-values are <0.05, H1 is accepted (supported), meaning that there is a significant positive influence of the work environment on OCB. Shows a unidirectional influence, which means that the better the non-physical work environment felt by employees, the higher the OCB behavior shown by employees in their work. The results of this research are in accordance with Sedarmayanti's (2017) theory that the work environment can not only be seen physically, but also non-physically. In a company, it is important to pay attention to creating a good work environment, because basically a good work environment can influence OCB (Syahriani, 2017). A person's attachment to their work environment will foster positive employee attitudes so that they can increase work efficiency and effectiveness and employee extra-role behavior or OCB (Sutarya et al., 2023).

The work environment (LK) with its non-physical aspects, especially the indicator (LK6), has the highest factor loading of 0.865, so it has a strong relationship in influencing OCB in the sportsmanship aspect (OCB6). The dimensions of the non-physical environment, especially related to cooperation between groups or teams within the company, have been able to increase employee sportsmanship behavior, namely employees feel that there is open communication between co-workers, so that this creates awareness and compliance behavior by continuing to follow the rules even though no one is watching them. Work. Meanwhile, the work environment (LK) with its non-physical aspects, especially the indicator (LK5), has the smallest factor loading, namely 0.730, which has a low relationship in influencing OCB in the Altruism Aspect (OCB2). The non-physical work environment is identical to relationships between people, where when employees feel there is good communication between co-workers, sometimes employees also experience conditions that are faced with work that requires concentration and thoroughness, so that altruism cannot be created to help new co-workers. . The results of this research support the results of several previous studies Sutarya, et al, (2023), Thamrin, et al., (2023), Syahriani, (2017), Sari, et al., (2023), Farisi et al., (2021); and Markiah, et al, (2022) who have concluded that there is a positive and significant influence of the work environment on OCB.

The Influence of Organizational Culture on OCB

The test results obtained a t-value of 3.777>1.96 and p-values of 0.000 <0.05. Because the t-values are greater than the t-statistic, H2 is accepted (supported), meaning that there is a significant positive influence of organizational culture on OCB. This positive influence shows a unidirectional influence,

which means that the better the organizational culture implemented by the company, the better the extra-role behavior or OCB shown by employees in their work. The results of this research are in accordance with Wibowo's (2006) theory that a strong organizational culture will have a greater influence on employee behavior and support the ethical standards that exist in the organization. Because organizational culture is the values, beliefs and norms of behavior shared by members of the organization.

The detail orientation aspect of the task (BO7) has the highest factor loading of 0.879, so it has a strong relationship in influencing OCB in the sportsmanship aspect (OCB6). This indicates that when employees during work have a thorough orientation in work related to customer finances, this can increase employee sportsmanship behavior which is reflected in the emergence of employee awareness and compliance behavior by continuing to follow the rules even though no one is supervising them while working. Meanwhile, the aspect of orientation to employee interests (BO5) has the smallest factor loading, namely 0.709, which has a low relationship in influencing OCB in the Altruism Aspect (OCB2). This shows that when employees feel they are oriented towards the employee's needs to carry out their work, this cannot lead to the creation of altruism to help new colleagues. The results of this study support the results of several previous studies, such as; Khatri, et al., (2022), Putri, et al., (2021), Arumi, et al., (2019); Ebrahimpour et al., (2011); Arifiani et al., (2020); Herawati et al., (2021); and Gunawan et al., (2023) and Ameer, (2017) who found a positive and significant influence of Organizational Culture on OCB.

The Influence of Career Path on OCB
The calculation results obtained a t-value of 1.034 <1.96 and p-values of 0.301 > 0.05. Because the t-values are smaller than the t-statistic, H3 is rejected (not supported), meaning that there is no influence of career level on OCB. The results of this research are not in accordance with the theory of Rivai and Sagala (2009), a career development system that is open and equal for employees will increase good behavior among employees and vice versa if the career development system in the company is not equal or there are gaps, it will not have a positive effect. means on employee OCB behavior.

The results of this research were also strengthened by the results of interviews with HRD supervisors who stated that there was a gap between the external Program Officer Development Program (ODP) and the Internal ODP. In terms of career path, employees from the external ODP scheme have a better chance of progressing directly to grade 8. Meanwhile, employees from the Internal ODP scheme who enter from grade 4 to go to grade 8 are required to follow Job Postings with terms and criteria. At GOVERNMENT BANK itself, job postings are not based on seniority or anyone can join, but the problem is that the terms and conditions are difficult to fulfill for some groups. The results of this research support the research results of Kusumo, (2016) which concluded that career development does not have a significant influence on OCB. These results do not support the findings of previous research Shang, et al., (2021), Tremblay (2021), Oktariyani (2019); Farida (2022) concluded that there is a positive and significant influence between career path and OCB.

Influence of Work Environment on POS
The test results obtained a t-value of 0.471 < 1.96 and p-values of 0.638 > 0.05. Because the t-values are smaller than the t-statistic, H4 is rejected (not supported), meaning that there is no influence of the work environment on perceived organizational support (POS). The results of this study do not support the theory of Allen, et al., (2008) that there are other factors that can influence POS, namely job characteristics, challenges, task variety, perceived workload, work exhaustion, role ambiguity, pay for performance, mentoring. Then, Rhoades & Eisenberger (2002) also added two other factors that can influence POS, namely personality and demographic characteristics.

Non-physical work environment factors in this research are factors that focus more on human relationships with work settings such as: work structure, responsibility, cooperation, attention and support. When these aspects are low, the working atmosphere or working conditions will be less

conducive, which as a result will not affect organizational support. In connection with the results of this research, it is appropriate and supports the results of interviews with HRD supervisors who stated that the physical work environment at GOVERNMENT BANK is supportive but psychologically it is still not conducive. According to Kim & Jang, (2018) a work atmosphere that is not conducive indicates that the organization's POS is not optimal. Thus, the results of this study do not support the results of research (Wijaya, et al., 2022; Allen, et al., 2008; Rasool et al., 2020; Sari et al., 2020) which concluded that the work environment has a positive influence and significant to POS.

The Influence of Organizational Culture on POS
The test results obtained a t-value of 14.345 > 1.96 and p-values of 0.000 < 0.05. Because the t-values are greater than the t-statistic, H5 is accepted (supported), meaning that there is a significant positive influence of organizational culture on POS. This influence is a unidirectional influence, so that the better the organizational culture demonstrated by employees, the better the POS will be provided by the company. The results of this research support Leung & Wijaya (2016) that culture is the way organizational members do their work, face and solve problems. Organizational culture is manifested in the characteristics of the organization itself, in the sense of how things should be done, how problems are interpreted and how to solve them according to the organization's own way.

Organizational culture with the detail orientation aspect of tasks (BO7) has the highest factor loading of 0.879, so it has a strong relationship in influencing POS on the working conditions aspect (POS6). This shows that when employees feel capable of doing their work carefully or are oriented towards accuracy, then this can be considered that the company cares about the environment in which employees work. Meanwhile, the employee orientation aspect, especially the indicator (BO5), has the smallest factor loading, namely 0.709, which has a low relationship in influencing POS on the development aspect (POS4). This shows that employees in the workplace have an orientation towards the need to carry out their work, so this will create a POS to provide development in a way that the company is willing to help employees so they can complete their work to the best of their ability. The results of this research support the research results of Leung & Wijaya (2016); Salvador et al., (2022); Kim and Jang, (2018) and Santos & Gonzales, (2018) concluded that there is a positive and significant influence of organizational culture on POS.

The Influence of Career Path on POS
The test results obtained a t-value of 0.681 < 1.96 and p-values of 0.496 > 0.05. Because the t-values are smaller than the t-statistic, H6 is rejected (not supported), meaning that there is no influence of career level on POS. The results of this research are not in accordance with Handoko's (2011) theory that an increase in status in career development will occur if there is employee engagement with organizational support. These results also prove that there is a gap in career paths. According to the results of interviews with HRD supervisors who stated that there was a gap between the external Program Officer Development Program (ODP) and the Internal ODP. In terms of career path, employees from the external ODP scheme have a better chance of progressing directly to grade 8. The results of this research support the research results of Olive & Hamed, (2019) which concluded that career development does not have a significant influence. The results of this study do not support the research results of Muawanah et al., (2022) and Norizan et al., (2016) which concluded that career level has a significant positive effect on POS.

The influence of POS on OCB
Based on the calculation results, the t-value was 6.699 > 1.96 and the p-value was 0.000 < 0.05. Because the t-values are greater than the t-statistic, H7 is accepted (supported), meaning that there is a significant positive effect of POS on OCB. This influence is a unidirectional influence, so that the better the perception of the company's support and care for employees, the better the feedback that employees will give to the company with better extra roles. These results are supported by the theory of Rhoades and Eisenberger (2002) explaining that POS is the level of employee confidence that the organization

values their contributions and cares about their welfare. It was further explained that POS is also assessed as certainty regarding the assistance that will be provided by the organization.

POS in the working conditions aspect (POS6) has the highest factor loading of 0.873, so it has a strong relationship with OCB in the sportsmanship aspect (OCB6). This shows that when the company provides support in the form of concern for the environment where employees work, this can increase employee sportsmanship behavior so that they continue to follow the rules even though no one is watching them while they work. POS in the development aspect (POS4) has the smallest factor loading, namely 0.709, which has a low relationship in influencing OCB in the Altruism aspect (OCB2). This shows that when the company is willing to help employees complete work to the best of the employee's abilities, this will be able to create altruism to help new colleagues. The results of this research support the research results of Aswin & Rahyuda (2017); Alshabaani, et al (2021); Hong et al (2023); and Kao, et al (2023) there is a significant positive influence of POS on OCB.

The Influence of the Work Environment on OCB through POS

The results of testing the indirect effect obtained a t-value of 0.453 < 1.96 and p-values of 0.651 > 0.05. Because the t-values are smaller than the t-statistic, H8 is rejected (not supported), meaning that there is no significant influence of the work environment on OCB through POS. If we look at the direct effect, the work environment can have a significant positive influence on OCB, but not significantly on POS. Then, the direct influence of POS also has a significant positive influence on OCB. However, indirectly (indirect effect) the work environment through POS does not show any influence on OCB. This shows that employee extra-role behavior or OCB in a company can increase with POS and the work environment, but POS as an intermediary or mediating variable is not able to fully play a role in increasing OCB.

Thus, it needs to be underlined that POS exists because of employees' prior contributions to their organization, such as: achievement, involvement and engagement, as well as person organization fit. From these several POS triggers, the organization will certainly provide support to potential employees and can increase OCB behavior. On the other hand, it is important for management to create a more conducive non-physical work environment. The non-physical work environment tends to be more about relationships between people. Even though in reality in the field the non-physical work environment shows a good category, it should be noted that when the work environment is not conducive it will trigger work stress, employees who are experiencing work stress will work ineffectively and inefficiently (Eisenberger & Roades, 2002), resulting in behavior the extra role shown in the work does not exist and on the contrary can create organizational burdens or work problems. The lack of previous research analyzing the role of POS in mediating the work environment on OCB makes it difficult for researchers to reference supporting findings. So it is hoped that this research can become a new reference support for further research.

The Influence of Organizational Culture on OCB through POS

Indirectly (indirect effect) the t-value was 5.903 > 1.96 and p-values were 0.000 < 0.05. Because the t-values are greater than the t-statistic, H9 is accepted (supported), meaning that there is a significant positive influence of organizational culture on OCB through POS. Apart from that, if we look at the direct effect, it also shows the same results, namely that there is a significant positive influence of organizational culture on OCB. This shows that organizational culture directly (direct effect) and indirectly (indirect effect) shows a significant positive influence of organizational culture on OCB through POS. When an organization has values, beliefs and behavioral norms that are shared by members of the organization to create ideas and thoughts, dare to innovate, set work targets with an orientation towards work results and support each other to achieve. So this will be able to increase the POS which will be given by providing awards for achieving work targets, providing support from the company to improve employee abilities, providing opportunities for promotion to meet the criteria and

the company cares about employee welfare. As a result, there will be an increase in employee extra role behavior (OCB) to help each other, avoid conflict by maintaining good relationships with superiors and co-workers, carry out regulations well, employees are willing to work with more responsibility and are ready to adapt to any changes that occur.

Thus, it is stated that the role of POS as a mediator is proven to have a full role in the influence of organizational culture on OCB. The results of this research support the theory of O'Reilly, Chatman & Caldwell, (1991) which states that individuals are motivated by culture which influences their behavior. The lack of references to previous research makes it difficult for researchers to reference findings to support them. So it is hoped that this research can become a new reference support for further research.

The Influence of Career Path on OCB through POS
The test results obtained a t-value of $0.675 < 1.96$ and p-values of $0.499 > 0.05$. Because the t-values are smaller than the t-statistic, H10 is rejected (not supported), meaning that there is no significant influence of career level on OCB through POS. If we look at the direct effect, career level is not proven to have a significant influence on OCB or POS. This is due to other factors, such as: mutations that often occur so that employees have to adapt to new environments so that it affects their performance and does not show OCB behavior within the company. Apart from that, it can be caused by the match factor between abilities and skills and the employee's position (person organization fit). These factors are considered important for further research, considering that the direct influence of POS can have a significant positive influence on OCB. This shows that employee extra-role behavior or OCB in a company is not influenced by career level either directly or indirectly. So the role of POS as an intermediary or mediating variable cannot fully play a role in increasing OCB. The lack of previous research analyzing the role of POS in mediating levels of OCB makes it difficult for researchers to reference supporting findings. So it is hoped that this research can become a new reference support for further research.

CONCLUSIONAND ADVICE
The work environment, especially the non-physical aspects, is represented by collaboration between groups with open communication between co-workers and leaders. Open communication will make the work environment feel pleasant and feel responsible, so that it can increase OCB behavior. Organizational culture in the aspect of detail orientation towards detailed, detailed and thorough tasks and work can increase employee sportsmanship behavior which is reflected in the emergence of employee awareness and compliance behavior by continuing to follow the rules even though there is no supervision while working. Career level does not have a significant influence on OCB. The absence of this influence is due to the low promotion aspect, where employees feel that their job position is more ideal than before, but this has not been able to create altruism to help new colleagues. Organizational culture in the aspect of detail orientation towards tasks, where work in the banking industry is characterized as having to be detailed, detailed and meticulous can improve POS in the aspect of working conditions, which is represented by the company having concern for the environment where employees work. Career level does not have a significant influence on POS. The absence of this influence is due to the low level of career planning aspects, which are felt to have not been able to improve POS in the aspect of working conditions (job conditions) which is represented by the company having concern for the environment where employees work.

POS has a positive and significant influence on OCB. Especially in the aspect of working conditions, where by caring about the environment where employees work, they will be able to increase OCB behavior, namely the sportsmanship aspect to continue to comply with regulations within the company. The work environment does not have a significant influence on OCB through POS. This means that the role of POS is not proven to be a mediating variable. Organizational culture has a significant influence on OCB through POS. This means that the role of the POS proves to be full mediation. Career level does not have a significant influence on OCB through POS. This means that the role of POS is not proven to be a mediating variable.

Suggestions for management to improve further research include: 1). Managers need to better maintain, maintain and improve aspects of cooperation between groups and aspects of sportsmanship. By: holding meetings once a week, forming a solid work team, and reducing selfish attitudes among individual employees. 2). Managers need to further improve job conditions by: maintaining a conducive work environment and reducing conflict at work, providing a sense of security and work safety. 3). Managers need to maintain and maintain aspects of detail orientation to tasks and further improve employee orientation, by; make a written schedule and time considerations; increasing work discipline, and prioritizing company interests. 4). Managers need to further improve aspects of supervisor support for employees. By: increasing employees' abilities to complete work through various training and education. 5). Managers need to maintain and improve career planning and promotion aspects. By creating a sense of justice, providing support to employees and giving awards to deserving employees. 6). Managers need to further improve the promotion aspect, by; reducing recruitment gaps, providing training and empowering employees through the Leadership Development Plan (LDP) and Individual Development Plan (IDP). 7). Managers need to maintain aspects of job conditions and support from employees to improve sportsmanship behavior, by; creating solid collaborative relationships, full of togetherness, creating conducive working conditions, increasing initiative at work and instilling honest behavior at work. 8). The role of POS in improving organizational culture towards OCB. Managers need to maintain, maintain and improve organizational culture which has so far been in the good category. By creating a positive work climate, appreciating every contribution, building trust and understanding and increasing good role models as well as providing training and human resource development. By considering the results of this research, future researchers need to conduct research by: a). Adding a larger number of research samples, for example; involving research samples at Government Bank Branch offices throughout Jabodetabek or Indonesia. b). Apply research on a subject to a different industry or organization. For example; other service companies in hospitals and hotels, c). Adding new aspects to the work environment variables, namely physical aspects and adding other variables such as: person organization fit, work involvement and work engagement.

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