

# **Impact of Organizational Culture in shaping Organizational Citizenship Behavior: Case of five-year training for suppliers of international steel companies**

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## **Abstract**

The study demonstrates how organizational culture through traits developed in the workplace is connected to the organizational citizenship behaviors and provides significant results produced through training processes on how employees can improve their behavior in their work environment this investigation was worked in an international steel company located on Monterrey, Mexico the study is quantitative and cross-sectional has been performed for 5 (2015–2019) years divided into six stages. The instrument consists of 70 questions, divided into two sections; section number 1 shows the organizational citizenship behavior questions within 39 questions adapted for Organ, Podsakoff and MacKenzie (2005). In section 2 the instrument contains 31 questions corresponding to organizational culture developed by Fey and Denison (2003), Thus, the questionnaire consists of a Likert scale number 1 to 5. The sample was 830 suppliers, the results was worked to SPSS 21 where first the data was proceed worked in Alphas of Cronbach, after that within SPSS 21 analyzed the multiple linear regression process were obtained as R Square, Durbin Watson, and Correlation to identify the relationship between organizational culture traits and organizational citizenship behaviors, and the conclusion the authors explains different ways to work about the results and considering future investigations.

## Keywords

Organizational culture, organizational citizenship behaviors, training, steel industry, employees.

## 1. Introduction

The organizational culture (OC) is an element that enables the intellectual capital of a company to grow and can also serve as a guide to corporate success, Asiaei and Jusoh (2015). In the same context, Popescu et. al (2015). Specifies the organizational citizenship behavior (OCB's) are a factories in ensuring competitive advantages and securing work behaviors as well as an asset for objectives and performance. Mbha et.al (2018), indicates basically that the principal components in the culture of SMEs are confrontation, opening, and proactive response, in this way Owino & Kibera (2015), establish that OC enables integration and guidance toward behaviors tends to improve organizational efficient. Organization, organizational behavior (OCBs) helps support employees and creates greater engagement in the work environment, which continually improves the organization's efficiency Several studies consider that employees with more collective mindsets develop OCBs to a larger extent than individualistic employees Solis & Bernes (2019). There exists information regarding the importance of OC in company performance, but it is limited in terms of the research studies on these concepts Gillespie, et.al (2008). In the same context currently exists little support in the literature linking personality traits with organizational citizenship behavior (OCB's) Organ, et. al, (2006).

Based on the above this research is significant because analyze the relationship between the traits of OC and the dimension of OCB's and this is product of the work and dedication for 5 years consecutive (2015-2020) within industrial capacitation in an important steel company on Metropolitan area in Nuevo León, the steel company is recognize for produce high quantities of steel in the American continent, this organization was chosen for this study due to its importance at the international level, as its steel productivity is high, it helps increase our nation's gross domestic product, for these reasons the coworkers need to develop, behaviors where considering the formal functions such as commitment, order Janadari, et.al (2018). Create their success based on the activities and efforts of their staff, where their skills and capabilities are put to test, thus increasing the organization's productivity Kesen (2016).

Consider to study these topics allows provide employees knowledge with the capacities to solve problems, create significative projects, individual and group skills based on the different perceptions reflect to progress, empowerment, and commitment Asiaei and Jushoh (2014). Purnama (2013). Establish it is vital to establish the influence of OCB on large organizations since the performance in activities is intertwined with organizational culture OC.

### 1.1 Objectives

The main purpose of this study is analyzing the relationship between the traits of organizational culture within the dimension of organizational citizenship behavior, during 5 years consecutive within suppliers in industrial capacitation.

Following are the specific objectives:-Generate empirical knowledge by performing an analysis of the influence of organizational culture in shaping organizational citizenship behavior through training for five consecutive years.- Identifies the staff's training over the years, how it transcends with time to create new OCBs related to the continuous training given to the staff of the organization

## 2. Literature Review

### 2.1 Organizational Culture

The organizational culture is a central success-generating factor and not just connected to employee's daily routine to achieve goals Khuong & Nhu (2015). It is made up of a set of guidelines identified and developed by employees to address the conflicts inherent in external and internal adaptation in an organization and enables the discovery and creation of knowledge in the environment (Shein 2010).

Carreon et al. (2017), Establish that organizational culture is strongly linked to the climate of collaboration and the activities that imply contextual influence, helping employees perceive their work as meaningful. For Asiaei & Jushoh (2014), is necessary to the culture involve for the staff to want to work in an organization where teamwork is the means to progress, empowerment, and commitment.

Organizational culture has been studied over the years, developing new concepts that may be interlinked and shape new knowledge; this is how the industrial sector is formed Gorondutse and Himan (2019). In the same way, Kesen (2016), identify organizational culture in the companies creates their success based on the activities and efforts of their staff, where their skills and capabilities are put to test, thus increasing the organization's productivity.

The OC model is proposed for Denison, (1990). Displaying four essential traits:

The **participation trait** indicates the level where the organization guides employees on their personal development, with the prime goal of organizational success; this dimension includes operations skills, autonomy conditions and goals. Furthermore, the **adaptably trait** designates the internal capacities of the change in the answer to external conditions (Denison and Mishra, 1995).

Also Gillespie, et.al (2008). Specifies the **consistence trait** allows the existence and union of systems and process considering values, integration, and coordination, however this author establish the **mission trait** has a principal aim to clearly establish the extern roles and goals; this is important because it will apply on the direction and the employees. The corporate environment must develop OC by enabling SMEs' growth to appreciate its own culture for adopting strategies for organizational growth, considering the fundamental intentions of the company (Mbah et al., 2018).

Organizational culture has been studied over the years, developing new concepts that may be interlinked and shape new knowledge; this is how the industrial sector is formed (Gorondutse & Himan, 2019). Currently, companies create their success based on the activities and efforts of their staff, where their skills and capabilities are put to test, thus, increasing the organization's productivity (Kesen, 2016). Guillén et al. (2017) reported that OC is strongly linked to the climate of collaboration and the activities that imply contextual influence, helping employees perceive their work as meaningful. For the culture to evolve, it is necessary for the staff to want to work in an organization where teamwork is the means to progress, empowerment, and commitment (Asiaei and Jushoh, 2015). The organizational culture created on strong behaviors, such as unfolding beliefs and values, ensuring a committed attitude, and reducing conflicts, in a healthy work environment (Kane, 2006).

## 2.2 Organizational Citizenships Behavior

Employees who are satisfied with their jobs are more prone to identifying themselves with the organization and exhibiting behavior in ways that are not directly acknowledged but generate benefits for the company (Singh & Singh, 2019). Organ (1988, p 4). Defines organizational citizenship behaviors as, "individual behavior that is discretionary, not explicitly acknowledged by the formal reward system, and when grouped, promotes the effective operation of the organization.

Organizational Citizenships Behavior are a success factor, encouraging employees to make additional efforts to succeed (Mesu, et al, 2013). The impact is conceptualized by Farh et al, (1990) when employees acquire greater responsibility in their tasks; motivate them to ensure their well-being by creating favorable relationships within the internal environment. Behavioral dimensions are classified by dimensions reported for Glińska and Szostek (2018). They are as follows:

- **Help behavior** through which voluntary support of colleagues in face of organizational problems can be provided.
- **Sportsmanship behavior** indicates the willingness to tolerate inconvenient conditions within the environment.
- **Loyalty behavior** includes promoting the protection of the company against external threats.
- **Individual initiative behavior** indicates performing activities to promote improvements for the institution or additional responsibilities.
- **Compliance behavior** means obedience, acceptance, and adherence to organizational procedures.
- **Civic virtue behavior** is the willingness of employees to participate in the processes and responsibilities of the company; and
- **Self-development behavior** lies in actions that increase knowledge, new skills, and capabilities in the area (Podsakoff et al, 2000).

Kesen (2016) reported that workplace becomes more productive when it is transformed into a more pleasant environment, thus, increasing organizational skills, productivity, and coordination among colleagues. In the same context "The attitudes of these employees and their behaviors with customers have profound effect on customers' perception of services quality and their satisfaction" (Khodabandeh & Sattari, 2015, p 48).

Currently, to achieve success within organizations, employees perform activities that go beyond their established profiles, hoping to gain a competitive advantage to appeal to businesses. It is vital to establish the influence of OCB on large organizations since the performance in activities is intertwined with OC (Purnama, 2013).

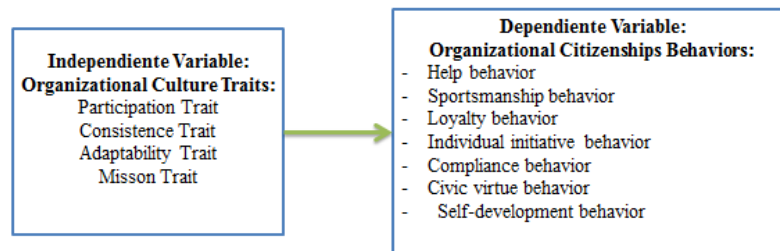
The OCB can be a factor in ensuring competitive advantages and securing work behaviors, as well as an asset for objectives and performance (Popescu, et. al, 2015). The relationship between leaders, OC, and employees varies and evolves with changing needs (Seah, et. al 2014). Breevaart and Zacher (2019, p 386). Stated “leaders who use transformational leadership are genuinely concerned with their followers and cognitively challenge followers to stimulate followers’ growth and development.” The OCB creates a group identity with thoughts, emotions, and benefits with organizational learning (Moon, 2010). It can improve the intellectual capital of a company, leading to corporate success (Asiaei & Jusoh, 2015). Mexico holds the 14<sup>th</sup> position in global steel production, and the state of Nuevo Leon emerges as one of the main electric-furnace plate mill producers (Canacero, 2018).

The company where was the study is important because produces where was investigation this a leader in highly integrated steel-making procedures and stands out for its quality, customer service, are extended sales network strengthened by its professional staff and efficient distribution channel (Ternium, 2017). This organization was chosen for the study due to its importance at the international level, as its steel productivity is high, it helps increase our nation’s gross domestic product and it has efficient staff.

The research question is as follows:

Which is the organizational culture trait that has more influences in the organizational citizenship behaviors during 5 years consecutive within suppliers in industrial capacitation?

In the figure 1 shows the model proposed for the investigation



Source: Own elaboration

Figure 1 Model of the investigation

### 3. Methods

The methodology was used in this study were quantitative, descriptive and cross-sectional. The design of the study was experimental because did not the manipulation of the study variables and didn’t exist control groups. The study technique was documental and bibliographic which is characterized by establishing a connection between the researched theories based on reality perception, thus, obtaining meaningful data that supports the statements made.

#### 3.1 Instrument

This quantitative study considers applied a survey completely made up of questions related to groups of variables as a means for training within the company. OC is considered as an independent variable as reported by Fey and Dennison (2003); this variable has 42 items, and OCB is a dependent variable as reported by Organ et al. (2005); this variable has 29 items. The instrument has the measurement scale based on a Likert-type scale, markers 1–5 with elements set up in the following order: 1- completely disagrees; 2- partially disagree; 3- neutral; 4- partially agree; and 5- completely agree.

### 4. Data Collection

The study population was the suppliers who participated in the capacitation which organizes the steel company with the capability of supplying and extracting material for the steel company, which will be transformed and then sold. It is important to identify that the tool was applied based on the one applied to the various suppliers of the steel company. The main motivation why these suppliers were selected for the study is because it is important to understand what the employees feel during the developments of their personality and, simultaneously, with the help of the answers understand how the organization is working for the well-being of their employees.

The subjects were 830 during 5 consecutive years (2015-2019) divided in 6 stages in the 2015, January 2016 and June 2016 participate 140 respect, during 2017 participate 158 suppliers, 2018 participate 165 suppliers in the last year 2019 participate 87 suppliers to an important steel company in the metropolitan area in Monterrey, it is important to mention the dates was recollected during the capacitation.

## 5. Results and Discussion

### 5.1 Numerical Results The results found in this research are described below

#### 5.1.1 Pilot Test

All the statisticians submitted in this study were preceded on the software Statistics Package for Social Sciences SPSS v. 21. Quantitatively was validity the questionnaire constructs as from Alphas of Cronbach the pilot test results are set out in the table 2. To measure reliance, the tool was applied to the company's suppliers, verifying the reliability of each item; the value shows internal consistency and correlation between the questions. A higher value 0.7 reveals a strong connection between questions, while a lower value reveals a weak connection between questions (Bojórquez, et al, 2013)

Table 1- Coefficient Alphas of Cronbach

| VARIABLES   |                                | # Items | Alfa de Cronbach |         |       |       |       |       |
|---|--------------------------------|---------|------------------|---------|-------|-------|-------|-------|
|   |                                |         | 2015             | 2016    |       | 2017  | 2018  | 2019  |
|   |                                |         |                  | January | June  |       |       |       |
| Independiente Variable<br>Organizacional Culture (OC) | X1: Participation trait        | 9       | 0.875            | 0.844   | 0.872 | 0.900 | 0.841 | 0.919 |
|   | X2: Consistence trait          | 7       | 0.873            | 0.897   | 0.844 | 0.884 | 0.874 | 0.878 |
|   | X3: Adaptabilidad trait        | 8       | 0.824            | 0.865   | 0.831 | 0.842 | 0.863 | 0.846 |
|   | X4: Misson trait               | 8       | 0.931            | 0.881   | 0.887 | 0.939 | 0.854 | 0.886 |
| Dependent Variable (OCB)                              | Y1: Help Dimension             | 4       | 0.870            | 0.844   | 0.830 | 0.859 | 0.855 | 0.767 |
|   | Y2: Sportsmanship Dimension    | 4       | 0.782            | 0.766   | 0.783 | 0.797 | 0.742 | 0.847 |
|   | Y3: Loyalty Dimension          | 3       | 0.509            | 0.478   | 0.517 | 0.530 | 0.475 | 0.567 |
|   | Y4: Compliance Dimension       | 5       | 0.766            | 0.749   | 0.777 | 0.733 | 0.773 | 0.768 |
|   | Y5: Initiative dimension       | 5       | 0.867            | 0.889   | 0.844 | 0.864 | 0.800 | 0.854 |
|   | Y6: Civic Virtue Dimension     | 3       | 0.655            | 0.837   | 0.594 | 0.670 | 0.863 | 0.763 |
|   | Y7: self-development dimension | 5       | 0.562            | 0.653   | 0.608 | 0.597 | 0.616 | 0.801 |

Source: Own elaboration based on SPSS results

Table 1 shows that of the 10 developed variables, almost all exceed the 0.7 weighting of their reliability, which is acceptable; however, there are two variables below the stated score, which are low-reliability results. An effort was made to obtain consistency given the total number of items handled.

### 5.1.2 Multiple Linear Regressions

A multiple linear regression process was also carried out, capturing the total number of 827 surveys. The values were entered into the software, which allowed analyzing their linearity as well as the respective significance determining existence between two variables. Results are presented by Morales (2011). Starting on R, this indicates that the correlation coefficient has a range inter 0 to 1 a correlation that is equal to 0 means the absence of relationships (p.1). Moreover, the study contains results of the A p-value less than 0.05 (typically  $\leq 0.05$ ) is statistically significant McLeod,(2019). The R Square, which is equal to 1, “meaning a perfect linear adjustment, i.e., total variation of the Y variable is explained by the regression model. The value does not indicate non-representativeness of the linear model. (Martinez, 2005, p.321).The Durbin Watson statistic value is important since it is used to find the serial correlation between errors, where the range should be 1.5-2.5 (Durban, and Watson, 1971). The tables and their respective analysis are shown below:

Table 2 Correlation between Help Behavior Dimension and Organization Culture

|               | Help Behavior |              |           |        |        |        |        |
|---------------|---------------|--------------|-----------|--------|--------|--------|--------|
|               | 2015          | January 2016 | June 2016 | 2017   | 2018   | 2019   |        |
| Alpha         | 0.87          | 0.844        | 0.83      | 0.859  | 0.855  | 0.767  |        |
| R             | 0.67          | 0.492        | 0.636     | 0.65   | 0.513  | 0.568  |        |
| R. Square     | 0.45          | 0.242        | 0.404     | 0.423  | 0.263  | 0.323  |        |
| Durbin-Watson | 2.368         | 2.088        | 2.033     | 2.344  | 1.908  | 1.208  |        |
| Anova         | 0             | 0            | 0         | 0      | 0      | 0      |        |
| PARTICIPATION | B             | 0.308        | 0.285     | 0.114  | 0.408  | 0.288  | 0.287  |
|               | Sig.          | 0.092        | 0.012     | 0.296  | 0.001  | 0.004  | 0.039  |
| CONSISTENCE   | B             | 0.041        | -0.044    | 0.257  | 0.305  | -0.034 | -0.044 |
|               | Sig.          | 0.003        | 0.706     | 0.029  | 0.017  | 0.734  | 0.764  |
| ADAPATABILY   | B             | -0.123       | 0.104     | 0.324  | -0.123 | 0.163  | 0.017  |
|               | Sig.          | 0.290        | 0.254     | 0.002  | 0.286  | 0.086  | 0.904  |
| MISSION       | B             | 0.092        | 0.212     | -0.037 | 0.079  | 0.193  | 0.358  |
|               | Sig.          | 0.044        | 0.027     | 0.582  | 0.473  | 0.026  | 0.024  |

Source: Own elaboration based on SPSS results

In the table 2 shows the permanence of the reliability of help behavior during the 05 stages of the study. With the participation trait during 2015 having a relationship of 30.8% and this decrease 2.3% for the next stage (January-2016), however during this year (June-2016) the correlation decrease to 11.4%. It is important to mention that the participation trait was significance in the next years (2017-2018). Were the most significates within 40.8% and 28.8% respectively, while the consistence trait increases 4.8% between June 2016 and 2017, nevertheless the adaptably trait only was significates in June 2016 within 32.4%, for mission are important the years January 2016, 2018 and 2019 standing out obtaining a significance value lower than 0.05

Table 3 Correlation between Sportsmanship Behavior Dimension and Organization

|               | Sportsmanship Behavior |              |           |       |       |       |
|---------------|------------------------|--------------|-----------|-------|-------|-------|
|               | 2015                   | January 2016 | June 2016 | 2017  | 2018  | 2019  |
| Alpha         | 0.782                  | 0.766        | 0.783     | 0.797 | 0.742 | 0.847 |
| R             | 0.425                  | 0.462        | 0.461     | 0.467 | 0.422 | 0.475 |
| R. Square     | 0.181                  | 0.213        | 0.212     | 0.218 | 0.178 | 0.225 |
| Durbin-Watson | 2.236                  | 2.142        | 2.094     | 2.242 | 2.279 | 2.234 |

| Anova         |      | 0      | 0      | 0      | 0      | 0      | 0      |
|---------------|------|--------|--------|--------|--------|--------|--------|
| PARTICIPATION | B    | -1.06  | -0.256 | -.328  | -0.118 | -0.22  | -0.347 |
|               | Sig. | 0.532  | 0.026  | 0.008  | 0.412  | 0.037  | 0.020  |
| CONSISTENCE   | B    | -0.465 | -.256  | -0.22  | -0.524 | -0.236 | -.275  |
|               | Sig. | 0.006  | 0.031  | 0.104  | -1     | 0.028  | 0.085  |
| ADAPATABILY   | B    | 0.157  | 0.179  | 0.093  | 0.15   | 0.106  | 0.076  |
|               | Sig. | 0.267  | 0.102  | 0.428  | 0.265  | 0.290  | 0.612  |
| MISSION       | B    | 0.020  | -0.154 | -0.026 | 0.058  | -0.117 | 0.082  |
|               | Sig. | 0.892  | 0.113  | 0.734  | 0.650  | 0.198  | 0.624  |

Source: Own elaboration based on SPSS results

In table 3, sportsmanship maintains its reliability exceeding 0.7 during the years, 2015- 2019 the R Square shows a greater correlation. Durbin Watson retains the allowed margin, being thus interpreted that this construct was influenced negative by participation over the years 2015, 2016 (January) and 2018, and consistency in 2015, 2016(January), maintain a value 5% smaller than that of significance. However, they were not significant for adaptability and mission.

Table 4 Correlation between Loyalty Behavior Dimension and Organization Culture

|               |      | Loyalty Behavior |              |           |       |        |       |
|---------------|------|------------------|--------------|-----------|-------|--------|-------|
|               |      | 2015             | January 2016 | June 2016 | 2017  | 2018   | 2019  |
| Alpha         |      | 0.509            | 0.478        | 0.517     | 0.53  | 0.475  | 0.567 |
| R             |      | 0.513            | 0.35         | 0.529     | 0.485 | 0.379  | 0.304 |
| R. Square     |      | 0.263            | 0.123        | 0.28      | 0.236 | 0.143  | 0.093 |
| Durbin-Watson |      | 1.964            | 2.102        | 2.08      | 1.97  | 2.18   | 2.473 |
| Anova         |      | 0                | 0.001        | 0         | 0     | 0      | 0.089 |
| PARTICIPATION | B    | 0.095            | 0.023        | 0.028     | 0.002 | -0.001 | 0.062 |
|               | Sig. | 0.558            | 0.846        | 0.817     | 0.911 | 0.990  | 0.696 |
| CONSISTENCE   | B    | 0.033            | 0.023        | 0.132     | 0.152 | -0.05  | 0.135 |
|               | Sig. | 0.833            | 0.852        | 0.307     | 0.300 | 0.646  | 0.431 |
| ADAPATABILY   | B    | 0.087            | 0.281        | 0.403     | 0.146 | 0.312  | 0.147 |
|               | Sig. | 0.518            | 0.016        | .000      | 0.272 | 0.003  | 0.368 |
| MISSION       | B    | 0.017            | 0.062        | -0.372    | 0.226 | 0.144  | 0.001 |
|               | Sig. | 0.033            | 0.534        | 0.711     | 0.077 | 0.122  | 0.996 |

Source: Own elaboration based on SPSS results

In the table 4 shows how the loyalty behavior has a relationship within adaptably trait during 2016 where increase in 12.2% but this value decreases 9.1% in the 2018, it's important to mention that this behavior also has an important relationship within 26.6% mission trait.

Table 5 Correlation between Compliance Behavior and Organization Culture

|               |      | Compliance Behavior |              |           |        |        |       |
|---------------|------|---------------------|--------------|-----------|--------|--------|-------|
|               |      | 2015                | 2016 January | 2016 June | 2017   | 2018   | 2019  |
| Alpha         |      | 0.766               | 0.749        | 0.777     | 0.733  | 0.773  | 0.768 |
| R             |      | 0.424               | 0.583        | 0.56      | 0.483  | 0.568  | 0.57  |
| R. Square     |      | 0.18                | 0.34         | 0.314     | 0.234  | 0.322  | 0.325 |
| Durbin-Watson |      | 1.934               | 2.143        | 2.291     | 1.956  | 2.326  | 1.986 |
| Anova         |      | 0                   | 0            | 0         | 0      | 0      | 0     |
| PARTICIPATION | B    | -0.03               | 0.451        | 0.131     | 0.186  | 0.267  | 0.165 |
|               | Sig  | 0.861               | .000         | 0.265     | 0.192  | 0.006  | 0.23  |
| CONSISTENCE   | B    | 0.380               | 0.274        | 0.444     | 0.339  | 0.389  | 0.211 |
|               | Sig. | 0.024               | 0.012        | .001      | .022   | .000   | 0.155 |
| ADAPATABILTY  | B    | 0.052               | -0.168       | 0.011     | 0.041  | -0.121 | 0.171 |
|               | Sig. | 0.713               | 0.095        | 0.92      | 0.756  | 0.184  | 0.225 |
| MISSON        | B    | 0.033               | 0.009        | 0.074     | -0.072 | 0.073  | 0.107 |
|               | Sig. | 0.819               | 0.098        | 0.312     | 0.572  | 0.375  | 0.492 |

Source: Own elaboration based on SPSS results

The table 5 highlights the reliability shown by Alpha greater than 0.7 by performing the analysis plus variable were interacting, as is compliance with participation in a in January in 45.1% in 2016 (January). It was also analyzed in 2018 with a 26.7%, consistency stayed present during the year 2015 with a 38%, as well as in the 2016 (January) with 27.4% and in 2016 (June) in a 44.7%, 2017 in a 33.9 % with and similarly in 2018 where the significance permanent.

Table 6 Correlation between Initiative Behavior and Organization Culture

|               |      | Initiative Behavior |                 |              |        |        |       |
|---------------|------|---------------------|-----------------|--------------|--------|--------|-------|
|               |      | 2015                | January<br>2016 | June<br>2016 | 2017   | 2018   | 2019  |
| Alpha         |      | 0.867               | 0.889           | 0.844        | 0.864  | 0.8    | 0.854 |
| R             |      | 0.708               | 0.517           | 0.643        | 0.668  | 0.5    | 0.684 |
| R. Square     |      | 0.502               | 0.262           | 0.413        | 0.446  | 0.25   | 0.467 |
| Durbin-Watson |      | 2.091               | 2.206           | 2.012        | 2.135  | 2.183  | 2.057 |
| Anova         |      | 0                   | 0               | 0            | 0      | 0      | 0     |
| PARTICIPACIÓN | B    | 0.077               | 0.472           | 0.187        | 0.307  | 0.308  | 0.166 |
|               | Sig  | 0.561               | .000            | 0.086        | 0.012  | 0.002  | 0.176 |
| CONSISTENCE   | B    | 0.622               | -0.127          | 0.222        | 0.415  | -0.085 | 0.224 |
|               | Sig. | .000                | 0.256           | 0.057        | 0.001  | 0.407  | 0.091 |
| ADAPATABILTY  | B    | -0.064              | 0.188           | 0.301        | -0.057 | 0.273  | 0.302 |
|               | Sig. | 0.562               | 0.077           | 0.004        | 0.617  | 0.005  | 0.017 |
| MISSON        | B    | 0.09                | 0.126           | -0.207       | 0.028  | 0.077  | 0.092 |
|               | Sig. | 0.431               | 0.900           | 0.687        | 0.793  | 0.378  | 0.506 |

Source: Own elaboration based on SPSS results

The table 6 shows the significance of independent variables over dependent variables, described in the following manner with a participation in 42.7% of in January of 2016, this variable was also similarly favored in 2017 with a 30.7% and the 2018, with a 30.8%, however, consistency achieved the greatest percentage highlighting a in the 62.2% in the 2015, additionally in impact in 2017 with 41.5% a significant connection between initiative and adaptability in 30.1% a in 2016 (June), and in 2018 with a 27.3%.



Table 7 Correlation between Civic Virtue Behavior and Organization Culture

|                |      | Civic Virtue Behavior |         |        |        |        |       |
|----------------|------|-----------------------|---------|--------|--------|--------|-------|
|                |      | 2015                  | January | June   | 2017   | 2018   | 2019  |
|                |      |                       | 2016    | 2016   |        |        |       |
| Alpha          |      | 0.655                 | 0.837   | 0.594  | 0.67   | 0.0863 | 0.763 |
| R              |      | 0.495                 | 0.565   | 0.509  | 0.503  | 0.354  | 0.693 |
| R. Square      |      | 0.245                 | 0.319   | 0.259  | 0.253  | 0.125  | 0.48  |
| Durbin-Watson  |      | 1.982                 | 2.142   | 1.795  | 2.008  | 2.463  | 2.063 |
| Anova          |      | 0                     | 0       | 0      | 0      | 0      | 0     |
| PARTICIPATION  | B    | 0.273                 | 0.485   | 0.293  | 0.324  | 0.236  | 0.109 |
|                | Sig. | 0.097                 | .000    | 0.017  | 0.019  | 0.030  | 0.365 |
| CONSISTENCE    | B    | 0.335                 | -0.001  | 0.239  | 0.214  | -0.028 | 0.302 |
|                | Sig. | 0.039                 | 0.993   | 0.069  | 0.140  | 0.800  | 0.022 |
| ADAPATABILIITY | B    | -0.113                | 0.196   | -0.008 | -0.062 | 0.109  | 0.365 |
|                | Sig. | 0.406                 | 0.056   | 0.947  | 0.683  | 0.288  | 0.004 |
| MISSION        | B    | -0.022                | -0.970  | -0.106 | 0.034  | 0.098  | 0.005 |
|                | Sig. | 0.987                 | 0.281   | 0.167  | 0.787  | 0.298  | 0.969 |

Source: Own elaboration based on SPSS results

Regarding the Alpha values of this variable, in table 7 there is an imbalance, for Rositas, et. Al (2011), One construct with a total 4 of items must have a higher than 0.68, R Square showing weak results, nevertheless, civic virtue has a favorable impact in participation with a 27.3% in 2015, 48.5% in January 2016, with 29.3% 2016 in June ,and 32.4 % in 2017, 23.6% in 2018. In the 2016 January and 2019 have a relationship between this behavior within 23.9% and 30.2% respectively with consistence, and 2018 and 2019 adaptability were connected in 19.6% and 36.5% with this variable.

Table 8 Correlation between self-development Behavior and Organization Culture

|               |      | self-development behavior |         |        |        |        |       |
|---------------|------|---------------------------|---------|--------|--------|--------|-------|
|               |      | 2015                      | January | June   | 2017   | 2018   | 2019  |
|               |      |                           | 2016    | 2016   |        |        |       |
| Alpha         |      | 0.562                     | 0.653   | 0.608  | 0.0597 | 0.616  | 0.801 |
| R             |      | 0.731                     | 0.538   | 0.618  | 0.703  | 0.568  | 0.686 |
| R. Square     |      | 0.534                     | 0.29    | 0.382  | 0.495  | 0.323  | 0.471 |
| Durbin-Watson |      | 1.918                     | 1.693   | 1.93   | 1.806  | 1.731  | 1.901 |
| Anova         |      | 0                         | 0       | 0      | 0      | 0      | 0     |
| PARTICIPATION | B    | 0.445                     | 0.362   | 0.429  | 0.413  | 0.393  | 0.154 |
|               | Sig. | 0.001                     | 0.001   | .000   | .000   | .000   | 0.207 |
| CONSISTENCE   | B    | 0.111                     | -0.201  | -0.048 | 0.014  | -0.025 | 0.042 |
|               | Sig. | 0.378                     | 0.851   | 0.687  | 0.906  | 0.794  | 0.747 |
| ADAPTABILITY  | B    | -0.103                    | 0.021   | 0.284  | -0.007 | 0.043  | 0.571 |
|               | Sig. | 0.334                     | 0.906   | 0.007  | 0.945  | 0.631  | 0.001 |
| MISSION       | B    | 0.303                     | 0.260   | -0.023 | 0.323  | 0.240  | -0.02 |
|               | Sig. | 0.007                     | 0.005   | 0.738  | 0.002  | 0.004  | 0.887 |

Source: Own elaboration based on SPSS results

The analysis of table 8 shows that the self-development variable presents an Alphas lower than the score of by Rositas et. al (2011). Since it must be at 0.68, however, in 2019 reflects an increase of, compared to 2015, the Durbin Watson

is the one remaining within ranges 1.5-2.5 in this case. Furthermore, there is an analysis of the reason for which participation remains constant over the years, with the exception of 2019 where adaptability and mission was highlighted, during the 2016 (June) – period, and 2019, lastly, the mission stood out on four occasions such as 2015, 2016 (January), 2017 and 2018.

## 6. Conclusions

Through the development of the present study, it was noted that the organizational citizenship behavior help has a relationship within cultural trait of participation being constant within coworkers, they were involved inside the progress of their functions in this process to formation. The cultural traits corresponding to consistence, adaptability and mission started to be significative since the personal company were involved in the capacitation. The organizational citizenship behavior loyalty was established in the organizational culture through adaptability trait, feeling identified with the organizational mission, in contrast with the organizational citizenship behavior compliance that is observed when the coworkers are participants and are part of the company, aware of their aims and specific targets.

The organizational citizenship behavior initiative is reflected within the participation, adaptability, and consistence traits as part of their organizational culture, which is practiced every day, it should also be noted that the behavior of civic virtue is observed thanks to the features of organizational culture, such as adaptability and participation, on their part the organizational citizenship behavior of self-development has a significative influence on the adaptability and mission traits.

Answering the question planted in the study of identify to the organizational culture trait that mostly influences to the organizational citizenship behavior is Adaptability trait, so that the company increasing the organizational process likewise cultural traits, enabling the development to organizational citizenship conduct, such as the help, compliance, initiative, civic virtue, and self-development which were present since the beginning of the study.

It is important to mention that the organizational culture traits of adaptability and consistence were manifested on the organizational culture subsequent to the capacitation during the process to the organizational conduct for example, help, loyalty, compliance, initiative, civic virtue, and self-development. The organizational citizenship behavior self-development was only reflected two years after the capacitation, when the organizational cultural mission trait was identified for the personal, in this way the self-development allows the coworker to feel identified with the organizational mission, moreover the organizational citizenship behavior sportsmanship does not demonstrate relationship in no way organizational culture traits.

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