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The Influence of Organizational Culture and Information Technology Capabilities on Organizational Performance through Organizational Citizenship Behavior (Study at the East Java Provincial Forestry Service)

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Abstract: This study examines and analyzes the effect of cultural organization and information technology capability on organizational citizenship behavior and organizational performance at the Forestry Services of East Java province. It also examines and analyzes the effect of organizational culture and information technology capability on organizational performance, as measured by organizational citizenship behavior, at the Forestry Services of East Java province. The study applies quantitatively. Furthermore, the data analysis technique used descriptive statistics with Smart Partial Least Squares. The population consists of 208 managerial employees at the Forestry Services of East Java province. Moreover, the data collection technique used was saturated sampling. The sample consisted of 208 employees from Forestry Services in East Java province. The instrument in the data collection technique was a questionnaire. As a result, it shows that both organizational culture and information technology capability have a significant effect on the organizational citizenship behavior and organizational performance at the Forestry Services in East Java province. Likewise, organizational citizenship behavior has a significant effect on organizational performance at the Forestry Services in East Java province. Similarly, organizational culture and information technology capability have a significant effect on organizational performance through organizational citizenship behavior at the Forestry Services in East Java province, with a significant value less than 0.05%.

Keywords: Organizational Culture, Information Technology Capability, Organizational Citizenship Behavior, and Organizational Performance.

INTRODUCTION

The East Java Provincial Forestry Service is one of the regional apparatuses in East Java Province which has the main task of carrying out government affairs in the forestry sector, which includes forest management, natural resource conservation, and watershed management

in accordance with Law No. 23 of 2014 concerning Regional Government. The East Java Provincial Forestry Service as one of the implementing elements of regional autonomy of the East Java Provincial Government is led by the Head of the Forestry Service who is under and responsible to the Governor of East Java, has the responsibility to always improve the quality of governance and development and improve services to the community in the forestry sector. The role of the East Java Provincial Forestry Service is very important in maintaining the sustainability of forests and natural conservation areas in East Java Province. The vital function of the East Java Provincial Forestry Service, namely to ensure the preservation and protection of forests, requires the East Java Provincial Forestry Service to have good Organizational Performance.

One way to determine the level of Organizational Performance at the East Java Provincial Forestry Service can be proven from the results of the Government Agency Performance Accountability System (SAKIP) assessment and the assessment of the implementation of Bureaucratic Reform (RB). Based on the assessment results, it can be seen that there has been a decline in the ranking of the Government Agency Performance Accountability System (SAKIP) and Bureaucratic Reform (RB) of the East Java Provincial Forestry Service within the East Java Provincial Government.

The decline in the performance of the East Java Provincial Forestry Service is likely caused by several factors, one of which is the low Organizational Citizenship Behavior within the East Java Provincial Forestry Service. One of the important benchmarks that is used to assess employee performance at the East Java Provincial Forestry Service is the Employee Performance Target (SKP), but with the existence of an employee assessment system through the implementation of SKP, it has an impact on Organizational Performance, namely employees increasingly show individualistic attitudes and seem more focused on achieving individual targets rather than achieving team targets to achieve larger organizational goals. This phenomenon has an influence and impact on the decline in Organizational Citizenship Behavior (OCB) which directly affects Organizational Culture and the overall effectiveness of the organization.

In the East Java Provincial Forestry Service, an organizational culture that places too much emphasis on individual SKPs can trigger competition among employees, where each employee will race to achieve personal targets without considering the long-term impact on overall organizational performance. Employees who should be working together as a team will appear unequal because each employee has their own unique skills or abilities, and each employee's abilities are certainly different.

The decline in performance of the East Java Provincial Forestry Service may also be due to a lack of Information Technology capabilities. The lack of available Information Technology infrastructure is still inadequate to support the Management Information System used to carry out the duties of the East Java Provincial Forestry Service.

The use of information technology in the East Java Provincial Forestry Service currently faces various challenges, such as limited infrastructure and human resource capacity. Furthermore, low levels of Organizational Citizenship Behavior (OCB) can impact the organization's ability to optimally utilize information technology capabilities.

The novelty of this research is to test and analyze the influence/relationship of Information Technology Capabilities on Organizational Citizenship Behavior, which is still rarely done, especially in the scope of the East Java Provincial Forestry Service.

Based on the background of the problem above, several research problem formulations can be determined, including: (1). Does Organizational Culture influence Organizational Citizenship Behavior in the East Java Provincial Forestry Service?; (2) Does Information Technology Capability influence Organizational Citizenship Behavior in the East Java Provincial Forestry Service?; (3) Does Organizational Culture influence Organizational

Performance in the East Java Provincial Forestry Service?; (4) Does Information Technology Capability influence Organizational Performance in the East Java Provincial Forestry Service?; (5) Does Organizational Citizenship Behavior influence Organizational Performance in the East Java Provincial Forestry Service?; (6) Does Organizational Culture influence Organizational Performance through Organizational Citizenship Behavior in the East Java Provincial Forestry Service?; (7) Does Information Technology Capability influence Organizational Performance through Organizational Citizenship Behavior in the East Java Provincial Forestry Service?

Some of the objectives of this research are: (1)To test and analyze the influence of Organizational Culture on Organizational Citizenship Behavior at the East Java Provincial Forestry Service; (2) To test and analyze the influence of Information Technology Capabilities on Organizational Citizenship Behavior at the East Java Provincial Forestry Service; (3) To test and analyze the influence of Organizational Culture on Organizational Performance at the East Java Provincial Forestry Service; (4) To test and analyze the influence of Information Technology Capabilities on Organizational Performance at the East Java Provincial Forestry Service; (5) To test and analyze the influence of Organizational Citizenship Behavior on Organizational Performance at the East Java Provincial Forestry Service; (6) To test and analyze the influence of Organizational Culture on Organizational Performance through Organizational Citizenship Behavior at the East Java Provincial Forestry Service; (7) To test and analyze the influence of Information Technology Capabilities on Organizational Performance through Organizational Citizenship Behavior at the East Java Provincial Forestry Service.

The main theory underlying this research is the general theory of organizational behavior, which isRobbins (2013)It is explained that organizational behavior is a field of study that investigates the impact of individuals, groups, and structures on behavior within an organization with the aim of applying information and knowledge to improve organizational effectiveness.

The Theory of Planned Behavior (TPB), abbreviated as TPB, was first proposed by(Ajzen, 1991:179-211)Through his article "From Intention to Behavior," this theory is a further development of the TRA (Theory Reaction Action) proposed jointly by Martin Fisbein and Icek Ajzen in 1980. As in the TRA theory, the core factor of the TPB is an individual's intention to perform a particular behavior. Intention is assumed to be a motivational trigger that influences a behavior. In general, the stronger the intention to engage in a behavior, the more likely it is that the behavior will be performed.(Ajzen, 1991:179-211).

Organizational performance is a result that can be seen in terms of quantity and quality of the implementation of responsibilities for tasks assigned to employees in a certain period of time by complying with all applicable regulations and paying attention to morals and ethics in realizing company goals.(Hadiwijaya & Mintarsih, 2021).

According to Suheny inSucipto et al., (2023)Organizational Citizenship Behavior is defined as behavior that increases value and maintains social and psychological environments that support work results.

Hodge, et al., inNingsih & Setiawan (2019)provides the understanding that Organizational Culture is a construction of two levels of characteristics, namely visible (observable) and invisible (unoservable) organizational characteristics.

Information Technology Capability is the ability to use and mobilize organizational Information Technology resources and integrate them with other resources, namely that users are able to use these Information Technology resources (Bharadwaj, inYuliani, 2022).

From the results of previous research, it can be concluded that Organizational Culture, Information Technology Capabilities, and Organizational Performance are closely related. Organizational Citizenship Behavior also has a positive influence on Organizational

Performance, showing how good employee behavior can affect organizational performance. Good employee behavior (through Organizational Citizenship Behavior) affects Organizational Performance. This shows how organizations must pay attention to employee behavior and create an environment that supports Organizational Citizenship Behavior. In addition, Information Technology also plays an important role in improving Organizational Performance through Organizational Citizenship Behavior.

Hypothesis

H1: Organizational culture has a significant influence on *Organizational Citizenship Behavior*at the East Java Provincial Forestry Service.

H2: Information Technology capabilities have a significant influence on *Organizational Citizenship Behavior*at the East Java Provincial Forestry Service.

H3: Organizational Culture has a significant influence on Organizational Performance at the East Java Provincial Forestry Service.

H4: Information Technology Capability has a significant influence on Organizational Performance at the East Java Provincial Forestry Service.

H5: *Organizational Citizenship Behavior*has a significant influence on Organizational Performance at the East Java Provincial Forestry Service.

H6: Organizational Culture has a significant influence on Organizational Performance through *Organizational Citizenship Behavior*at the East Java Provincial Forestry Service

H7: Information Technology Capability has a significant influence on Organizational Performance through *Organizational Citizenship Behavior*at the East Java Provincial Forestry Service

METHODS

The type of research used by the researcher is research with quantitative methods. The population of this study is the State Civil Apparatus (ASN) who are Managerial Employees at the East Java Provincial Forestry Service, namely Structural Officials and Functional Officials who are equivalent to Structural Officials with a population of 208 people consisting of: (1) Managerial Employees at the East Java Provincial Forestry Service, and (2) Having a minimum education of Diploma-IV, so that the entire population will be processed into a sample of this study and is called a saturated sample. The data collection method by distributing questionnaires in this study is using Google Form by sending a link to respondents, namely Managerial Employees of the East Java Provincial Forestry Service.

Research variables are anything in any form that researchers determine to be studied so that information about it can be obtained, and then conclusions can be drawn.(Sugiyono, 2022)There are two research variables: exogenous variables and endogenous variables. In this research, the variables used are as follows:

1. Exogenous Variables

   Exogenous variables are variables that influence other variables.(Ferdinand, 2014:26). The exogenous variables in this study are:

   a. Organizational Culture (BO)
   b. Information Technology Capability (ITC)

2. Endogenous Variables

   Endogenous variables areEach variable is influenced by another variable. Endogenous variables are often called response variables. The endogenous variable in this study is Organizational Performance (OC) at the East Java Provincial Forestry Service.

3. Intervening Variable

Definition of Intervening Variable according toSugiyono (2022), that an Intervening Variable is a variable that theoretically influences the relationship between Exogenous Variables and Endogenous Variables into an indirect relationship and cannot be measured and observed. An Intervening Variable is a variable between/intervening that lies between Exogenous Variables and Endogenous Variables, so that Exogenous Variables do not directly influence the emergence or change of Endogenous Variables. The Intervening/Mediating Variable in this study is Organizational Citizenship Behavior (OCB) in the East Java Provincial Forestry Service.

Operational Definition: A variable is an attribute or value of an object or activity that has certain variables that have been determined by researchers to be studied and then conclusions drawn.(Robbins & Judge, 2015). Definitions of research variables must be formulated to avoid errors in data collection. In this study, the operational definitions of the variables are as follows:

1. Organizational Culture in this study isRespondents' responses regarding a framework that serves as a guideline for daily behavior and decision making for employees and directs their actions to achieve organizational goals at the East Java Provincial Forestry Service.

   The Organizational Culture Indicators that have been modified for use in research at the East Java Provincial Forestry Service refer to the Organizational Culture Indicators according to Robbins and Judge (2021), namely:

   a. Risk Taking and Innovation, employees' ability is encouraged to be innovative and take risks;
   b. Attention to detail, employees are expected to demonstrate accurate and in-depth analytical skills;
   c. Results Orientation, the ability of management to target results rather than the processes used to achieve those results;
   d. People Orientation, the ability of management decision-making to take into account the impact/consequences of decisions on individuals within the organization;
   e. Team Orientation, the ability to organize work or division of responsibilities through teamwork rather than individual contributions;
   f. Aggressiveness, the ability of employees to be proactive, aggressive and competitive;
   g. Stability or Steady Work, the ability of an organization to maintain the status quo, prioritizing sustainability over growth.

2. Information Technology Capability is the respondent's response regarding the ability of the East Java Provincial Forestry Service to mobilize and deploy resources based on Information Technology in combination or integration with other resources and capabilities.

   Several Information Technology Capability indicators that have been modified for use in research at the East Java Provincial Forestry Service refer to the Information Technology Capability Indicators according toZhu and Nakata (2007)that is :

   a. Infrastructure, all supporting facilities and infrastructure for carrying out work;
   b. Human Resources, the implementers of work to achieve company goals;
   c. Managerial skills, knowledge and attitudes to lead an organization.
   d. Range of Information Technology Capabilities, Scope of Information Technology usage areas
   e. Proactive attitude in using Information Technology, User behavior to take the initiative to use Information Technology responsibly

3. *Organizational Citizenship Behavior*in this studyis the respondent's response regarding the individual behavior of employees who voluntarily/without coercion carry out a task outside their responsibilities which can increase social values and maintenance as well as the

psychological environment and support performance results at the East Java Provincial Forestry Service.

Indicator*Organizational Citizenship Behavior*which has been modified for use in research at the East Java Provincial Forestry Service referring to the Indicators*Organizational Citizenship Behavior*according toPodsakoff and MacKenzie (1994)that is :

a. *Altruism,*willingness to help coworkers complete their work in unusual situations;
b. *Courtesy,*behavior helps prevent problems arising in connection with work;
c. *Sportsmanship,*a worker's sportsmanship in tolerating less than ideal situations in the workplace;
d. *Conscientiousness*, carrying out duties and responsibilities beyond what is expected;
e. *Civic Virtue*, worker support for administrative functions within the organization.

4. Organizational Performance is the respondent's response regarding the achievements of the East Java Provincial Forestry Service in completing its duties and responsibilities in order to achieve the Vision and Mission of the East Java Provincial Forestry Service legally, without violating the law, and in a moral and ethical manner.

Several Organizational Performance indicators that have been modified for use in research at the East Java Provincial Forestry Service refer to Organizational Performance Indicators according toDwiyanto (2018)that is :

a. Productivity, the relationship between output (goods or services) and input (labor, materials, money);
b. Service Quality, the expected level of excellence and control over that level of excellence to meet customer desires;
c. Responsiveness, the ability to provide service quickly to help customers;
d. Responsibility, the ability to be responsible in serving customers;
e. Accountability, accountability for all activities to interested parties.

The data analysis technique used in this study was Instrument Testing, which included validity and reliability tests, as well as descriptive statistics. This study employed a computer software analysis tool called Smart Partial Least Squares, a structural equation model that compares dependent and independent variables.

RESULTS AND DISCUSSION

The following are the results of the instrument test conducted using the Statistical Package for Social Science (SPSS) program, namely:

Validity Test

Validity testing correlates each indicator item score with the total construct score. The significance level used is 0.05, where if the calculated ar > r table (0.05), it is declared valid. Meanwhile, if the statistical ar ≤ r table (0.05), it is declared invalid (Arikunto, 2008). The following are the results of the validity test:

Table 1. Validity Test

Variables	Statement	*Corrected item–total correlation*	Conclusion
Organizational Culture (BO)	BO.1	0.820	Valid
	BO.2	0.808	
	BO.3	0.801	
	BO.4	0.778	
	BO.5	0.872	

Variables	Statement	*Corrected item–total correlation*	Conclusion
	BO.6	0.779	
	BO.7	0.824	
Information Technology Capability (ITC)	KTI.1	0.670	
	KTI.2	0.686	
	KTI.3	0.693	
	KTI.4	0.628	
	KTI.5	0.640	
Organizational Citizenship Behavior(OCB)	OCB.1	0.824	
	OCB.2	0.854	
	OCB.3	0.850	
	OCB.4	0.833	
	OCB.5	0.845	
Organizational Performance (OC)	KO.1	0.778	
	KO.2	0.871	
	KO.3	0.845	
	KO.4	0.859	
	KO.5	0.796	

Source: Appendix 4

Based on the results in Table 1, it shows that the results of the validity test of the indicators of all independent variables and dependent variables show validity, because they have a correlated item–total correlation value > 0.5.

Reliability Test

The reliability of a variable is determined by the Cronbach's alpha value. If the Cronbach's alpha value is greater than 0.6, the variable can be considered reliable. The following are the results of the reliability test:

Table 2. Test Reliability

Variables	*Alpha*Count	*Alpha*Table	Conclusion
Organizational Culture (BO)	0.795	0.6	Reliable
Information Technology Capability (ITC)	0.762		
Organizational Citizenship Behavior(OCB)	0.815		
Organizational Performance(KO)	0.812		

Source: Appendix 5

Based on Table 2, it shows that the results of the reliability test of all indicators of the independent variables and dependent variables show reliability, because the Cronbach's Alpha if Item Delete values are all greater than Cronbach's Alpha of 0.6, so it is stated that all indicators are reliable.

Partial Least Square Analysis

Model analysis using Partial Least Square (PLS) using the Smart PLS program is explained as follows:

Outer Model

Outer Modelaims to specify the relationship between variables and their indicators.

1. Validity Test

Validity testing is a technique for measuring how accurately a measuring instrument measures what it is intended to measure. There are two types of validity testing:

a. Convergent Validity

Measurement model testing using loading factors is conducted to determine the validity of the indicators by examining the convergent validity values of the indicators within the model. Each indicator in the model must meet convergent validity, meaning it must have a value > 0.5.

Table 3. Convergent Validity

Variables	*Item*	*Original Sample*(O)	*Sample Mean*(M)	*Standard Deviation*	*T Statistics*(|O/STDEV|)	*P-Value*
Organizational culture (BO)	BO.1	0.818	0.820	0.020	39,996	0,000
	BO.2	0.810	0.812	0.031	26,070	0,000
	BO.3	0.789	0.788	0.032	24,463	0,000
	BO.4	0.773	0.776	0.050	15,609	0,000
	BO.5	0.866	0.864	0.022	39,615	0,000
	BO.6	0.791	0.790	0.035	22,724	0,000
	BO.7	0.836	0.836	0.021	39,796	0,000
Information Technology Capabilities(KTI)	KTI.1	0.824	0.820	0.051	16,131	0,000
	KTI.2	0.821	0.813	0.047	17,530	0,000
	KTI.3	0.888	0.884	0.026	34,288	0,000
	KTI.4	0.848	0.148	0.135	1,095	0,000
	KTI.5	0.853	0.152	0.140	1,088	0,000
***Organizational Citizenship Behavior*(OCB)**	OCB.1	0.809	0.809	0.036	22,747	0,000
	OCB.2	0.857	0.858	0.025	34,797	0,000
	OCB.3	0.839	0.838	0.031	26,925	0,000
	OCB.4	0.843	0.840	0.030	28,423	0,000
	OCB.5	0.855	0.858	0.026	32,708	0,000
Organizational Performance (KO)	KO.1	0.774	0.779	0.055	14,155	0,000
	KO.2	0.888	0.887	0.016	55,940	0,000
	KO.3	0.826	0.825	0.027	31,159	0,000
	KO.4	0.848	0.845	0.030	28,527	0,000
	KO.5	0.815	0.816	0.034	23,675	0,000

Source: Appendix 6, Processed Data

Based on Table 3, it can be seen that all measurements for each variable are declared valid as measuring tools for the construct, overall the indicator items have a convergent validity value > 0.5.

b. Discriminant Validity

In testing*Discriminant Validity*can be done by testing*Cross Loading*And*Average Variance Extracted. Cross loading*can be done by comparing the correlation of indicators of a construct with other constructs.*Output*discriminant validity of the data processing results as shown in Table 4 below:

Table 4. Cross Loading

	Organizational culture(BO)	Information Technology Capabilities(KTI)	*Organizational Citizenship Behavior*(OCB)	Organizational Performance (KO)
BO.1	0.818	0.478	0.606	0.712
BO.2	0.810	0.466	0.580	0.627
BO.3	0.789	0.356	0.452	0.591
BO.4	0.773	0.420	0.538	0.560
BO.5	0.866	0.391	0.538	0.678
BO.6	0.791	0.486	0.601	0.650
BO.7	0.836	0.426	0.643	0.676
KTI.1	0.406	0.824	0.435	0.493
KTI.2	0.426	0.821	0.441	0.438
KTI.3	0.520	0.888	0.535	0.525
KTI.4	0.519	0.848	0.440	0.530
KTI.5	0.444	0.853	0.538	0.423
OCB.1	0.517	0.417	0.809	0.580
OCB.2	0.647	0.471	0.857	0.629
OCB.3	0.523	0.466	0.839	0.544
OCB.4	0.577	0.485	0.843	0.679
OCB.5	0.657	0.496	0.855	0.790
KO.1	0.607	0.444	0.599	0.774
KO.2	0.727	0.492	0.697	0.888
KO.3	0.650	0.475	0.550	0.826
KO.4	0.663	0.452	0.685	0.848
KO.5	0.645	0.520	0.682	0.815

Source: Appendix 6, Processed Data

Based on Table 4, all of the constructs are found to have good discriminant properties. The correlation value of the construct indicators must be greater than the correlation value of the other constructs.

The reference value for each construct is the square root of the construct's AVE value, which represents the average variance of the variable. An AVE value equal to or above 0.50 indicates good convergence.

Table 5 Average Variance Extracted (AVE)

Average Variance Extracted (AVE)	
Organizational culture (BO)	0.660
Information Technology Capabilities(KTI)	0.602
Organizational Citizenship Behavior(OCB)	0.707
Organizational Performance(KO)	0.691

Source: Appendix 6, Processed Data

In Table 6, the AVE value for all indicators in each construct has converged with other items in one measurement because it has an AVE value greater than 0.5.

2. Reliability Test

Reliability testing is a tool for measuring the consistency and stability of data or findings, particularly for testing instruments in research. The following are some of the results of reliability testing:

a. Composite Reliability

Another test is the composite reliability of the indicator blocks that measure the construct.Ghozali (2015). A construct is said to be reliable if the composite reliability value is above 0.60 (Nunnaly, inGhozali (2015)). The composite reliability results can be seen in Table 7.

Table 7. *Composite Reliability*

Composite Reliability	
Organizational culture (BO)	0.931
Information Technology Capabilities(KTI)	0.741
Organizational Citizenship Behavior(OCB)	0.923
Organizational Performance(KO)	0.918

Source: Appendix 6, Processed Data

Based on the table above, it can be explained that from the composite reliability provisions, it can be stated that all the constructs studied meet the composite reliability criteria because they have a composite reliability value above 0.60.

b. Cronbach Alpha

Variables that have a Cronbach alpha value > 0.6 are declared reliable.(Sugiyono, 2016). The following are the results of the Cronbach alpha value of the study:

Table 8. Cronbach Alpha

Cronbach Alpha	
Organizational culture (BO)	0.914
Information Technology Capabilities(KTI)	0.836
Organizational Citizenship Behavior(OCB)	0.897
Organizational Performance(KO)	0.887

Source: Appendix 6, Processed Data

Based on the Cronbach Alpha value, it is concluded that all variables have high reliability because they have a Cronbach Alpha value above 0.6.

Inner Model

TestThe inner model is a structural model test conducted to determine whether the relationships between latent variables can answer questions about the relationships between latent variables. The following structural model is obtained:

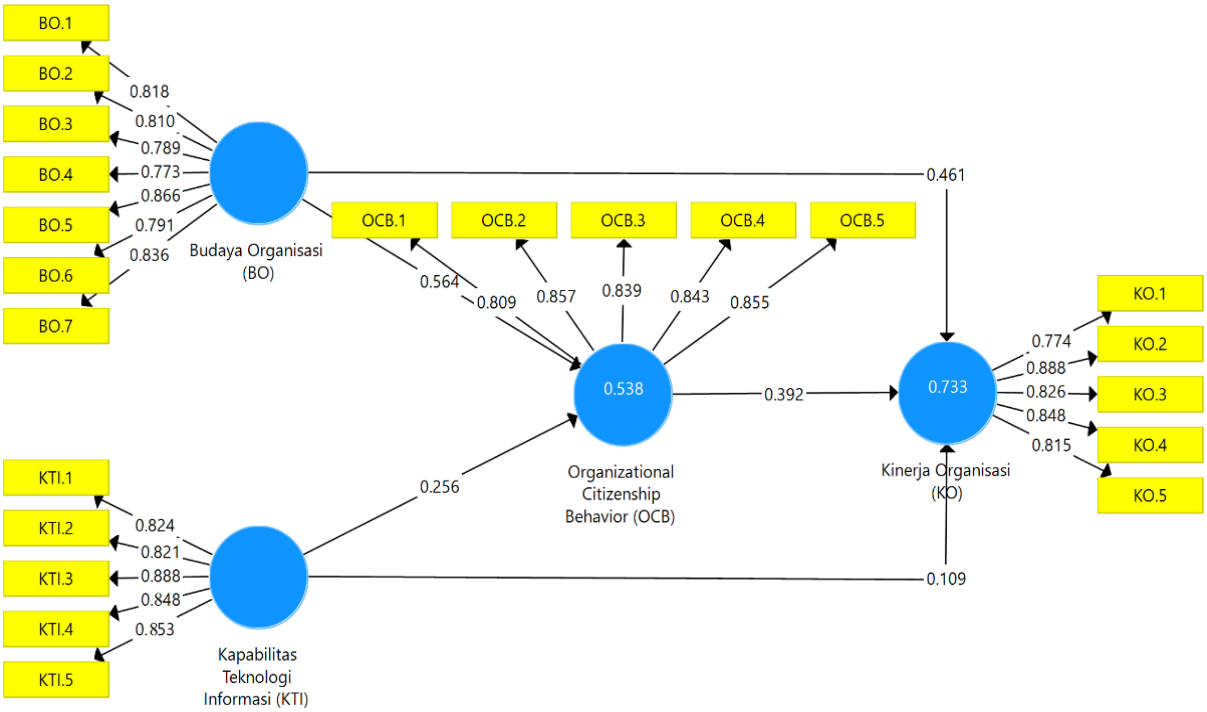

Figure 1 Partial Least Squares Structural Model
Source: Appendix 6 (2024)

Based on the figure above, it is known that Organizational Citizenship Behavior (OCB) is influenced by Organizational Culture (BO) and Information Technology Capabilities (ITC). Meanwhile, Organizational Performance (OCB) is influenced by Organizational Culture (BO), Information Technology Capabilities (ITC), and Organizational Citizenship Behavior (OCB), as shown in the equation below:

$$\mathbf{OCB = 0.564\ BO + 0.256\ KTI}$$
$$\mathbf{KO = 0.461\ BO + 0.109\ KTI + 0.392\ OCB}$$

In assessing a model with PLS, we begin by looking at the R-Square for each dependent latent variable. Changes in the R-Square value can be used to assess the influence of a particular independent latent variable on the dependent latent variable, whether it has a substantive influence. For endogenous latent variables in a structural model, an R2 of 0.75 indicates a "good" model; an R2 of 0.50 indicates a "moderate" model; and an R2 of 0.25 indicates a "weak" model.(Ghozali, 2014). The PLS output is as explained in Table 9:

Table 9. *R-Square*

	R Square
***Organizational Citizenship Behavior*(OCB)**	0.538
Organizational Performance (OC)	0.733

Source: Appendix 6, Processed Data

Based on Table 9, the Organizational Culture (BO) and Information Technology Capabilities (ITC) variables that influence Organizational Citizenship Behavior (OCB) have an R2 value of 0.538, indicating that Organizational Culture (BO) and Information Technology Capabilities (ITC) in influencing Organizational Citizenship Behavior (OCB) have a value of 53.9%, which is included in the "Moderate" category. Meanwhile, the Organizational Culture

(BO), Information Technology Capabilities (ITC) and Organizational Citizenship Behavior (OCB) variables that influence Organizational Performance (OCB) have an R2 value of 0.733, indicating that Organizational Culture (BO), Information Technology Capabilities (ITC) and Organizational Citizenship Behavior (OCB) in influencing Organizational Performance (OCB) have a value of 73.3%, which is included in the "Moderate" category.

Hypothesis Testing

The next step is to do Bootstrapping and get the following results:

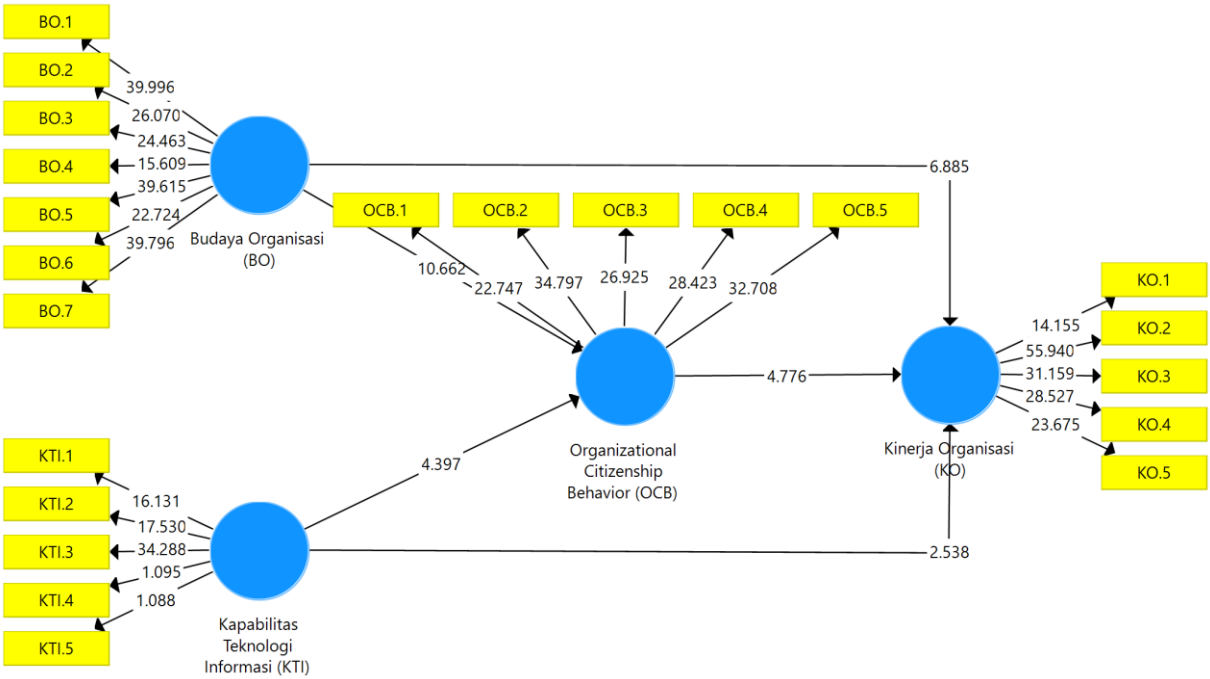

Figure 2 Bootstrapping
Source: Appendix 4 (2024)

To answer the research hypothesis, see the t-statistic in Table 10:

Table 10. Relationship between constructs

Variable Relationship	*Original Sample*(O)	T Statistics (|O/STDEV|)	P Values	Information
Organizational Culture (BO) -> Organizational Citizenship Behavior (OCB)	0.564	10,662	0,000	Significant
Information Technology Capability (ITC) -> Organizational Citizenship Behavior (OCB)	0.256	4,397	0,000	Significant
Organizational Culture (BO) -> Organizational Performance (KO)	0.461	6,885	0,000	Significant
Information Technology Capability (ITC) -> Organizational Performance (OC)	0.109	2,538	0.011	Significant
Organizational Citizenship Behavior(OCB) -> Organizational Performance (OCB)	0.392	4,776	0,000	Significant

Variable Relationship	*Original Sample*(O)	T Statistics (|O/STDEV|)	P Values	Information
Organizational Culture (BO) -> Organizational Citizenship Behavior (OCB) -> Organizational Performance (KO)	0.221	4,244	0,000	Significant
Information Technology Capability (ITC) -> Organizational Citizenship Behavior (OCB) -> Organizational Performance (OC)	0.101	3,037	0.003	Significant

Source: Appendix 6, Processed Data

Based on Table 10 it can be explained that:

1. The Influence of Organizational Culture (BO) on Organizational Citizenship Behavior (OCB)

   Organizational culturehas a significant influence on Organizational Citizenship Behavior, because the T-statistic value is 10.662, which means it is greater than 1.96. Therefore, the hypothesis H1 which states "Organizational Culture has a significant influence on Organizational Citizenship Behavior at the East Java Provincial Forestry Service", can be declared acceptable.
2. The Influence of Information Technology Capabilities (ITC) on Organizational Citizenship Behavior (OCB)

   Information Technology Capabilitieshas a significant influence on Organizational Citizenship Behavior because the T-statistic value is 4.397 which means it is greater than 1.96. Thus, the hypothesis H2 which states "Information Technology Capability has a significant influence on Organizational Citizenship Behavior at the East Java Provincial Forestry Service", can be declared acceptable.
3. The Influence of Organizational Culture (BO) on Organizational Performance (KO)

   Organizational culturehas a significant influence on Organizational Performance, because the T-statistic value is 6.885 which means it is greater than 1.96. Therefore, the hypothesis H3 which states "Organizational Culture has a significant influence on the Organizational Performance of the East Java Provincial Forestry Service", can be declared acceptable.
4. The Influence of Information Technology Capabilities (ITC) on Organizational Performance (OC)

   Information Technology Capabilitieshas a significant influence on Organizational Performance, because the T-statistic value is 2.538 which means it is greater than 1.96. Therefore, the hypothesis H4 which states "Information Technology Capabilityhas a significant influence on the organizational performance of the East Java Provincial Forestry Service", can be declared acceptable.
5. The Influence of Organizational Citizenship Behavior (OCB) on Organizational Performance (OC)

   *Organizational Citizenship Behavior*has a significant influence on Organizational Performance, because the T-statistic value is 4.776, which means it is greater than 1.96. Therefore, the hypothesis H5 which states "Organizational Citizenship Behaviorhas a significant influence on the organizational performance of the East Java Provincial Forestry Service", can be declared acceptable.
6. The Influence of Organizational Culture (BO) on Organizational Performance (KO)

through Organizational Citizenship Behavior (OCB)

Organizational culturehas a significant influence on Organizational Performance through Organizational Citizenship Behavior, because the T-statistic value is 4.244 which means it is greater than 1.96. Therefore, the hypothesis H6 which states "Organizational Culture has a significant influence on Organizational Performance through*Organizational Citizenship Behavior*onEast Java Provincial Forestry Service", can be declared acceptable.

7. The Influence of Information Technology Capabilities (ITC) on Organizational Performance (OCB) through Organizational Citizenship Behavior (OCB)

Information Technology Capabilitieshas a significant influence on Organizational Performance through Organizational Citizenship Behavior, because the T-statistic value is 3.037 which means it is greater than 1.96. Therefore, the hypothesis H7 which states "Information Technology Capabilityhas a significant influence on Organizational Performance through*Organizational Citizenship Behavior*onEast Java Provincial Forestry Service", can be declared acceptable.

Discussion

The Influence of Organizational Culture on Organizational Citizenship Behavior

The results of the study indicate that Organizational Culture has a significant direct influence on Organizational Citizenship Behavior (OCB) among employees of the East Java Provincial Forestry Service. This indicates that the better and stronger the Organizational Culture built, the higher the tendency of employees to demonstrate voluntary work behavior that goes beyond their formal duties (extra-role behavior), such as helping coworkers, being loyal to the organization, and maintaining a positive image of the agency. The existence of a positive influence indicates a unidirectional relationship where the better the Organizational Culture will increase the Organizational Citizenship Behavior of the East Java Provincial Forestry Service.

Organizational culture reflects the shared values, norms, and beliefs held by employees of the East Java Provincial Forestry Service in carrying out their duties. When this culture is positive, participatory, and supportive of collaboration, employees will feel intrinsically motivated to contribute beyond what is formally expected. They tend to internalize organizational values and demonstrate a strong sense of belonging.

Theoretically, this research is in line with organizational behavior theories which state that a strong Organizational Culture can create a conducive work climate for the emergence of OCB behavior. A clear Organizational Culture provides direction and behavioral guidelines to employees, as well as increasing cohesion and trust among organizational members. Thus, the management of the East Java Provincial Forestry Service needs to continue to maintain and strengthen Organizational Culture through an inclusive approach, open communication, and employee empowerment. This step will encourage the growth of OCB as part of the Organizational Culture which will ultimately support the improvement of the Organization's overall Performance.

Based on the research results from the PLS test and previous research that became a reference in this study, it can be assumed that Organizational Culture factors such as the existence of a framework as a guideline for daily behavior, risk taking and innovation, attention to detail and employee decisions that lead to their actions to achieve organizational goals in the East Java Provincial Forestry Service can improve Organizational Citizenship Behavior. This means that by creating a positive and supportive Organizational Culture, organizations can

improve employee Organizational Citizenship Behavior and create a more productive and harmonious work environment.

The Influence of Information Technology Capabilities on Organizational Citizenship Behavior

The results of the study revealed that Information Technology Capability has a significant direct influence on*Organizational Citizenship Behavior*(OCB) at the East Java Provincial Forestry Service. This means that the higher the Information Technology Capability an organization possesses, the higher the tendency of employees to demonstrate positive volunteer work behavior towards the organization.

Information Technology Capability refers to an organization's ability to effectively manage, develop, and utilize information technology to support operational and strategic activities. This Information Technology Capability includes adequate Information Technology infrastructure, skilled human resources in the field of Information Technology, and information systems that support decision-making. When an organization has strong Information Technology Capability, employees will experience ease, efficiency, and speed in their work, so they tend to have higher job satisfaction and engagement. This condition encourages them to be more proactive, help colleagues, maintain the organization's information systems, and demonstrate high loyalty, which are forms of behavior.*Organizational Citizenship Behavior*.

Conceptually, this research supports the view that technology not only impacts work efficiency but can also shape positive employee behavior. When information technology supports communication, collaboration, and transparency, the organizational climate becomes more open and supportive of the growth of positive employee behavior.*Organizational Citizenship Behavior*. Thus, it is important for the East Java Provincial Forestry Service to continue to develop Information Technology Capabilities through training, infrastructure strengthening, and information system integration.*user-friendly*and relevant to job needs. Investing in Information Technology Capabilities not only impacts technical performance but also improves positive organizational behavior among employees.

The Influence of Organizational Culture on Organizational Performance

The results of the study indicate that Organizational Culture has a significant direct influence on Organizational Performance in the East Java Provincial Forestry Service. This confirms that the Organizational Culture formed and implemented in the East Java Provincial Forestry Service has an important role in determining how effectively the organization achieves its goals and performance targets. The existence of this positive influence indicates that the better the Organizational Culture will improve the Organizational Performance of the East Java Provincial Forestry Service. This indicates that the better the Organizational Culture implemented in the East Java Provincial Forestry Service, the higher the Organizational Performance will be. A strong Organizational Culture will be able to create a work climate that supports employee performance, increases employee motivation, and strengthens employee commitment to achieving the organization's vision and mission. Thus, strengthening Organizational Culture is a key element in efforts to improve employee and organizational performance as a whole in the East Java Provincial Forestry Service.

Organizational culture encompasses the values, beliefs, norms, and work practices shared by all employees of the East Java Provincial Forestry Service. A positive organizational culture, such as collaboration, results-oriented, open communication, and a commitment to service

quality, creates a conducive work environment. Employees become more motivated, work with enthusiasm, and feel a sense of responsibility for the organization's progress.

When organizational culture is well-functioning and consistent, it creates harmonious work behaviors, improves coordination between units, and efficiencies in task execution. This ultimately has a direct impact on improving organizational performance, including public service effectiveness, productivity, accountability, and stakeholder satisfaction.

Theoretically, these results support the view that organizational culture is a crucial foundation for achieving sustainable performance. A strong and adaptive organizational culture will shape focused work behavior, be responsive to change, and better able to face organizational challenges. For the East Java Provincial Forestry Service, these results provide important implications: strengthening organizational culture must be an integral part of the organizational performance improvement strategy.

The Influence of Information Technology Capabilities on Organizational Performance

The results of the study indicate that Information Technology Capability has a significant direct influence on Organizational Performance in the East Java Provincial Forestry Service. This indicates that the organization's ability to build, manage, and utilize information technology effectively contributes directly to achieving optimal Organizational Performance. The existence of this positive influence indicates that the better Information Technology Capability will improve the Organizational Performance of the East Java Provincial Forestry Service. This indicates that the higher the ability of the East Java Provincial Forestry Service in developing and managing an Electronic-Based Government System, the better the achievement of organizational performance of the East Java Provincial Forestry Service. In this case, the Electronic-Based Government System plays a role as a strategic support tool that accelerates business processes, supports monitoring and evaluation, and increases organizational responsiveness to stakeholder needs. Therefore, strengthening the information technology aspect is an important factor in driving work efficiency and effectiveness in the East Java Provincial Forestry Service.

Information Technology capabilities include adequate technological infrastructure, integrated information systems, and competent human resources in the IT field. When these IT capabilities are properly managed, the East Java Provincial Forestry Service can reap a number of benefits, including automated work processes, accelerated information flow, improved data accuracy, operational efficiency, and improved decision-making support.

Enhanced information technology capabilities also enable the East Java Provincial Forestry Service to adapt to the dynamics of the external environment, respond more quickly to public demands, and provide more transparent and accountable services. All of these factors directly contribute to improvements in organizational performance indicators, including productivity, work program effectiveness, and public satisfaction.

Theoretically, this research aligns with the view that Information Technology Capability is not merely an operational tool, but rather a strategic resource that can drive the competitive advantage of public sector organizations. The East Java Provincial Forestry Service, which possesses high Information Technology Capability, tends to be more agile, adaptive, and results-oriented.

The practical implication of this research is the need for the East Java Provincial Forestry Service to continue strengthening investment and development of Information Technology capabilities, including through service digitization, human resource training, and the

development of information systems that support overall performance. In this way, the use of Information Technology will become a key catalyst in achieving the organization's strategic goals.

The Influence of Organizational Citizenship Behavior on Organizational Performance

The results of the study show that*Organizational Citizenship Behavior*has a direct and significant effect on Organizational Performance at the East Java Provincial Forestry Service. This confirms that voluntary and positive behavior demonstrated by employees outside of their formal duties makes a real contribution to the achievement of organizational goals. The existence of this positive influence indicates that the better Organizational Citizenship Behavior will improve the Organizational Performance of the East Java Provincial Forestry Service. This indicates that the higher the Organizational Citizenship Behavior possessed by employees at the East Java Provincial Forestry Service, the higher the Organizational Performance of the East Java Provincial Forestry Service as a whole. Behaviors such as loyalty, social responsibility and collaboration between employees have a real impact in creating a supportive, productive, responsive, and efficient work climate. Therefore, improving and strengthening the values of Organizational Citizenship Behavior is an important strategy in driving employee and organizational performance at the East Java Provincial Forestry Service.

*Organizational Citizenship Behavior*These include behaviors such as a willingness to help coworkers (altruism), adherence to organizational rules (conscientiousness), loyalty to the organization (loyalty), and maintaining a harmonious and supportive work environment (courtesy and civic virtue). When employees consistently demonstrate these behaviors, strong work synergy is created, operational efficiency increases, and coordination between departments becomes smoother.

Employees with high levels of Organizational Citizenship Behavior tend to work with initiative, without waiting for orders, and are willing to dedicate time and energy to the organization's interests. This has a direct impact on increasing organizational effectiveness, both in terms of achieving work output, quality of public services, and adapting to change.

Theoretically, these results support the view that Organizational Citizenship Behavior is a crucial element in building sustainable Organizational Performance. Organizational Citizenship Behavior strengthens internal organizational cohesion, reduces conflict, and increases employees' sense of belonging and commitment to the organization.

The implication of this study is that strengthening Organizational Citizenship Behavior needs to be part of the human resource management strategy at the East Java Provincial Forestry Service, such as through developing a supportive work culture, rewarding positive behavior, and creating a fair and inclusive work environment.

The Influence of Organizational Culture on Organizational Performance through Organizational Citizenship Behavior

The results of the study show that Organizational Culture has a significant influence on Organizational Performance through a mediating role.*Organizational Citizenship Behavior*. This finding confirms that a strong and positive Organizational Culture not only has a direct impact on improving Organizational Performance, but also encourages employee voluntary behavior (Organizational Citizenship Behavior) which contributes indirectly to the overall Organizational Performance. The existence of this positive influence indicates that the better the Organizational Culture and Organizational Citizenship Behavior will improve the

Organizational Performance of the East Java Provincial Forestry Service. This indicates that a high Organizational Culture which reflects positive values in the world of work such as cooperation, discipline, commitment, and professionalism can create a work environment that supports employee motivation to work more productively. On the other hand, Organizational Citizenship Behavior which is shown by an attitude of concern for coworkers, loyalty to the organization, and a willingness to carry out tasks outside of formal responsibilities, also plays a role in creating a harmonious work climate. So these two variables make a significant contribution to improving the Organizational Performance of the East Java Provincial Forestry Service.

A good organizational culture, characterized by values such as cooperation, openness, commitment, and a public service orientation, can create a work environment that supports the growth of organizational citizenship behavior. In this context, employees are encouraged to work beyond formal expectations, help colleagues, demonstrate loyalty, and maintain a positive organizational image without having to be ordered. Organizational citizenship behavior then becomes an important channel that bridges the influence of organizational culture on organizational performance. Employees who exhibit organizational citizenship behavior will increase team efficiency, reduce conflict, and accelerate the achievement of strategic goals. In other words, organizational citizenship behavior strengthens the impact of organizational culture on the desired end result, namely improved organizational performance.

Conceptually, these results reinforce the theory that Organizational Culture is not only a structural element, but also a factor that shapes individual work attitudes and behaviors. When organizational culture successfully forms employees with a sense of belonging and commitment, the organization will benefit from increased productivity, service quality, and stakeholder satisfaction. For the East Java Provincial Forestry Service, these results serve as a foundation that the formation of a positive Organizational Culture must be accompanied by strategies to foster Organizational Citizenship Behavior, such as through fostering work values, rewarding positive behavior, and creating a work environment that supports collaboration and initiative.

The Influence of Information Technology Capabilities on Organizational Performance through Organizational Citizenship Behavior

The results of the study show that Information Technology Capability has a significant influence on Organizational Performance through*Organizational Citizenship Behavior*as a mediating variable. This finding indicates that the organization's ability to utilize information technology not only has a direct impact on improving Organizational Performance, but also influences positive employee behavior which ultimately strengthens the Organizational Performance as a whole. The existence of this positive influence indicates that the better Information Technology Capability and Organizational Citizenship Behavior will improve the Organizational Performance of the East Java Provincial Forestry Service. The ability of the East Java Provincial Forestry Service in managing the Electronic-Based Government System and infrastructure that supports Organizational Performance and the Organizational Citizenship Behavior demonstrated by employees within the East Java Provincial Forestry Service such as loyalty, initiative to help other employees, and cooperation are drivers that can strengthen Organizational Culture. Therefore, the synergy between Information Technology Capability and employee Organizational Citizenship Behavior is an important key in improving Organizational Performance at the East Java Provincial Forestry Service.

Good information technology capabilities, such as infrastructure availability, competent IT human resources, and reliable information systems, create an efficient, transparent, and responsive work environment. This fosters a sense of comfort and satisfaction among employees, thus encouraging them to demonstrate organizational citizenship behaviors, such as helping coworkers, safeguarding organizational assets, being loyal, and supporting organizational values.

Organizational Citizenship Behavior

Increased engagement then becomes an internal driver that strengthens organizational performance. Employees who behave positively outside of their formal duties create better work synergy, stronger collaboration, and a work environment that supports the achievement of organizational goals. Thus, Organizational Citizenship Behavior becomes a crucial mechanism that bridges the impact of technology on organizational performance.

Theoretically, these results support the mediation model in performance management, where Information Technology Capability as an instrumental factor influences the behavioral factor of Organizational Citizenship Behavior, which in turn strengthens the final outcome in the form of Organizational Performance. These findings also indicate that the utilization of information technology is not sufficient only from the technical aspect, but must also lead to the formation of work behaviors that support long-term performance. Thus, the East Java Provincial Forestry Service needs to not only focus on improving Information Technology Capability, but also ensure that the utilization of technology is able to create a work environment that encourages the emergence of Organizational Citizenship Behavior. This can be achieved through training, changes in collaborative work patterns, and providing appreciation for employee initiatives in supporting the organization voluntarily.

CONCLUSION

Based on the results of the analysis obtained, the following conclusions can be drawn:

1. Based on the results of the first hypothesis test, it shows that the Organizational Culture variable has a significant effect on the Organizational Citizenship Behavior variable of the East Java Provincial Forestry Service ASN. This shows that the better the Organizational Culture variable, the better the Organizational Citizenship Behavior variable of the East Java Provincial Forestry Service.
2. Based on the results of the second hypothesis test, it shows that the Information Technology Capability variable has a significant effect on the Organizational Citizenship Behavior variable of the East Java Provincial Forestry Service ASN. This shows that the better the Information Technology Capability variable, the better the Organizational Citizenship Behavior variable of the East Java Provincial Forestry Service ASN.
3. Based on the results of the third hypothesis test, it shows that the Organizational Culture variable has a significant effect on the Organizational Performance of the East Java Provincial Forestry Service. This shows that the better the Organizational Culture variable, the better the Organizational Performance of the East Java Provincial Forestry Service.
4. Based on the results of the fourth hypothesis test, it shows that the Information Technology Capability variable has a significant effect on the Organizational Performance of the East Java Provincial Forestry Service. This shows that the better the Information Technology Capability, the better the Organizational Performance of the East Java Provincial Forestry Service.

5. Based on the results of the fifth hypothesis test, it shows that the Organizational Citizenship Behavior variable has a significant effect on the Organizational Performance of the East Java Provincial Forestry Service. This shows that the better the Organizational Citizenship Behavior variable will improve the Organizational Performance of the East Java Provincial Forestry Service.
6. Based on the results of the sixth hypothesis test, it shows that the Organizational Culture variable has a significant effect on Organizational Performance through the Organizational Citizenship Behavior variable of the East Java Provincial Forestry Service. This shows that the better the Organizational Culture will improve Organizational Performance through the Organizational Citizenship Behavior variable of the East Java Provincial Forestry Service.
7. Based on the results of the seventh hypothesis test, it shows that the Information Technology Capability variable has a significant effect on Organizational Performance through the Organizational Citizenship Behavior variable of the East Java Provincial Forestry Service. This shows that the better the Information Technology Capability variable will improve Organizational Performance through the Organizational Citizenship Behavior variable of the East Java Provincial Forestry Service.

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