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## The Effect of Organizational Climate on Organizational Citizenship Behavior (OCB) Through Work Engagement as an Intervening Variable: A Case Study of Employees of the Regional Office of the Directorate General of Treasury of South Kalimantan Province

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### ABSTRACT

This research was conducted to analyze the effect of organizational climate on organizational citizenship behavior (OCB), with work engagement as an intervening variable. The phenomenon is that many employees lack discipline in fingerprinting, so they are required to pay more attention to attendance lists to achieve good organizational goals. The research sample was 42 people who were all employees of the Regional Office of the Directorate General of Treasury of South Kalimantan Province. Data collection was carried out through a questionnaire with the aim of providing an assessment of the organizational climate (X), to test how well the level of employee engagement is at work (Z), and to measure how big the OCB of employees is in the organization. (Y). The data analysis method used is partial least square (PLS) version 4.0. The results showed that organizational climate had no significant effect on organizational citizenship behavior (OCB), while organizational climate had a significant positive effect on work engagement, then work engagement had a positive and significant effect on organizational citizenship behavior (OCB). Furthermore, the organizational climate has a positive and significant effect on employee organizational citizenship behavior (OCB), both indirectly through the intervening variable, namely work engagement.

### 1. Introduction

Organizational citizenship behavior (OCB) is a hallmark of a good corporate citizen. Extra role behavior in the organizational environment helps employees feel more part of the business and is not mandated by management. In simple terms, OCB refers to the actions of employees that contribute to the success of the company but are not rewarded in terms of money. Although only tangentially related to how well a person performs certain tasks, these behaviors are critical to overall business

success. Workers with OCB go above and beyond what is asked, and if they are being mistreated, it is because they are not demonstrating the level of participation expected of good corporate citizens. The climate in an organization is intangible in the sense that it cannot be seen or touched. Employees certainly have a stake in realizing every task, principle, and goal of the organization. Employees are not just goods that are driven in service to achieve organizational goals; rather, they are agents who can assume roles such as strategic



thinkers, operational masterminds, and morally ambiguous bystanders. Employees provide their talents, knowledge, and experience to the company in exchange for the company's fair compensation and benefits package.

There are still many DGT Office employees in South Kalimantan Province who do not comply with office regulations, such as scanning in when arriving at the office and not scanning out when leaving in the afternoon. The absenteeism results also reveal that there are still many workers who are often late to work and do not fill in the attendance list. If this continues to happen, it can hinder organizational efficiency. The South Kalimantan Provincial DGT office will find it difficult to implement OCB if the matters mentioned above are not considered. Judging from the employee's civic virtue (Responsibility) dimension, the phenomenon of organizational citizenship behavior (OCB) is still not at an adequate level, and this also indicates that employees are still not disciplined to arrive on time and follow the rules set by the company. There are still employees in the DGT Regional Office of the South Kalimantan Province who carry out work practices that are not optimal, causing organizational conditions that are less conducive and unable to reach their maximum potential. Some employees of the Regional Office of the Directorate General of Treasury of the Province of South Kalimantan demonstrated behavior characterized by a negative organizational climate, such as disliking their superiors. Due to rigid organizational job descriptions, workers tend to struggle to perform their duties effectively. This study aimed to analyze the effect of organizational climate on organizational citizenship behavior (OCB) through work engagement as an intervening variable, a case study of regional office employees of the Directorate General of Treasury of South Kalimantan Province.

## 2. Literature Review

OCB is expected to encourage more efficient organizational functioning (Organ, 2016), and it is defined as voluntary individual behavior that is not directly or indirectly recognized explicitly by the formal reward system. According to Organ, OCB is when workers prioritize the company's success over their own productivity needs. No formal role obligations or contractual commitments will foster positive feelings toward the organization. Consistent with this viewpoint (Robbins, 2014), "Citizen organizational behavior (OCB) is defined as actions performed by an individual or individuals outside. OCB characteristics such as altruism, conscientiousness, sportsmanship, politeness, and civic virtue are listed as dimensions of organizational member behavior (Organ, 2016). Many articles discuss the reasons for organizational citizenship behavior (OCB). However, the focus stands out on the factors that create (Organ, 2016) organizational climate and culture, individual nature, quality of the relationship between subordinates and superiors, length of the working day, and the type of insurance used. 1) Organizational culture and climate, 2) Personality and mood, 3) Perceived organizational support, 4) Perceived quality of superior-subordinate interaction, 5) Working time, 6) Gender.

Benefits of OCB for organizations, according to (Podsakoff et al., 2000), the positive effects of OCB on organizations can be summarized as follows: employees are more productive. 1) Co-workers are more efficient when using OCB, 2) For managers, OCB means more output. Managers can benefit greatly from the ideas, insights, and opinions of employees who display civic virtue because workers are more likely to make suggestions that will increase the efficiency of their work units. 3) For the benefit of management and the company as a whole, OCB helps conserve resources. When workers work together to solve problems without involving managers, managers are free to focus on more strategic efforts. 4) Maintaining group functionality while limiting the use of scarce



resources becomes easier with OCB. 5) Workgroups can greatly benefit from OCB as a means of coordinating their efforts. 6) By implementing OCB, businesses can be more competitive and retain talented workers. 7) Organizational effectiveness is more reliable, thanks to OCB. Assisting sick or overwhelmed workers will increase consistency (and reduce variation) of output across units. 8) OCB increases the company's responsiveness to changing conditions. Closely connected staff members volunteer to report market changes and offer suggestions on how their company might best respond.

### **Organizational climate**

(Davis, 2001) Employees' impressions of the company are shaped by how they, individually, interpret the company's climate, which they may perceive as the "personality" of the company compared to its competitors. In this sense, organizational culture can be thought of as a set of characterizing features that distinguish those whose formal job responsibilities are still devoted to the benefit of the organization as a whole. Factors affecting organizational climate (Chaudhary, 2014) leader quality and leadership style, communication, and organizational structure are just some of the factors that can influence organizational climate (Chaudhary, 2014). Organizational climate consists of several factors, such as the quality of communication between colleagues, the strength of the chain of command, work challenges, and the extent to which employees are valued. According to research (Sedarmayanti in Litwin, 2010), there are five characteristics of the office environment that can be used as indicators of the climate there: accountability, individuality, friendship, and conflict. When an employee accepts a position, he or she understands that it is their responsibility to do the work associated with that position without the need to constantly double-check all decisions made. The development of one's sense of self is referred to as identity. A warm disposition towards the workplace is characterized by an emphasis on the positive effects of

friendship and the informal social networks of others on the workplace and the quality of relationships between co-workers. Peer support refers to a climate of mutual assistance and cooperation between managers and their staff, with particular emphasis on the relationship between management and staff. An example of conflict is when workers disagree with their leader or with one another. It is important for managers and staff to be open to opposing viewpoints. Instead of being evasive, the second split is ready to discuss it openly in order to find a solution.

### **Work engagement**

Experts agree that while the concept of "work engagement" has not been given a precise definition (Newman, 2008), it can be approached and defined as follows: "Engagement" refers to consistent personality qualities that support a tendency to live and work with much passion. Macey (2008) an optimistic disposition is one that is driven by a desire to work tirelessly toward achieving organizational goals. Involvement can be seen in someone when there is harmony between one's thoughts, feelings, and actions related to organizational goals. As reported by Newman (2008).

Several factors can be considered to ensure job involvement, as stated by (Saks, 2006): job characteristics, perceived organizational support, perceived superior support, rewards and recognition, procedural fairness, and distributive justice.

Employees focus more on their work when they feel safe, which can be influenced by factors such as management approach and company culture, and when they have access to support when they need it (individual distraction). Various factors were identified and tested empirically, proving their efficacy in encouraging engagement across all three dimensions. Some of these elements are work environment, leadership, relationships, work teams, training and career development, compensation, policy procedures, organizational structures and systems, as well as workplace welfare.



### Indicator work engagement

Some of the indicators used in this analysis (Schaufeli, 2001) are as follows: 1) Enthusiasm: A person's energy level indicates how enthusiastically they approach their work. A sincere effort is an effort that is done with full focus, energy and without grumbling. 2) Dedication: Completeness or use of all available skills, ideas, and business. An employee who is committed to their organization will always support the mission and values of the organization. The level of individual satisfaction with a position or task in an organization can be measured by the extent to which he is happy to do the position or task. 3) Absorption: A person's pride in his achievements is a powerful motivator. Inspiration is a mental state achieved by being encouraged or stimulated to perform imaginative actions. It's hard to get motivated to work.

### 3. Methods

This research is an observational study with an explanatory research approach that aims to explain the relationship between research variables through hypothesis testing. In this case, the variables studied

are organization climate (X) and work engagement (Z) on the dependent variable OCB (Y). A total of 42 respondents participated in this study. Questionnaire data processing techniques use a Likert scale to determine the relationship between the Independent Variable, organizational climate (X), the mediating variable work engagement (Z), and the dependent variable Organizational Citizenship Behavior (Y). The Likert scale used ranges from 1 to 4. The data collection method used in this study was a questionnaire filled out by respondents honestly, according to what they felt while working for civil servants at the Regional Office of the Directorate General of Treasury of South Kalimantan Province. The analytical method used in this research is a descriptive analysis using SMART-PLS software.

### 4. Results and Discussion

Table 1 shows all questionnaire items for organizational climate, work involvement, and organizational member behavior.

Table 1. Variable validity test.

Indicator	Organizational climate	OCB	Work engagement	Information
IO2	0.688			Valid
IO3	0.655			Valid
IO4	0.697			Valid
IO5	0.536			Valid
IO7	0.673			Valid
IO9	0.513			Valid
IO11	0.720			Valid
IO12	0.769			Valid
OCB2		0.726		Valid
OCB3		0.534		Valid
OCB4		0.582		Valid
OCB6		0.637		Valid
OCB13		0.647		Valid
OCB14		0.524		Valid
OCB15		0.696		Valid
OCB16		0.603		Valid
OCB17		0.733		Valid
OCB19		0.632		Valid
OCB20		0.660		Valid
OCB21		0.621		Valid
OCB22		0.665		Valid
OCB23		0.676		Valid
WE1			0.694	Valid
WE3			0.557	Valid
WE4			0.675	Valid
WE5			0.627	Valid
WE6			0.644	Valid
WE7			0.791	Valid
WE8			0.777	Valid



Table 2 shows that all items on the organizational climate variable questionnaire, work engagement, and organizational citizenship behavior have value. The reliability index is higher than the critical value. This shows that all questionnaire items on organizational

climate, work engagement, and organizational citizenship behavior are reliable. Figure 1 shows that all manifests (observed variables) have a loading factor value greater than 0.50. So the SEM-PLS model is said to have good construct validity.

Table 2. Reliability test results.

Variable	Alfa Cronbach	Composite reliability (rho_a)	Composite reliability (rho_c)	Critical value	Information
Organizational climate	0,826	0,846	0,860	0,7	Reliable
Work engagement	0,889	0,896	0,906	0,7	Reliable
Organizational citizenship behavior	0,809	0,815	0,859	0,7	Reliable

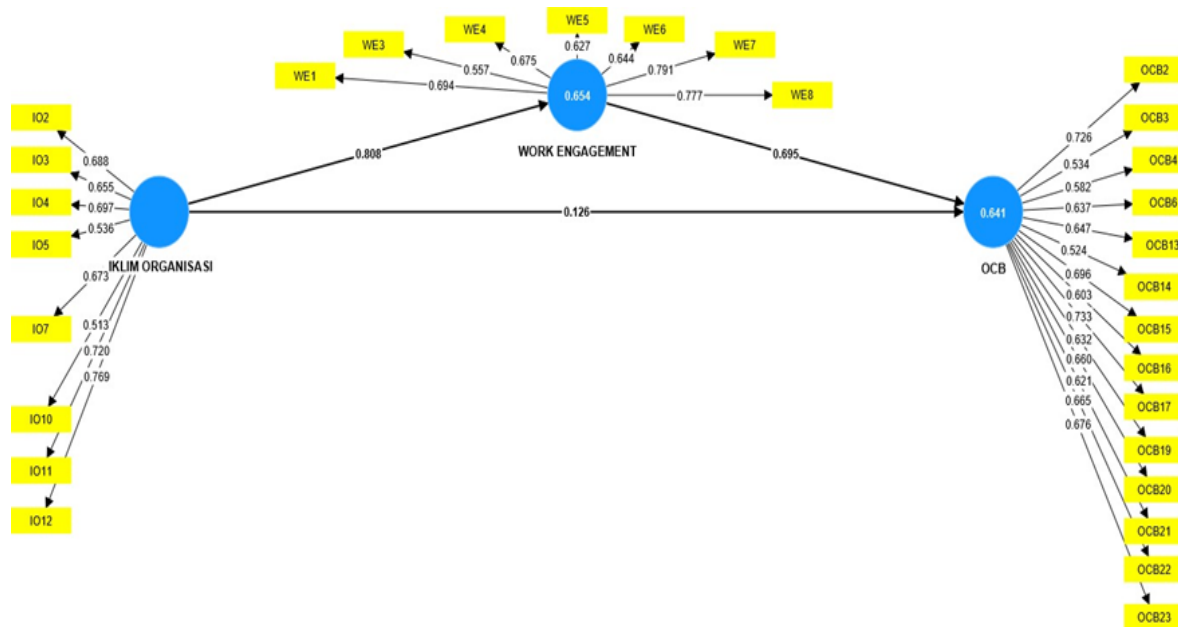


Figure 1. The value of the outer model loading factor.

Table 3. Path coefficients and T-count test variables at the Regional Office of the Directorate General of Treasury of South Kalimantan Province.

	Original sample (O)	Average sample (M)	Standard deviation (STDEV)	T-statistics	P-value
Organizational climate→OCB	0,126	0,168	0,334	0,377	0,706
organizational climate→Work engagement	0,808	0,827	0,095	8.506	0.000
Work engagement→OCB	0,695	0,672	0,288	2.415	0,016



Based on the results of the analysis, it is known that organizational climate has no significant effect on organizational citizenship behavior (OCB). Research conducted by (Nimran, 2011) concluded that organizational climate does not directly affect OCB. However, it should also be noted that these two studies also highlight the fact that if employees have a tendency to be involved in OCB, then the organizational climate must support the creation of organizational goals within an institution. Research conducted by (Qadeer, 2014) concluded that there is no relationship between organizational climate and OCB. The mediation analysis shows that the effect of organizational climate on OCB is not direct, and the variable is mediated by psychological capital, so OCB only occurs if a supportive organizational climate is converted into employee psychological capital. Research conducted by (Aisyah, 2020) concluded that research found that organizational climate had no effect on OCB. This phenomenon occurs because of organizational climate because one variable does not depend on other variables. Based on the results of hypothesis testing shown in Table 3, it is known that the organizational climate for work engagement has a P-value path coefficient of 0.000 which is positive, with a T-statistic of  $8.506 > 1.96$ , meaning that organizational climate has a significant effect on work engagement. Research conducted by (Tri, 2022) in their research concluded that employee output could be influenced by the attitudes and actions of members of the organization or "climate". Employee output at work can be boosted by a more upbeat atmosphere. Workers who have an emotional investment in their work display high levels of enthusiasm, energy, and productivity. When people feel safe and valued at work, they are more likely to want to stay and contribute to the company's success. The study conducted by (Atmaja, 2020) can be concluded that the correlation coefficient

between the organizational climate variable and the work engagement variable shows that the hypothesis can be accepted, where the higher the organizational climate, the higher employee engagement, and conversely, the lower the organizational climate, the lower employee work engagement. Research conducted by (Abun et al., 2021) can be concluded that the organizational climate of Divine Word Colleges in the Ilocos region is moderate, and employee engagement is high. The Pearson correlation  $r$  indicates that there is a correlation between organizational climate and the work engagement of Divine Word Colleges employees in the Ilocos region.

Based on the results of hypothesis testing shown in Table 3, it is known that work engagement on the behavior of organizational members has a P-value path coefficient of 0.016 which is positive, with a T-statistic of 2.415 ( $> 1.96$ ). This means that work engagement has a significant effect on the behavior of organizational members. Research conducted by (Ariani, 2013) found that employees who are actively invested in their work show a strong commitment to the mission and values of their company. Collaborative efforts between workers have been shown to increase organizational citizenship behavior (OCB). Employees who are more invested in their work will always benefit from working for a company that values their input. Work engagement was found to be positively correlated with organizational member behavior in this study. Research conducted by (Islam et al., 2012) and (Rurkhum, 2012) confirms some of the results of previous studies showing organizational member behavior (OCB) and work involvement have a positive and significant relationship. It has been proven that employees' enthusiasm and commitment to their work increase when they feel invested in their work. Research conducted (Ullah, 2018) research conducted in the field of education aims to



determine work engagement as a supporting factor for the organization. The results of this study found that there was a significant positive relationship

between Work Engagement and organizational citizenship behavior (OCB).

Table 4. Testing of mediation variables.

	Original sample (o)	Sample average (m)	Standard deviation (STDEV)	T-statistic ( O/STDEV )	P-value
Organizational climate→Work engagement→OCB	0,562	0,552	0,250	2.248	0,025

Based on the results of the estimation of the indirect effect in Table 4, it can be seen that the indirect effect of organizational climate on the behavior of organizational members through work engagement has a T-statistic value of 2.448 (> 1.96). It is known that P-Values < 0.001, which means < 0.05, it is concluded that work engagement has a significant influence so that it can mediate the relationship between organizational climate and organizational citizenship behavior.

**5. Conclusion**

Organizational climate cannot negatively impact OCB. It was found that organizational climate has no effect on OCB because it is not the main predictor of OCB, where organizational climate only acts as a basis for perceptions of conditions in the organization. Organizational climate can positively affect work engagement. A positive organizational climate will affect work engagement so that it can make employees feel involved and part of the agency/institution. Work engagement has a positive influence on organizational citizenship behavior (OCB). It can be concluded that employees have strong work engagement in carrying out activities, employees work with enthusiasm, and high dedication, are proud of the profession they are engaged in, and focus on work. Work engagement mediates the effect of organizational climate on

organizational citizenship behavior (OCB). It can be concluded that work engagement or a sense of attachment from employees will strengthen the influence of organizational climate in creating OCB, so if there is a sense of attachment from employees, it will facilitate the creation of OCB in agencies that begin with organizational climate conducive.

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