

## HOW WORK SATISFACTION AND ORGANIZATION CLIMATE INFLUENCE ORGANIZATIONAL CITIZENSHIP BEHAVIOUR

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**Abstract.** The research explores the influence of Work Satisfaction and Organizational Climate toward Organizational Citizenship Behavior. The object of this research are employees at PT.CCM in Indonesia, a consulting company. The research collected 60 PT.CCM employee questionnaire. The data analysis conducted with SmartPLS structural equation modeling. There is lack of research that focus on the Organizational Climate role compare to Work Satisfaction to develop the Organizational Citizenship Behavior, therefore this research conducted to compare the direct and indirect effect toward the Organizational Citizenship Behaviour. The result of this research shows the specific indirect effect mediated by employee Work Satisfaction. The findings show the research contribution that Organizational Climate is the dominant variable in the model, therefore, an organization should nurture the Organizational Climate to improve Organizational Citizenship Behaviour and employee Work Satisfaction.

**Keywords:** Work Satisfaction, Organizational Climate, Organizational Citizenship Behaviour

**Abstrak.** Penelitian ini mengeksplorasi pengaruh Kepuasan Kerja dan Iklim Organisasi terhadap Organizational Citizenship Behaviour. Objek penelitian ini adalah karyawan di PT. CCM di Indonesia, sebuah perusahaan konsultan. Penelitian tersebut mengumpulkan 60 kuesioner karyawan PT. CCM. Analisis data dilakukan dengan pemodelan persamaan struktural SmartPLS. Penelitian yang fokus pada peran Iklim Organisasi dibandingkan dengan Kepuasan Kerja untuk mengembangkan Organizational Citizenship Behaviour masih sedikit, oleh karena itu penelitian ini dilakukan untuk membandingkan efek langsung dan tidak langsung terhadap Organizational Citizenship Behaviour. Hasil penelitian ini menunjukkan efek tidak langsung spesifik yang dimediasi oleh Kepuasan Kerja karyawan. Temuan ini menunjukkan kontribusi penelitian bahwa Iklim Organisasi adalah variabel dominan dalam model, oleh karena itu, sebuah organisasi harus memelihara Iklim Organisasi untuk meningkatkan Organizational Citizenship Behaviour dan Kepuasan Kerja karyawan.

**Kata Kunci:** Kepuasan Kerja, Iklim Organisasi, Organizational Citizenship Behaviour

### INTRODUCTION

Human resources influence the performance of an organization. Human resources should perform well to reach the organization's objective (Popescu, Georgescu, & Grapă, 2019; Riyanto, Supriyanto, & Ali, 2017). The human resource is the collaboration of thought, mind, and employee energy (Hasibuan, 2010). Therefore, employee performance determined the organization. From the definition, we could simplify that human resources have an essential role in influencing an organization.

Employee Organizational Citizenship Behavior supports the organization's performance (Luu, 2019). The Organizational Citizenship Behaviour value improves the performance of the employee and organization, and it is a terminology to identify employee behavior. This behavior not only an in-role behavior, which referred to as the job description but also the extra role description that delivers the company performance beyond expectation. Moreover, the unique role improves the company's competitiveness and contribute to excellent organizational performance. Nevertheless, there is lack of research that focus on the role of human resource Work Satisfaction to develop the Organizational Citizenship Behavior.

Organizational Citizenship Behaviour is not a stand-alone variable. It is nurtured by the Organizational Climate, which is a condition related to the working environment's characteristics that influence the individuals. Pleasant Organizational Climate supports the employee's willingness to perform better. Furthermore, the employee within an excellent organizational climate would develop a willingness for good behavior to complete activities outside the main occupation (Widayati & Gunarto, 2017). Good behavior supports a new employee role that develops the company's competitiveness (Simbine & Tukamushaba, 2020). Furthermore, research that focus on the role of human resource Work Satisfaction to develop the Organizational Citizenship Behavior compare to the Organizational Climate is compulsory, therefore this is the research contribution.

The type of business process of the organization is essential for Organizational Citizenship Behaviour (Fischer *et al.*, 2017). A factory with restricted working hours is different compared to the organization that needs employee performance beyond working hours. The organization type of work that requires the thought and the mind of the employee compare to the energy will have a different strategy to improve human resource performance.

This research conducted for PT.CCM, a consultant company that offers consulting services for project management and construction management in Jakarta. The company requires not only physical but merely the mind and thought of the employee. In this company, it is not clear whether employee behavior excels in the job description. The company also has an interesting phenomenon, based on the preliminary interview with the management and company observation, and the employee-focused only on individual performance. The employee did not show attentive behavior toward the other employee. Some of the reason for this condition is because the employees are not satisfied with the income they earned, the working condition in the company. Moreover, the environment is not in harmony. Therefore, they are not supporting each other to work together.

There has also been a situation in the last two years, and the company did not achieve the targeted performance. Employee performance considered the reason for this underperformance. The employee only performs an in-role behavior based on the job description. Therefore the employee only contributes a limited performance for the company. There are many problems related to the Organizational Citizenship Behavior, which are the dissatisfaction for the employee income, and the non-harmonic relationship among the employee. Moreover, many jobs did not meet the deadline and influence the company's performance to the consumer.

The performance of the employee determined by an in the role and extra-role activities (Rai, Ghosh, Chauhan, & Singh, 2018). The performance did not meet the deadline since the employee lacked extra-role activities—the employee underperformance affected by the employee Work Satisfaction. The employee did not enjoy the work activities. Furthermore, it influences the Work Satisfaction. Research conducted by (Barlian, 2016; Rohayati, 2014; Tharikh, Ying, & Saad, 2016) stated that there is a positive and significant influence between the Work Satisfaction toward the Organizational Citizenship Behavior. These phenomena encourage the research to elaborate on the relationship between Work Satisfaction, and Organizational Climate toward the Organizational Citizenship Behavior.

## LITERATURE REVIEW

**Organizational Citizenship Behavior.** Organizational Citizenship Behavior is employee behavior that could improve the effectiveness of company performance by improving individual employee productivity (Memon, Sallaeh, Baharom, Md Nordin, & Ting, 2017). The definition stated that Organizational Citizenship Behavior is an individual contribution beyond the role of the employee in the office. Organizational Citizenship Behavior considered as the behavior in the office that is relevant as the personal activity beyond the required essential requirement of the employee (Sun, Aryee, & Law, 2007).

Organizational citizenship behavior contributes to the individual beyond the role of the employee in the office and is voluntary (Bateman & Organ, 1983; Thomas, Ambrosini, & Hughes, 2019). The organizational citizenship behavior consists of the behavior that supports others, voluntarily doing extra jobs, obey the rules, and the office procedure. This behavior shows the employee value beyond expected. Therefore, we could conclude that organizational citizenship behavior is the behavior of the employee within a company beyond the job description, conducted voluntarily, and the individual value characteristic.

**Work Satisfaction.** Work Satisfaction is an emotional state as an active response toward the occupation (Jobst, Gall, Eiche, Birkholz, & Prottengeier, 2018). (Hasibuan, 2010)) stated that job satisfaction relates to happiness and an activity loving the job, furthermore the employee job satisfaction developed. Therefore, the employee will have a good work exemplary, good dedication, discipline in the company.

A reasonable satisfaction in the office will improve the performance of the employee that will further improve the occupation's performance. Therefore, this is an

essential variable for the companies competitiveness. Moreover, work satisfaction is a positive emotional reaction from the individual attitudes toward the occupation.

Work satisfaction is a feeling and also the confidence of the individual toward the occupation (George, Jones, & Sharbrough, 2005). Work satisfaction is an emotional state that is enjoyable or not enjoyable for the employees related to the occupation. (Robbins & Judge, 2006) stated that employee satisfaction is the positive feelings from the job evaluation process of the individual.

Individuals evaluate the corporation like the occupation challenge, the partners' support, and a good salary (Robbins and Judge, 2015). Therefore we could make a simple definition that work satisfaction is the feelings that are good from the individuals related to the occupation and working environment.

**Organizational Climate.** Organizational climate is a perception of the organization member, individually or groups that relate to the internal organization that influences the organization's attitude and behavior (Iko Afe *et al.*, 2019; Wirawan, 2007). Moreover, the organizational climate is a set of characteristics that define an organization compared with the other organization. These characteristics are in the organization and also influence the employee organization.

Organizational climate is the organizational internal environment quality that is ongoing, experience by the member of the organization, and influences the behavior. Therefore, it is a set of characteristics of the organizational attitude. Moreover, the employee quality experience within the organization is a set of the characteristic of organizational behavior. Stringer defined that the organizational climate is a collection of environment patterns that determine the motivation that focuses on reasonable perception and measurable, Therefore, there is a direct influence of the characters toward the organizational member's performance.

Therefore the organizational climate is the individual perception toward a particular condition that shows the internal environment quality of the organization, toward what they see and what they feel, and what the member of the organization thought related to all the structural aspects, standard, responsibility, reward, support and also the commitment. Therefore:

**H1.** Organization Climate influence Work Satisfaction

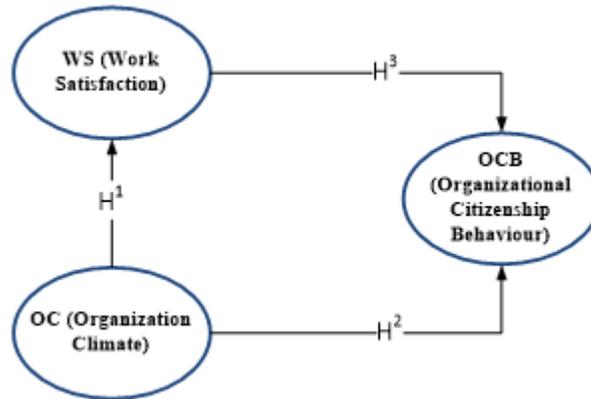
Organizational climate is the perception of the individual and group, and these entities correlate each other and influence the attitude and behavior of the organization (Ahmad, Jasimuddin, & Kee, 2018; Wirawan, 2007). (Widyasari & Haryanto, 2010), (Suifan, 2016) support the argument that there is a relationship between the Organization Climate toward Organizational Citizenship Behaviour, therefore

**H2.** Organization climate influence Organizational Citizenship Behavior

Work satisfaction shows that there is a relevant comparison between the individual's hope and the return of the work from the occupation. Moreover, there is a positive influence between work satisfaction toward Organizational Citizenship Behavior.

The statement supported by (Barlian, 2016) also stated that work satisfaction positively influences Organization Citizenship Behavior. Therefore, the research model proposed in figure 1.

**H3.** Work satisfaction influence Organizational Citizenship Behaviour



**Figure 1.** Research model

## METHOD

This research utilizes structural equation modeling to explain the relationship between variables within the research model. The association within the model analyzes the entire relationship between the variables (Hair, Hult, Ringle, & Sarstedt, 2013). PLS, as a structural equation modeling, used in this research to estimate a large and complex model. Furthermore, to confirm the association of the variables within a theory (Falk & Miller, 1992).

PLS is useful for analysis since PLS could improve the resampling technique with the bootstrap (Sihite, Harun, & Nugroho, 2016; Stine, 1989), to get a meaningful interpretation of regression coefficients (Darlington, 1990). The regression conducted will analyze the dependent Y variables as a result of the Independent X predictor (Hayes, 2013).

The research conducted by delivering a questionnaire toward 60 employees of PT.CCM. Since the population of the employee in PT.CCM is 100. Therefore, 60 respondents represent the company.

The Work Satisfaction indicator adapted from (Roelen, Koopmans, & Groothoff, 2008) that develop Work Satisfaction measurement which are the satisfaction of the work, salary satisfaction, employer satisfaction, employee partner satisfaction and also career and promotion satisfaction. Furthermore, the Organizational Climate adapted from the (Litwin & Stringer, 1966) which are the structure, responsibility, identity, recognition, warmth and commitment of the organization. Finally the Organizational Citizenship Behaviour adapted from (Organ, 1988) which measure the OCB with the altruism, conscientiousness, sportmanship, courtesy, civic virtue. The questionnaire deliver below (Table 1).

**Table 1.** Questionnaire Development

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KK (Work Satisfaction)	
KK1	I like the work given by the organization
KK3	I get a salary according to the responsibilities given by the organization
KK4	I earn an income that can meet my needs
KK5	The supervisor provides support to finish my work on time
KK6	The supervisor is fair to all employees
KK7	There is mutual support from co-workers
KK10	There is an opportunity to be promoted and developed in this company
IO (Organization Climate)	
IO1	Every work that I do gets oversight from the organization
IO2	The organization knows everything I do
IO3	Employees rewarded if they exceed the target
IO4	The facilities provided by the organization are adequate to support my work
IO5	If a co-worker is sick, I will come and visit him
IO6	Supervisor always shows trust and gives moral support to support my work
IO9	The organization set the rules to support my work
IO10	The organization provided health insurance for its employees
OCB (Organization Citizenship Behaviour)	
OCB1	I'm willing to take the time to help others
OCB7	I always find the right things in the organization
OCB8	I am not exaggerating the problem beyond its proportions
OCB9	I have involvement in organizational functions
OCB10	I always pay attention to functions that help the organization image development
OCB11	I can tolerate situations and conditions
OCB12	I always refrain from complaining and cursing the work.

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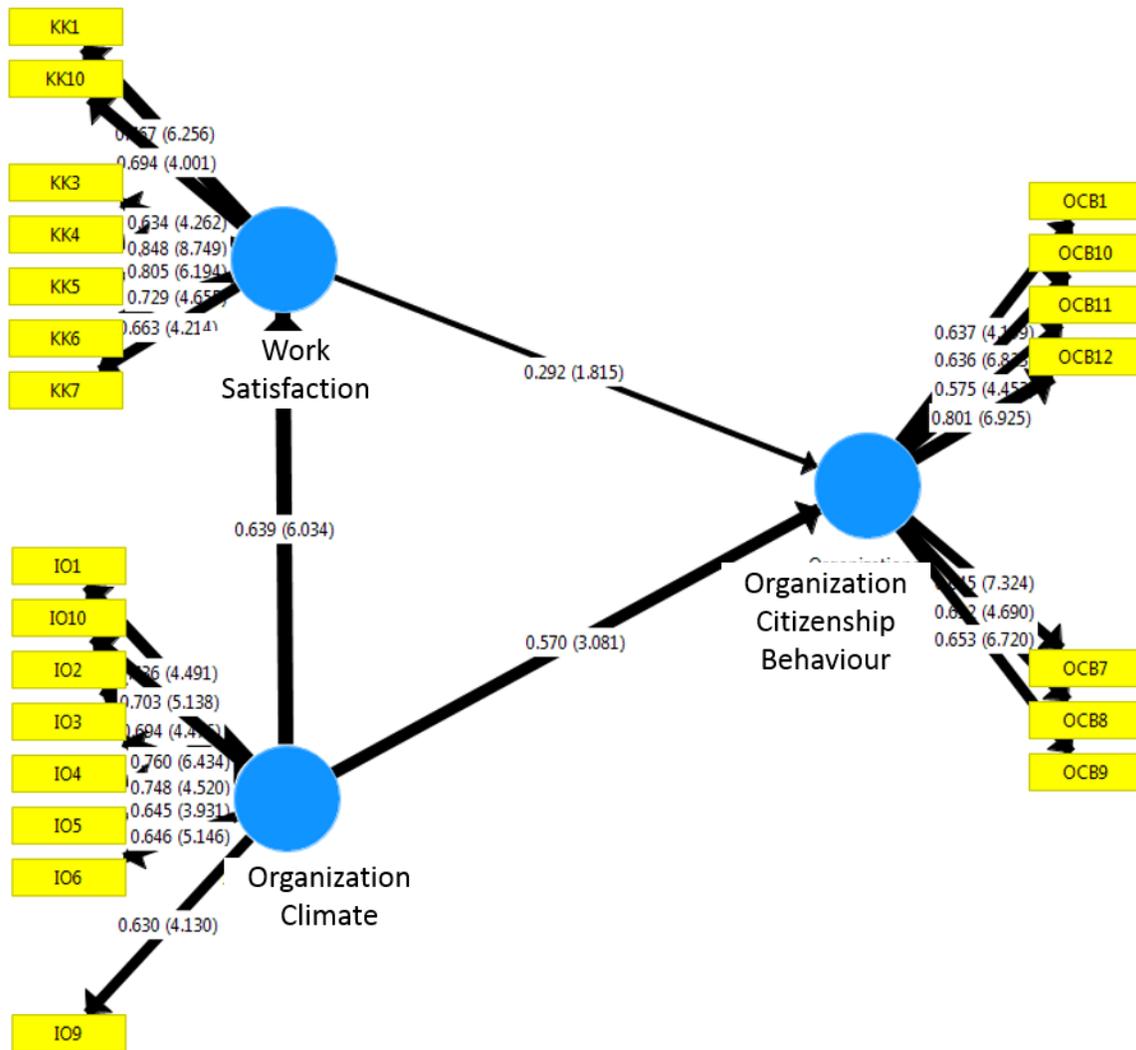
## RESULTS AND DISCUSSION

The results show that the organizational climate influence both organizational citizenship behavior and work satisfaction. It is a consistent finding since an excellent organizational climate will make the employee comfortable. They will be able to make a good relationship one and another, developing connections that will diminish the silo between individuals, the silo between job description. Furthermore, they will engage in improving the knowledge and co-operating each other for an achievement.

The indicator of the work satisfaction variable shows that the most satisfying term of working is to earn an income that can meet the needs of the employee (Figure 2). Furthermore, the findings also show that the supervisor's support to finish the work on time is essential for the employee.

Both of these indicators' descriptive findings show that the employee wants a better salary and also more involving management from the supervisor. These findings are

in line with the previous research conducted by interviewing the employee, they report that they have low wages and not clear supervisory from the company.



**Figure 2.** Bootstrap Results

The low mean of indicators related to the salary of the employee that sufficient in the responsibility given

by the organization (Table 2). This finding supports the previous indicator that says they need to earn an income that meets the needs.

Therefore, the satisfaction of the work improved with the fundamental needs of the level of salary. Furthermore, the company also needs to improve management support to supervise the employees.

**Table 2.** Mean, STDEV, T-Values, P-Values

	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
<b>IO1 &lt;- Organizational Climate</b>	0.707	0.164	4.491	<b>0.000</b>
<b>IO10 &lt;- Organizational Climate</b>	0.672	0.137	5.138	<b>0.000</b>
<b>IO2 &lt;- Organizational Climate</b>	0.673	0.155	4.476	<b>0.000</b>
<b>IO3 &lt;- Organizational Climate</b>	0.747	0.118	6.434	<b>0.000</b>
<b>IO4 &lt;- Organizational Climate</b>	0.715	0.166	4.520	<b>0.000</b>
<b>IO5 &lt;- Organizational Climate</b>	0.625	0.164	3.931	<b>0.000</b>
<b>IO6 &lt;- Organizational Climate</b>	0.634	0.126	5.146	<b>0.000</b>
<b>IO9 &lt;- Organizational Climate</b>	0.612	0.152	4.130	<b>0.000</b>
<b>KK1 &lt;- Work Satisfaction</b>	0.744	0.123	6.256	<b>0.000</b>
<b>KK10 &lt;- Work Satisfaction</b>	0.662	0.174	4.001	<b>0.000</b>
<b>KK3 &lt;- Work Satisfaction</b>	0.619	0.149	4.262	<b>0.000</b>
<b>KK4 &lt;- Work Satisfaction</b>	0.829	0.097	8.749	<b>0.000</b>
<b>KK5 &lt;- Work Satisfaction</b>	0.776	0.130	6.194	<b>0.000</b>
<b>KK6 &lt;- Work Satisfaction</b>	0.707	0.157	4.655	<b>0.000</b>
<b>KK7 &lt;- Work Satisfaction</b>	0.647	0.157	4.214	<b>0.000</b>
<b>OCB1 &lt;- Organizational Citizenship Behavior</b>	0.616	0.152	4.199	<b>0.000</b>
<b>OCB10 &lt;- Organizational Citizenship Behavior</b>	0.655	0.093	6.823	<b>0.000</b>
<b>OCB11 &lt;- Organizational Citizenship Behavior</b>	0.568	0.129	4.453	<b>0.000</b>
<b>OCB12 &lt;- Organizational Citizenship Behavior</b>	0.783	0.116	6.925	<b>0.000</b>
<b>OCB7 &lt;- Organizational Citizenship Behavior</b>	0.654	0.088	7.324	<b>0.000</b>
<b>OCB8 &lt;- Organizational Citizenship Behavior</b>	0.596	0.130	4.690	<b>0.000</b>
<b>OCB9 &lt;- Organizational Citizenship Behavior</b>	0.652	0.097	6.720	<b>0.000</b>

In the organization climate variables, the indicator that earns high frequency is when the employees got the reward when they achieve the target. This indicator earns high mean. Therefore this is the preferred appreciation to improve the organizational climate. The second indicator that earns high frequency is the indicator related to facilities' needs that could support the occupation. The employee wants the organization to provide the facilities, and since this is the basic need to accomplish the completion of work. Therefore this is a rational and reasonable finding.

Nevertheless, there is an indicator with low mean, which is the statement that said the organization set the rules to support the work. This finding shows that the company might not set rules or directions or supervisory to improve organizational management. Findings related to the previous variables, there is a need for supervisory to support the work on time. The higher need for the supervisory means that there is a need to set rules, therefore there is also a direction for work completion.

For the organizational citizenship behavior, the highest mean is the statement related to refraining from complaining and cursing the work. It means that the employees are holding their complaints and cursing, and this is a good sign of good organizational citizenship behavior. The second high mean indicator is the statement the employee involvement in the organization function. Therefore the employee probably fond of engaging in the activity related to the functions within the company.

Nevertheless, the lowest mean is the statement that they cannot tolerate the situation and condition. It means that there is a potential condition that the employee might not tolerate in the future. Even though in the previous highest mean indicators show that the employee is refraining from complaining.

The findings show that the company should prepare for improving the management by developing proper management, and improve the supervisory management, and also improve the measurement for wages. Therefore, the employee will have a better organizational climate and also works satisfaction.

The analysis from SmartPLS reveals the findings of the total indirect effects from the variable organizational climate to the organizational citizenship behavior (Table 3). There is an indirect effect that shows a mediation of work satisfaction from the organizational climate to organizational citizenship behavior.

**Table 3.** Total Indirect Effects

Total Indirect Effects	OC	WS	OCB
OC			0.205
WS			
OCB			

The work satisfaction indirect effects are 0.205, which is to improve the organizational climate's effect on organizational citizenship behavior (Table 4). Furthermore, work satisfaction only has 0.315 effects on organizational citizenship behavior.

**Table 4.** Specific Indirect Effects

Specific Indirect Effects	Specific Indirect Effects
OC -> WS -> OCB	0.205

The total effect of organizational climate on work satisfaction is 0.648, and the total effect on organizational citizenship behavior is 0.747 (Table 5). This finding shows that organizational climate has a dominant variable within the model. Since organizational climate significantly influences both of the other variables, which is the work satisfaction and organizational citizenship behavior.

**Table 5.** Total Effects

Total Effects	OC	WS	OCB
OC		0.648	0.747
WS			0.315
OCB			

## CONCLUSION

The research findings show that work satisfaction influences Organizational Citizenship Behavior. The Organizational Climate also influence the Organizational Citizenship Behavior. Moreover, Organization Climate is the primary variable that influences the Work Satisfaction and Organizational Citizenship Behavior. Furthermore, the research findings show that the Organizational Climate has a bigger significant influence than Work Satisfaction. Therefore, the model proposed that Organizational Climate is an essential factor that could influence the Work Satisfaction and Organizational Citizenship Behaviour.

Other findings also show that the company should nurture the organizational climate. There will be a more significant impact on Work Satisfaction and a big impact on the intra and extra-role of individuals working in the organization.

The indicator shows that the employees demand an appreciation if they achieve the target. Furthermore, an improvement in facilities provides support for the work. The organizational climate earns the highest mean. Therefore, this is the priority that the company should manage to improve the organizational climate affect organizational citizenship behavior and also work satisfaction.

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