

Improving Organizational Citizenship Behavior Through Strengthening Organizational Climate and Job Satisfaction

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Abstract: Many researches of Organizational Citizenship Behavior (OCB) had generated findings that OCB considered to be one of the main ways to increase the effectiveness of organizations. The objective of this study is to examine factors that have relationship with OCB namely organizational climate and job satisfaction. This study conducted among employees at Kantor Badan Kependudukan dan Keluarga Berencana Nasional (BKKBN) in Jakarta, Indonesia. The sample for the study consisted of 125 employees derived randomly from its population. The study mainly utilized quantitative data (from questionnaires). The regression and correlational analysis used to find out the relationship among variables. The findings revealed that organizational climate had a strong positive and significant relationship with OCB. Similarly, job satisfaction had strong positive and significant relationship with OCB. Both organizational climate and job satisfaction simultaneously had strong positive and significant relationship with OCB. Further analysis conducted to find out which dimensions of those variables that had dominant influenced toward OCB. Based on those findings, this study proposed some recommendations toward BKKBN Office to strengthening indicators of Organizational Climate and Job Satisfaction that have high coefficient of correlation with OCB. Improving employees' OCB can be predicted increasing the BKKBN organizational effectiveness.

Keywords: Job Satisfaction, Organizational Climate, and Organizational Citizenship Behavior (OCB).

Introduction

In recent decade, the concept of OCB had changed the organizations' perspective that increasing organizational effectiveness require not just to drive employees' task performance but also should be combined it with increasing their OCB, although this type of behaviour has obvious implications upon the organisational person and upon the organisation as a whole (Pavalache-Iliea, 2014). Employees' behavior in the workplace had attracted many researchers' attention in past decades (Podsakoff, *et al.*, 1997). These behaviors include trans-social behaviors, extra-role behaviors, individual initiative and organizational citizenship behaviors (Tomer, 1998). Organizational effectiveness require employees who have highly performance as well as they have willingness to help each other while working together, to work more than just describe on their job description, and to share the responsibility for building company image, while their behavior have not been implied by the formal organizations reward system. Those employees behavior known as OCB. OCB can maximize the efficiency and improve the organizational effectiveness (Moorman *et al.*, 1993) The general assumption with OCBs is that if employees develop such extrarole behaviors and go beyond their required tasks by providing support to their organization, then the level of customer satisfaction and organizational performance will be increased (Messersmith *et al.*, 2011). The concept of OCB, derived from Katz and Kahn's (1966) conception of extra-role behavior, was first comes into view in the literature in a study by Organ and his colleagues (Bateman & Organ, 1983; Smith, Organ & Near, 1983). Organ (1997) refined

this definition, conceptualizing OCB as any form of performance that supports the social or psychological environment in which the work tasks are embedded. Competitive advantage that an OCB high level may create at the Organization's level is synthesized in the idea that "The ability of an Organization to obtain an employee behavior that goes beyond job duty may be a key advantage hard to copy by the other competitors". (Bolino, 2003). OCB may be considered as a sum of informal behaviors of an organization's employees. Generally speaking, citizenship behaviors are essential, because they shape the social and psychological context of the work environment that supports the core activities of the organization (Organ and Ryan, 1995). team members who exhibit citizenship behaviors may encourage the same behaviors among their fellow team members (Peterson and Luthans, 2003). employees could exhibit a higher level of commitment and OCB because of personal stewardship feelings (Liu and Hartel, 2013). OCB rationally guide more cooperative and collective behaviour than individualistic and self-serving behaviours (Srivastava, Rogers and Lettice, 2013), Any Manager is directly interested to promote OCB inside his own Organization because of its salutary effects that this kind of behavior has on Organization's performances (Popescu *et al.*, 2014)

Since year of 2000 the BKKBN office had reformed the structure of the organization in order to improve the efficiency and effectiveness its services to public. But those improvement program had not achieved a certain level of optimal results. Most of employees still had a lack of teamwork, less conscientiousness doing their tasks, and needed the tight supervision to finish their tasks. Considering of that, this study start with a preliminary survey to investigate the employees' working behavior. The survey found that 33% of employees had lack of willingness to help each other, 43% of employees had lack of courtesy in doing their owned tasks, 35% of employees had lack of conscientiousness in finishing their tasks, 43% of employees had lack of tolerance to the limitation of organization's resources, 43% of employees had lack of active participation in implementing the organization's policy, and 41% of employee had lack of idea contributions the organization's improvement program. Those findings indicated a condition of low employees' OCB.

The survey also identified that the organizational climate and job satisfaction assumed had influenced to the low condition of employees' OCB. Organizational Climate can create a condition that drive employees to conduct a certain kind of work behavior (Gheisari, Sheikhy and Salajeghe, 2014). Job Satisfaction become an "oil engine" to facilitate employees to conduct the positive behavior toward organization (e.g., Van Scotter, 2000; Ngunia *et al.*, 2006). Regarding of that assumption, it is interesting to study if there any relationship between Organizational Climate and Job Satisfaction with OCB. Many researches, which seek to predict the factors causing these behaviours, are factors such as Job Satisfaction, organizational commitment, organizational identity, and organizational justice. Additionally, there are some other factors including trust, cooperating with others, protecting the organization, volunteering constructive ideas, self-training, maintaining a favourable attitude toward the company and so on (Appelbaum *et al.*, 2004, Oyesiku, K. and Omitogun, O., 1999., Podsakoff, P. M., 1997). The purpose of this research is to find relationship among variable's research dan to find out the factors that significantly could arise Organizational Commitment Behavior (OCB).

Organizational citizenship behavior as voluntary employee activities that may or may not be rewarded but that contribute to the organization by improving the overall quality of the setting in which work takes place (Colquitt, Lepine and Wesson, 2015). Summarized from Colquitt, Lepine and Wesson (2015), Langton, Robbins and Judge (2016) and Turnipseed (2005), that the OCB can be separated in two categories. The first category is Interpersonal Citizenship

Behavior. For example, *Altruism* involves helping coworkers who have heavy workloads, aiding them with personal matters, and showing new employees the ropes when they first arrive on the job. *Courtesy* refers to keeping coworkers informed about matters that are relevant to them. *Sportsmanship* involves maintaining a good attitude with coworkers, even when they've done something annoying or when the unit is going through tough times. *Conscientiousness* refers to employees' willingness to work more concentration and careful toward their tasks. The second category of citizenship behavior is Organizational Citizenship Behavior. For example, *Voice* involves speaking up and offering constructive suggestions for change. *Civic Virtue* refers to participating in the company's operations at a deeper-than-normal level by attending voluntary meetings and functions, reading and keeping up with organizational announcements, and keeping abreast of business news that affects the company. *Boosterism* means representing the organization in a positive way when out in public, away from the office, and away from work.

A person's degree of organizational citizenship is the extent to which his or her behavior makes a positive overall contribution to the organization. For example, an employee who does work that is acceptable in terms of both quantity and quality. However, she refuses to work overtime, won't help newcomers learn the ropes, and is generally unwilling to make any contribution beyond the strict performance of her job. This person may be seen as a good performer, but she is not likely to be seen as a good organizational citizen (Griffin and Moorhead, 2014). Organizational Citizenship Behavior as behavior that is not required but is necessary for organizational survival and effectiveness. Examples of OCB include helping coworkers; protecting the organization from fire, theft, vandalism, and other misfortunes; making constructive suggestions; developing one's skills and capabilities; and spreading goodwill in the larger community (George and Jones, 2012).

In the general, term "climate" refer to a way to describe the essence of the psychological meaning of a social situation. The social context for work had a marked effect on the ways people approached their work, social relationships at work, and productivity (Schneider and Barbera, 2014). Organizational Climate represents shared perceptions of members regarding what the organization is like in terms of management policies and practices. The dimensions of Organizational Climate consist of employee relationship with his/her superior, interpersonal communication among employees, employee's perception toward organization's policies, and the fairness feeling of employees toward management practices (Uhl-Bien, Schermerhorn, Jr. and Osborn, 2014). Organizational Climate as employees' perceptions of the work environment and how these perceptions influence individuals' work-related attitudes and behaviors (Adenike, 2011). Research by Gheisari, Sheikhy and Salajeghe (2014) stated a conclusion that there was a strong relationship ($r = 0.68$, $p < 0.01$) between organizational climate with organizational citizenship behavior.

Job satisfaction as employees' perception of how well their job provides those things that are viewed as important. There are three generally accepted dimensions to job satisfaction. *First*, job satisfaction is an emotional response to a job situation. *Second*, job satisfaction is often determined by how well outcomes meet or exceed expectations. *Third*, job satisfaction represents several related attitudes toward the work itself, pay, promotion opportunities, supervision and coworkers (Luthan, 2011). Job satisfaction as an attitude that individuals have about their jobs. It results from their perceptions of their jobs, based on factors of the work environment, such as the supervisor's style, policies, and procedures, work group affiliation, working conditions, and fringe benefits (Gibson *et al.*, 2012). The research from Ari Rosandi, Soewarto Hardhienata, Widodo Sunaryo, and Zainal Arifin (2019) generated a finding that there were strong

relationship ($r = 0.792$, $p < 0.05$) between Job Satisfaction with OCB. Hari Muharam, Widodo Sunaryo and Arwan Gunawan (2019) explained their research finding that there was positive and significant relationship ($r = 0.509$, $p < 0.05$) between Job Satisfaction and Organizational Citizenship Behavior). Upon based of those theories and prior research findings. In this research we generate three hypotheses:

- H1: There is a positive relationship between organizational climate with organizational citizenship behavior.
- H2: There is a positive relationship between job satisfaction with organizational citizenship behavior.
- H3: There is a positive relationship between organizational climate and job satisfaction simultaneously with organizational citizenship behavior.

Research Methods

The study conducted at BKKBN Head Office in Jakarta during March up to December 2019, and mainly utilized quantitative data (from questionnaires). The amount of 125 sample calculated by Slovin formula at $p < 0.05$ and randomly took from 181 BKKBN permanent employees as the population. The questionnaires designed to assessed indicators of OCB, Organizational Climate and Job Satisfaction using point of 1 to 5 Likert Scale.

The questionnaires had already tried out used 30 sample from its population but out of research sample in order to measure each validity and reliability as reported in the table below.

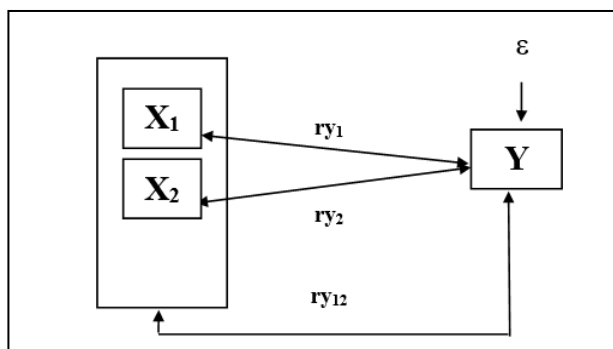
Table 1: The Valid Items and Reliability of the Questionnaires

No	Questionnaire of	Sum of Valid Items	Reliability Coefficient
1	Organizational Citizenship Behavior (OCB)	37	0.930
2	Organizational Climate	38	0,892
3	Job Satisfaction	38	0.878

Notes:

1. Each questionnaire initially had 40 items and already tried out (used 30 sample). Some item were dropped-out, and the rest is the valid items only. The item validity coefficient calculated by Pearson's Product-Moment Correlation formula (Nolan and Heinzen, 2012).
2. The questionnaires reliability coefficient calculated by Cronbach Alpha's formula (Sekaran and Bougie, 2013).

The research design is a correlational study which described as the figure below.



Description:

Y : Organizational Citizenship Behavior

X1 : Organizational Climate

X2 : Job Satisfaction

ry1 : Coefficient of Correlation between X1 with Y

ry2 : Coefficient of Correlation between X2 with Y

ry12 : Coefficient of Correlation between X1 and X2 simultaneously with Y

ϵ : Epsilon (the unknown variable).

Figure 1: The Relationship between Research Variables

Based on all questionnaires' scores from 125 employees as the research sample to be analyzed step by step. *First*, testing the normality of empirical data from research sample used Lillifors Formula. This procedure used to examine that research sample coming from a population with normal distribution. *Second*, testing the linearity of empirical data from research sample used Regression Analysis. This procedure used to examine that the relationship of the data from OCB, Organizational Climate and Job Satisfaction meet the criteria of linearity. The normality and linearity results were required to meet the requirement for using parametric statistics. *Third*, conducted correlational analysis to measure the strength of relationship between Organizational Climate and Job Satisfaction partially and simultaneously with OCB. *Fourth*, conducted the Indicators Analysis in order to find out which indicators of Organizational Climate and Job Satisfaction that had strong relationship with indicators of OCB.

Results and Discussions

Normality Test for Empirical Data from Research Sample can be described in table below.

Table 2: Normality Test Results

No	Description	OCB to Organizational Climate	OCB to Job Satisfaction
1	Empirical Data	0.060	0.075
2	Lillifors' Standard*	0.079	0.079
3	Results	Empirical < Standar	Empirical < Standar

* Supardi US (2012: Lilliefors Table)

Based on Normality Test results above mentioned where empirical data is lower than Lillifors Standard, it can be concluded that scores from each questionnaires of employees OCB to Organizational Climate and Job Satisfaction coming from a population with a normal distribution. It means that this result meet one of the requirement for analyzing sample data to generate conclusion of the population.

Linearity Test used to examine that the relationship between Organizational Climate with OCB, and between Job Satisfaction with OCB should meet the standard linear regression, as described below.

Table 3: Linearity Test Results

No	Description	Relationship between Organizational Climate with OCB	Relationship between Job Satisfaction with OCB
1	Deviation from Linearity (empirical)	0.659	0.347
2	Standard of Significance ($p < 0.05$)*	1.540	1.570
3	Results	Empirical < Standard	Empirical < Standard

* Supardi US (2012: F-Table)

Based on Linearity Test Results above mentioned where empirical deviation from linearity is lower than the standard of significance level ($p < 0.05$), it can be concluded that the relationship between organizational climate with OCB and between job satisfaction with OCB had met the regression linearity criteria. It means that this results had met one of the requirement for analyzing sample data to generate conclusion of the population.

Correlational Analysis Results. The correlational analysis technique used to test the hypotheses. This analysis used Product-Moment Correlation Formula and applied t-test procedure with 0.05 minimum level of significance, as described in the table below.

Table 4: Correlational Analysis Results

No	Description	The Correlation between Organizational Climate with OCB	The Correlation between Job Satisfaction with OCB	The Multiple Correlation between Organizational Climate and Job Satisfaction with OCB
1	Coefficient Correlation (r)	0.783	0.818	0.841
2	Empirical <i>t</i> Score	21.586	24.658	147.159
3	Standard <i>t</i> Score ($p < 0.05$)*	1.980	1.980	3.070
4	Results	Empirical > Standard	Empirical > Standard	Empirical > Standard

* Supardi US (2012: t-Table)

Based on Correlational Analysis Results above mentioned, it can be concluded that all research hypotheses were accepted. The present correlation coefficient of organizational climate with OCB ($r = 0.783$) had a similar positive direction compared with prior related research. The present correlation coefficient of Job Satisfaction with OCB ($r = 0.818$) had similar positive direction with prior related research. The present multiple correlation coefficient between organizational climate and job satisfaction simultaneously with OCB ($r = 0.841$) can be interpreted that organizational climate and job satisfaction had a synergized effect toward OCB.

The final statistical analysis was to find out which indicators of Organizational Climate and Job Satisfaction that had strong relationship with indicators of OCB as described in the table below.

Table 5: Indicators Analysis Results

DESCRIPTION		Organizational Citizenship Behavior (Y)						
Variable	Indicator	Y ₁	Y ₂	Y ₃	Y ₄	Y ₅	Y ₆	Y ₇
Organizational Climate (X1)	X _{1.1}	0,361	0,211	0,431	0,259	0,694*	0,838*	0,065
	X _{1.2}	0,365	0,399	0,392	0,557	0,257	0,812*	0,473
	X _{1.3}	0,482	0,535	0,533	0,014	0,510	0,802*	0,697*
Job Satisfaction (X2)	X _{2.1}	0,585	0,026	0,508	0,644*	0,345	0,551	0,555
	X _{2.2}	0,615*	0,343	0,576	0,306	0,894*	0,845*	0,043
	X _{2.3}	0,627*	0,260	0,549	0,933*	0,226	0,014	0,813*
	X _{2.4}	0,433	0,011	0,366	0,698*	0,484	0,002	0,812*
	X _{2.5}	0,844*	0,708*	0,754*	0,815*	0,520	0,290	0,811*
	X _{2.6}	0,841*	0,830*	0,801*	0,529	0,629*	0,773*	0,527

Notes:

1. Indicators of OCB: Y1 (Altruism), Y2 (Courtesy), Y3 (Conscientiousness), Y4 (Sportsmanship), Y5 (Civic Virtue), Y6 (Voice), Y7 (Boosterism)
2. Indicators of Organizational Climate: X1.1 (Leadership Style), X1.2 (Management Policies), X1.3 (Recognition)
3. Indicators of Job Satisfaction: X2.1 (Salary), X2.2 (The Job Itself), X2.3 (Supervisory), X2.4 (Coworker), X2.5 (Appreciation).
4. Classification of Correlation Coefficient (Sugiyono, 2006): **Very Strong (0.80-0.99); *Strong (0.60-0.79); Moderate (0.40-0.59); Weak (0.20-0.39); Very Weak (0.01-0.19).

Based on Indicator Analysis Result above mentioned it can be identified that each indicator of Organizational Climate and Job satisfaction had strong and mostly had very strong relationship at least with one indicator of OCB. Among Organizational Climate's indicators, Leadership style is the strongest indicator had relationship with OCB's indicator which is Voice. Among Job Satisfaction's indicators, Supervisory is the strongest indicator had relationship with OCB's which is indicator which is Sportsmanship. So it can be predict that any effort to strengthening those indicators will improve employees' OCB.

Conclusions

In this study found that there is positive and significant relationship between Organizational Climate with OCB, there is positive and significant relationship between Job Satisfaction with OCB, there is positive and significant multiple relationship between Organizational Climate and Job Satisfaction with OCB

The scope of this study just used population and sample of employees at BKKBN Jakarta Office, and just studied two variables (Organizational Climate and Job Satisfaction) that had relationship with OCB. We recommend for the next other studies to use overall employee of BKKBN in national scope and studied more variables that might influence the OCB.

We also recommend to the top management of BKKBN Office to strengthening the organizational climate through increasing the leadership style effectiveness, clarifying the management policies and more concerning to recognize employees' potential capabilities. In order to increase employees' job satisfaction we recommend to review employees' job descriptions, to improved supervisory system, to build more employees' teamwork and to implement the effective employees' appreciation program.

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