



INFLUENCE OF ORGANIZATIONAL CLIMATE AND JOB SATISFACTION ON *ORGANIZATIONAL CITIZENSHIP BEHAVIOR* MEDIATED BY MOTIVATION VARIABLES

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Abstract: The success of an organization is largely determined by its employees, not only because of their abilities and competencies but also the personality values that employees apply in carrying out their work. Perum Jasa Tirta II (PJT II) has the task of servicing and guaranteeing the availability of water to fulfill the interests of water resource exploitation while still prioritizing the fulfillment of water needs for daily basic needs and irrigation for smallholder agriculture in the existing irrigation system. To serve the fulfillment of agricultural needs, employees are expected to work and contribute optimally. For this reason, organizational citizenship behavior (OCB) or the willingness of employees to contribute in their work even beyond the demands of the role is needed. This study aims to determine the effect of organizational climate and job satisfaction on OCB which is mediated by motivational variables. This study uses a quantitative approach with data analysis in testing the measurement model and testing the structural model using SmartPLS software version 3.2.7. The results of the study reveal that organizational climate has a significant positive effect on motivation and OCB. Job satisfaction has a significant positive effect on motivation but does not have a significant positive effect on OCB. Organizational climate and job satisfaction simultaneously have a positive and significant effect on motivation. In addition, motivational variables mediate organizational climate and job satisfaction on OCB.

Keyword: Organization, Motivation, OCB, Job Satisfaction.

INTRODUCTION

The success of an organization is largely determined by its employees, not only because of the ability and competence but also the personality values applied by employees in carrying out their work. Human resources are an important aspect that an organization should have. Good cooperation between human resources plays an important role in achieving the organization's goals that have been set. An organization must have good management in managing human resources. If the organization can manage human resources properly, then employees are willing to carry out their responsibilities to the maximum even exceeding the workload given to them in the organization or referred to as *Organizational Citizenship Behavior* (OCB).

Perum Jasa Tirta II (PJT II) as a State-Owned Enterprise (SOE) established on August 24, 1967 has the task of service and guaranteeing the availability of water to meet the interests of water resource business while still prioritizing the fulfillment of water needs for daily basic needs and irrigation for people's agriculture in existing irrigation systems. In order to serve the fulfillment of agricultural needs, employees are expected to work and contribute to the maximum. For this reason, organizational *citizenship behavior* or employee willingness to contribute to their work even exceeds the demands of the role.

Based on the data displayed there are still factors that affect employee OCB, namely clarity of division of tasks in the workplace, tasks and responsibilities given by superiors, and employee involvement in decision making and participation in important activities. On that basis, the authors selected the title of a study on the Effect of Organizational Climate and Job Satisfaction on Organizational *Citizenship Behavior* Mediated By Motivational Variables.

LITERATURE REVIEW

Organizational Climate

According to Lussier (2018) organizational climate is the perception of employees regarding the quality of the organization's internal environment that is relatively felt by members of the organization will then affect their subsequent behavior. According to Mullins (2011) organizational climate is a relatively enduring quality of internal organization experienced by its members, influencing behavior, described in terms of certain characteristics. The organizational climate affects hr practices and policies accepted by members of the organization. Based on the above definition, it can be concluded that the organizational climate is an internal environment that can affect the behavior of members of the organization in carrying out their work.

Job Satisfaction

Greenberg and Baron in Wibowo (2018) describe job satisfaction as a positive or negative attitude that individuals take toward their work. Sutrisno (2015) job satisfaction is a feeling of pleasure for workers in looking at and carrying out their work. It can be concluded that job satisfaction is the result of a person's emotional feelings towards his work. In addition, according to Kumar, Ravikumar, and Gayathiri (2019) job satisfaction is an employee's intellectual or emotional reaction to aspects of his or her job. Employees with a high level of career advancement have a good mindset towards their work. Meanwhile, employees who are not satisfied with their work have bad behavior towards their work.

Motivation

Motivation can be interpreted and interpreted differently by each person according to the place and situation of each person and adapted to the development of human civilization. But in terms of taxonomic aspects, motivation comes from the Latin "*movere*" which means to move. According to Winardi (2010), the term motivation comes from the Latin word *movere* which means "to move" (*to move*). Thus etymologically, motivation is related to things that encourage or move someone to do something. Sarwoto (2012) expresses the following

understanding of motivation: concretely motivation can be given limits as a process of giving motives (mobilizing) to work as employees in such a way that they are willing to work sincerely to achieve organizational goals efficiently, motivating is the work done by a manager in providing inspiration, work spirit and encouragement to others to work better.

Organizational Citizenship Behavior (OCB)

Organizational citizenship behavior (OCB) is considered a workplace behavior that conforms to a personal assessment that exceeds a person's basic work requirements (Suzanna, 2017). In addition, according to Bhatti, Ju, Akram, Bhatti, Akram, and Bilal (2019) OCB is the behavior of employees who are no longer part of their work but go beyond what is assigned by the company. However, in doing this job employees feel voluntary or not get an award. Literally, employees displaying OCB behavior will act like "citizens" of the organization. OCB means more effort by employees to help organizations or colleagues and do things that are outside the scope of their work (Sharma, 2019).

Framework

Based on the description above, the researchers determined several variables that will be examined, namely consisting of independent variables (X) namely Climate Organization (X1) including *Structure, Responsibility, Reward, Warmth, Support*, Organizational identity and *loyalty, Risk* and Job Satisfaction (X2) including *Work itself, Job Rewards, Promotion, Supervision, Colleagues*. Meanwhile, for dependent variables (Y) namely work motivation (Y1) including *Motivation, Hygiene* and Organizational Citizenship Behavior (Y2) including *Altruism, Constiousness, Sportmanship, Courtesy, Civic Virtue*. Thus, the framework of thought in this study is as follows:

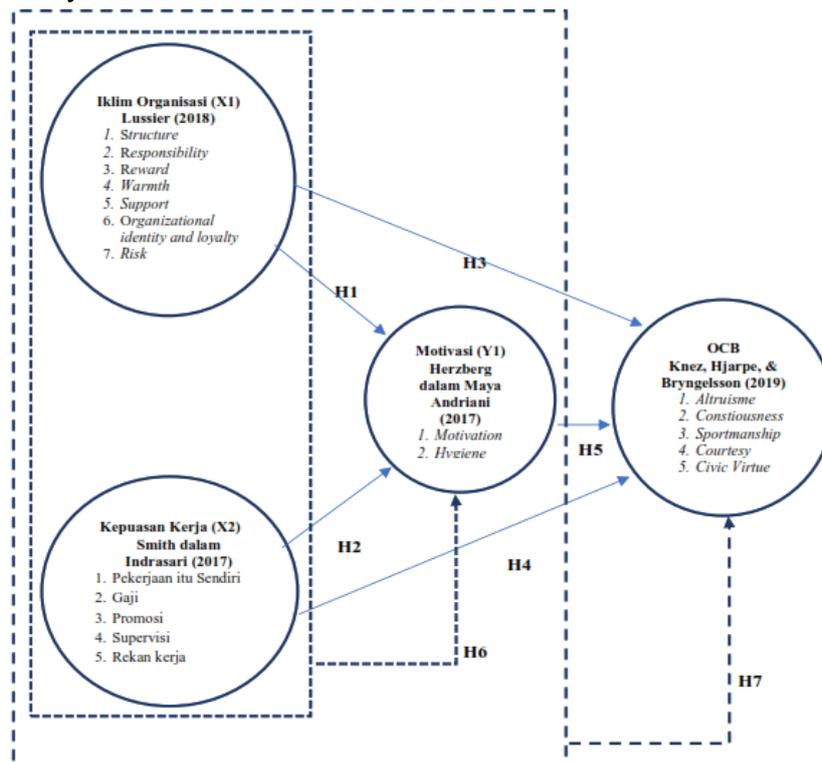


Figure 1. Framework of Thought

B based on literature studies and thought research wants to know and explain organizational climate has a significant positive effect on work motivation, job satisfaction has a significant positive effect on work motivation, organizational climate has a significant positive effect on organizational citizenship *behavior*, job satisfaction has a significant positive effect on organizational citizenship *behavior*, work motivation has a significant positive effect on organizational citizenship *behavior*, organizational climate and job satisfaction together has a significant positive effect on work motivation, organizational climate, job satisfaction, and work motivation together has a significant positive effect on organizational citizenship *behavior*, and work motivation mediates the influence of organizational climate and work satisfaction on organizational *citizenship behavior*.

Hypothesis

Hypothesis 1: Organizational climate has a significant positive effect on work motivation.

Hypothesis 2: Job satisfaction has a significant positive effect on work motivation.

Hypothesis 3: Organizational climate has a significant positive effect on *Organizational Citizenship Behavior*.

Hypothesis 4: Job satisfaction has a significant positive effect on *Organizational Citizenship Behavior*.

Hypothesis 5: Work motivation has a significant positive effect on *Organizational Citizenship Behavior*.

Hypothesis 6: Organizational climate and job satisfaction together have a significant positive effect on work motivation.

Hypothesis 7: Organizational climate, job satisfaction, and work motivation together have a significant positive effect on *Organizational Citizenship Behavior*.

Hypothesis 8: Work motivation mediates the influence of organizational climate and job satisfaction on *Organizational Citizenship Behavior*.

RESEARCH METHODS

The type of research used is quantitative research using primary data in the form of surveys. This study was designed with the aim of being able to understand, explain and analyze the correlation between variabel independently to variabel dependent. The authors designed the study to be able to understand, explain and analyze the correlation between free variables and bound variables, which in the study will be analyzed using relevant statistical data to test hypotheses. So that the data obtained in this study can later provide a clear picture of the obyek studied and later can be drawn a conclusion about the object studied. The variables the authors used in this study were free variables and bound variables can be seen in Table 1.

Table 1. Variable Operations

| Variable | Dimension | Indicators | No. Item |
|---------------------------------|----------------|----------------------------|----------|
| Climate Organization (X1) | Structure | Company policy | 1 |
| | | Responsibility | 2 |
| | Responsibility | Timely completion of tasks | 3 |

| Variable | Dimension | Indicators | No. Item |
|---|-------------------------------------|--|----------|
| | | Correct completion of tasks | 4 |
| | Reward | Rewards | 5 |
| | | Compensation | 6 |
| | Warmth | Workplace | 7 |
| | | Communication | 8 |
| | Support | Coworker support | 9 |
| | | Leader loyalty | 10 |
| | Organizational identity and loyalty | A sense of pride in working | 11 |
| | | Group acceptance | 12 |
| | Risk | Comfort of work | 13 |
| | | Safety, Health, and Safety of Work | 14 |
| Job Satisfaction (X2) | The work itself | Fun/proud job | 15 |
| | | Facilities & technology that supports the work | 16 |
| | Job rewards | Relevance of salary to work | 17 |
| | | Rewards and incentives in accordance with work performance | 18 |
| | Promotion | Chance of mutation | 19 |
| | | Opportunity to move up | 20 |
| | Supervision | Duties from superiors | 21 |
| | | Decision | 22 |
| | | Superior response | 23 |
| | Co workers | Cooperative co-workers | 24 |
| Social needs to interact with coworkers | | 25 | |
| Motivation (Y1) | Motivation | Achievement | 26 |
| | | Progress | 27 |
| | | The work itself | 28 |
| | | Confession | 29 |
| | | Development | 30 |
| | Hygiene | Discretion and administration of the workplace | 31 |
| | | Relationship with coworkers | 32 |
| | | Relationship with superiors | 33 |
| | | Security | 34 |
| | | Salary | 35 |
| | | Working conditions | 36 |
| <i>Organizational Citizenship Behavior (Y2)</i> | <i>Altruism.</i> | Help willingly | 37 |
| | | Employee orientation | 38 |
| | <i>Constiousness</i> | Discipline | 39 |
| | | Responsibility | 40 |
| | <i>Sportmanship</i> | Sportsmanship | 41 |
| | | Adaptation | 42 |
| | <i>Courtesy</i> | Avoid conflict | 43 |
| | | Appreciate coworkers | 44 |
| | <i>Civic Virtue</i> | Care about the company | 45 |
| | | Keep up with the company's progress | 46 |

Source:Data processed by researchers (2021)

Population and Sample

The population in this study was assigned and limited to employees of Perum Jasa Tirta II headquarters which amounted to 270 (two hundred and seventy) people based on employee data as of May 2021. The sample taken is using a census method in which the entire population is sampled (*probability saturation sampling*), so that to calculate the sample of employees used the Slovin formula with a clearance rate of 5% obtained the number of samples as many as 162 samples. Teknik sampling used is *Probability Sampling*, with a type of simple *random sampling*, which is a way of taking sampel from members of the population randomly regardless of strata (levels) in the population members (Sugiyono, 2014).

Data Analysis

This study uses data analysis techniques using *SmartPLS software version 3.2.7* that runs on computer media. PLS (*PartialLeast Square*) is a variant-based analysis of structural equations (SEM) that can simultaneously perform measurement model testing along with structural model testing. Measurement models are used for validity and rehabilitation tests, while structural models are used for causality tests (hypothesis testing with predictive models).

RESULTS AND DISCUSSION

Characteristics of Respondents

The characteristics of respondents in this study are presented in Table 2 as follows:

Tabel 2. Characteristics of Respondents

| No. | Characteristic | Sum | Percentage |
|--------------------|---------------------------|------------|------------|
| Gender | | | |
| 1 | a. Man | 105 people | 64.81% |
| | b. Woman | 57 people | 35.19% |
| Total | | 162 people | 100,00% |
| Level of Education | | | |
| 2 | a. Graduate | 18 people | 11.11% |
| | b. Bachelor | 81 people | 50,00% |
| | c. Diploma 3 | 29 people | 17.90% |
| | d. High School Equivalent | 34 people | 20.99% |
| Total | | 162 people | 100,00% |
| Working Time | | | |
| 3 | a. ≤5 years | 55 people | 33,95% |
| | b. 6-15 years | 54 people | 33,33% |
| | c. 16-25 years | 38 people | 23,46% |
| | d. 26-35 years | 9 people | 5.56% |
| | e. ≥36 years | 6 people | 3,70% |
| Total | | 162 people | 100,00% |

Source:Data processed by researchers (2021)

Evaluations of the Reflective Measurement Model (Outer Model) or Test Indicator

The following is shown a picture of the calculation of the measurement model with SEM PLS version 3.2.7 which is then seen the *loading factor* value on the indicators in each research variable. The *loading factor* value that was exposed toain this study is $>0,5$ so that if the *loading factor* value $<0,5$ on the calculation results of the measurement model (outermodel) will be removed from *themodel*.

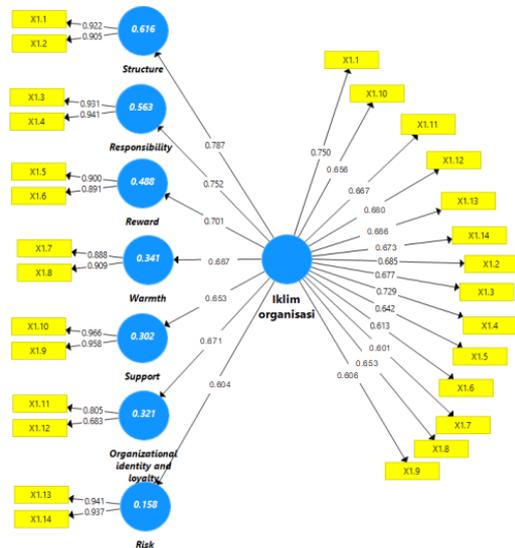


Figure 2. Results of Calculation of Measurement Model (Outer Model) Of Organizational Climate Variables (X1)

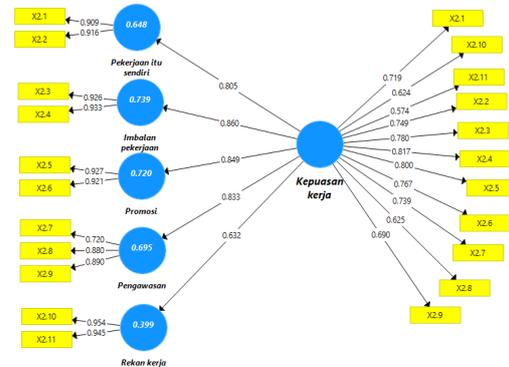


Figure 3. Results of Calculation of Measurement Model (Outer Model) Variables of Job Satisfaction (X2)

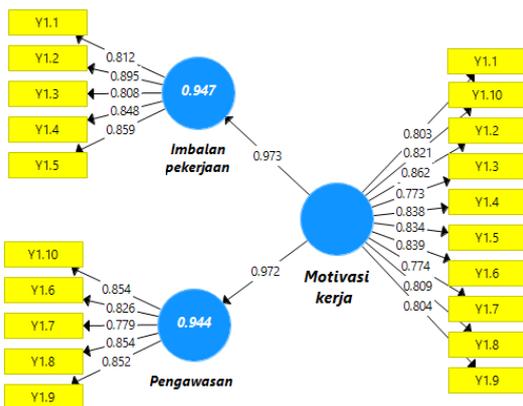


Figure 4. Results of Calculation of Measurement Model (Outer Model) Work Motivation Variables (Y1)

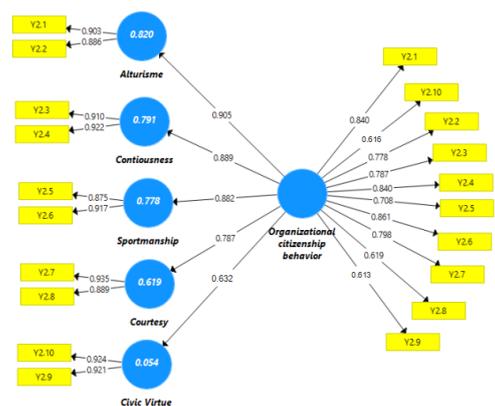


Figure 5 Results of Calculation of Measurement Model (Outer Model) Variable OCB (Y2)

Convergent *validity* evaluation of the results of the *Average variance extracted* (AVE) examination shows the magnitude of the variant or diversity of manifest *variables* that can be owned by latent constructs, the greater the variance or diversity of *manifest variables* that can be contained by latent constructs, the greater the representation of manifest *variables* to their latent constructs. Convergent *validity* evaluation of *average variance extracted* (AVE) examination can be seen from the AVE value based on the results of data processing with *SmartPLS* version 3. 2.7.as found in Tabel 3.

Table 3. Average Value of *Extracted Variant* (AVE) Of Each Variable

| Variable | Average Variance Extracted (AVE) |
|------------------------|----------------------------------|
| Organizational Climate | 0,617 |
| Job Satisfaction | 0,615 |
| Motivation for work | 0,599 |
| OCB | |

Source: Researchers' data (2021)

In Table 3 above it is known that all variables have AVE values $>0,5$, i.e. 0.617 for organizational climate variables, 0,516 for job satisfaction variables, 0,615 for work motivation variables, and 0.599 for OCB variables. Thus it can be concluded that all variables used in the study are valid.

Evaluation of *Internal Consistency Reliability* can be seen from the values cronbach's Coefficient *Alpha* and Composite *Reliability* (CR) displayed through Tabel 4.

Table 4. Cronbach's Coefficient Alpha and Composite Reliability (CR)

| Variable | Cronbach's Alpha | Composite Reliability |
|------------------------|------------------|-----------------------|
| Organizational Climate | 0,836 | 0,824 |
| Job Satisfaction | 0,906 | 0,919 |
| Motivation for work | 0,933 | 0,944 |
| OCB | 0,870 | 0,899 |

Source: Researchers' data (2021)

As seen in Tabel 4, it is known that *Cronbach's Coefficient Alpha* value for organizational climate variables is 0.836, job satisfaction is 0.906, work motivation is 0.933, and OCB is 0.870. Thus it can be seen that *Cronbach's Coefficient Alpha* value for all variables >0.8 is even close to 1.

While the *composite value of Reliability* (CR) for the organization's climate variables is 0.824, job satisfaction is 0.919, work motivation is 0.944, and OCB is 0.899. Thus it can be seen that the *Composite value Reliability* (CR) for all variables >0.8 . Based on this it can be concluded that all the variables used in the study are very reliable.

Discriminant Validity Testing

The validity test of the indicator on each research variable can also be done by testing the validity of discriminant (*Discriminant validity*) that is by checking the value of cross loading, namely the coefficient of correlation of the indicator to its construct compared to the correlation coefficient with other constructs. The value of the indicator's correlation coefficient must be greater to its construct than against any other construct.

Table 5. Test Results Discriminant Validity

| Indicators | Organizational Climate | Job Satisfaction | Motivation for work | Organizational Citizenship Behavior | Information |
|------------|------------------------|------------------|---------------------|-------------------------------------|--------------|
| X1.1 | 0,845 | 0,609 | 0,591 | 0,685 | Valid |
| X1.2 | 0,841 | 0,750 | 0,718 | 0,725 | Valid |

| Indicators | Organizational Climate | Job Satisfaction | Motivation for work | Organizational Citizenship Behavior | Information |
|------------|------------------------|------------------|---------------------|-------------------------------------|--------------|
| X1.3 | 0,813 | 0,597 | 0,587 | 0,644 | Valid |
| X1.4 | 0,850 | 0,637 | 0,604 | 0,699 | Valid |
| X1.5 | 0,806 | 0,723 | 0,733 | 0,716 | Valid |
| X1.6 | 0,757 | 0,642 | 0,632 | 0,601 | Valid |
| X1.7 | 0,718 | 0,144 | 0,125 | 0,092 | Valid |
| X1.8 | 0,772 | 0,267 | 0,227 | 0,169 | Valid |
| X1.9 | 0,886 | 0,010 | 0,024 | 0,066 | Valid |
| X1.10 | 0,729 | 0,117 | 0,135 | 0,122 | Valid |
| X1.11 | 0,787 | 0,078 | 0,112 | 0,087 | Valid |
| X1.12 | 0,741 | 0,200 | 0,194 | 0,182 | Valid |
| X1.13 | 0,740 | 0,123 | 0,157 | 0,110 | Valid |
| X1.14 | 0,713 | 0,075 | 0,111 | 0,075 | Valid |
| X2.1 | 0,780 | 0,782 | 0,698 | 0,730 | Valid |
| X2.2 | 0,714 | 0,777 | 0,697 | 0,640 | Valid |
| X2.3 | 0,661 | 0,799 | 0,719 | 0,672 | Valid |
| X2.4 | 0,662 | 0,844 | 0,813 | 0,695 | Valid |
| X2.5 | 0,663 | 0,821 | 0,744 | 0,683 | Valid |
| X2.6 | 0,661 | 0,797 | 0,713 | 0,691 | Valid |
| X2.7 | 0,623 | 0,762 | 0,728 | 0,715 | Valid |
| X2.8 | 0,294 | 0,556 | 0,425 | 0,320 | Valid |
| X2.9 | 0,326 | 0,626 | 0,512 | 0,389 | Valid |
| X2.10 | 0,297 | 0,555 | 0,442 | 0,309 | Valid |
| X2.11 | 0,301 | 0,505 | 0,378 | 0,291 | Valid |
| Y1.1 | 0,649 | 0,682 | 0,800 | 0,746 | Valid |
| Y1.2 | 0,662 | 0,717 | 0,859 | 0,682 | Valid |
| Y1.3 | 0,586 | 0,663 | 0,771 | 0,665 | Valid |
| Y1.4 | 0,586 | 0,757 | 0,838 | 0,670 | Valid |
| Y1.5 | 0,578 | 0,772 | 0,830 | 0,635 | Valid |
| Y1.6 | 0,637 | 0,727 | 0,839 | 0,701 | Valid |
| Y1.7 | 0,661 | 0,686 | 0,769 | 0,671 | Valid |
| Y1.8 | 0,675 | 0,780 | 0,813 | 0,750 | Valid |
| Y1.9 | 0,721 | 0,757 | 0,809 | 0,767 | Valid |
| Y1.10 | 0,637 | 0,749 | 0,818 | 0,706 | Valid |
| Y1.11 | 0,215 | 0,334 | 0,843 | 0,290 | Valid |
| Y2.1 | 0,696 | 0,684 | 0,659 | 0,835 | Valid |
| Y2.2 | 0,616 | 0,724 | 0,740 | 0,784 | Valid |
| Y2.3 | 0,679 | 0,619 | 0,668 | 0,786 | Valid |
| Y2.4 | 0,681 | 0,669 | 0,732 | 0,839 | Valid |
| Y2.5 | 0,609 | 0,513 | 0,539 | 0,702 | Valid |
| Y2.6 | 0,692 | 0,675 | 0,724 | 0,858 | Valid |
| Y2.7 | 0,610 | 0,644 | 0,703 | 0,797 | Valid |
| Y2.8 | 0,503 | 0,498 | 0,527 | 0,618 | Valid |
| Y2.9 | 0,156 | 0,228 | 0,240 | 0,831 | Valid |

| Indicators | Organizational Climate | Job Satisfaction | Motivation for work | Organizational Citizenship Behavior | Information |
|------------|------------------------|------------------|---------------------|-------------------------------------|--------------|
| Y2.10 | 0,149 | 0,304 | 0,285 | 0,836 | Valid |

Source: Researchers' data (2021)

From Tabel 5 above, it can be seen that the results of *discriminant validity* testing showed that all indicators used in the study had *cross loading* values against the construct greater than the *cross loading* value against other constructs so that it was concluded that the organization's climate construct (X1), job satisfaction (X2), work motivation (Y1), and OCB (Y2) had a good *discriminant validity* and were declared valid.

Evaluation of Structural Models (Inner Models) or Hypothesis Tests

Evaluating Path Coefficient

In evaluating the path coefficient value, the calculation uses the *SmartPLS count* version 3. 2.7 *bootstrapping* and obtained the result of the path coefficient value (path coefficient) which describes the strength of the relationship between constructs / variables as found in Figure 6.

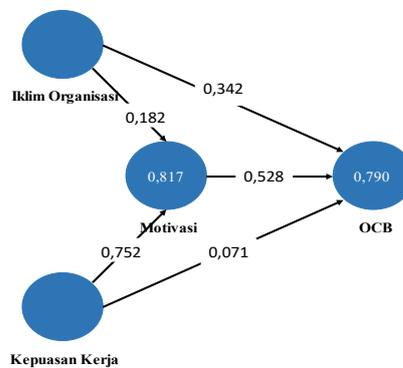


Figure 6. Bootstrapping Measurement Model Calculation Results
 Source: primary data processed by researchers (2021)

Based on Figure 2 of the structural equality of this study can be formulated as follows:

Work Motivation (Y1) = 0.182 x1 + 0.752 x2

OCB (Y2) = 0.342 x3 + 0.071 x4 + 0.528 β

Evaluating the value of R²

To evaluate the value of R² based on the results of calculations using *calculated SmartPLS* version 3.2.7 obtained the result of the value of R² which is 0.817 for the work motivation variable and 0,790 for the variable OCB. The R² indicates that the level of determination of exogenous variables (organizational climate and job satisfaction) to endogenous is quite high. The simultaneous influence of organizational climate variables and job satisfaction on work motivation (Y1) can be done by calculating f-f statistics using the formula as below.

Motivation for work
 $R^2 = 0.817$ (Y1)

OCB
 $R^2 = 0.790$ (Y2)

$$F \text{ count} = \frac{\frac{R^2}{(k-1)}}{1-R^2/(n-k)}$$

$$F \text{ count} = \frac{\frac{0.817}{(2-1)}}{1-0,817/(162-2)}$$

$$F \text{ count} = 0,817 / 0.011$$

$$F \text{ count} = 74.27$$

$$F \text{ count} = \frac{\frac{R^2}{(k-1)}}{1-R^2/(n-k)}$$

$$F \text{ count} = \frac{\frac{0.790}{(3-1)}}{1-0,790/(162-3)}$$

$$F \text{ count} = 0,395 / 0.013$$

$$F \text{ count} = 30.38$$

Significant test results were simultaneously used to test hypotheses 6 and 7 in this study. The calculated F values in this study are 74.27 and 30.38 table F values in alpha 0,05 which is 1.297. This means $f_{Hitung} > f_{Tabel}$ (1,297), then H6 and H7 are accepted.

Measuring Effect Size F^2

The purpose of measuring *the effect size* F^2 is to see the magnitude of the effect of exogenous latent variables on endogenous latent variables or to see the goodness of the model. The result of calculating *the effect size* value (F^2) with *SmartPLS* version 3.2. 7 as table 6.

Table 6. F^2 Test Results

| | Value F^2 | |
|---|-------------|--------|
| Organizational Climate (X1)-> Motivation (Y1) | 0,065 | Weak |
| Job Satisfaction (X2)-> Work Motivation (Y1) | 1,112 | Strong |
| Climate Organization (X1)-> OCB (Y2) | 0,188 | Enough |
| Job Satisfaction (X2)-> OCB (Y2) | 0,004 | Weak |
| Work Motivation (Y1)-> OCB (Y2) | 0,243 | |

Source: Researcher's data (2021)

Validate the Overall Structural Model with *goodness of fit index* (GoF)

The purpose of testing *the Goodness of Fit Index* (GoF) is to validate the combined performance between the measurement model (*outermodel*) and the structural model (*innermodel*) that can be obtained through the following calculations:

$$GoF = \sqrt{AVE \times R^2}$$

$$GoF = \sqrt{0,587 \times 0,323}$$

$$GoF = 0.435$$

Information:

$$AVE = (0,617+0.516+0.615+0.599) / 4 = 0,587$$

$$R \text{ square} = (0.817 \times 0.790) / 2 = 0,323$$

The *goodness of fit index* (GoF) calculations showed a value of 0.435. According to Siswoyo (2017), *gof* value is small = 0.1, *GoF* moderate = 0.25 and *gof* is large = 0.36. Based on these results, it can be concluded that the combined performance between the measurement model (*outermodel*) and the structural model (*innermodel*) as a whole is good because the value of *goodness of fit index* (GoF) > 0.36.

Predictive Relevance Testing (Q2)

The purpose of conducting *predictive relevance* (Q2) testing is to validate the model. The Q2 calculation is as follows:

$$Q^2 = 1 - (1 - R1^2) (1 - R2^2)$$

$$Q^2 = 1 - (1 - 0,817)(1 - 790)$$

$$Q^2 = 1 - (0,183)(0,210)$$

$$Q^2 = 1 - 0.038$$

$$Q^2 = \mathbf{0.962}$$

The *predictive relevance* (Q^2) calculation above yields a value of 0.962. In this research model, endogenous latent variables have *predictive relevance values* (Q^2) > 0 so that exogenous latent variables as explanatory variables are able to predict their endogenous variables i.e. OCB or in other words prove that this model is considered to have good *predictive relevance*.

The Effect of Independent Variables on Dependent Variables

Results of statistical calculations with *smartPLS* program version 3. 2.7 is shown in Table 7 and Table 8.

Table 7. Partial Effect of Independent Variables On Dependent Variables

| | Original Sample (O) | Mean Sample (M) | Standard Deviation (STDEV) | T Statistics (O/STDEV) | T Table | P Values |
|--|---------------------|-----------------|----------------------------|------------------------|---------|----------|
| Climate Organization (X1)-> Work Motivation (Y1) | 0.182 | 0.183 | 0.068 | 2.671 | 1,975 | 0.008 |
| Climate Organization (X1)-> Organizational Citizenship Behavior (Y2) | 0.342 | 0.333 | 0.086 | 3.963 | 1,975 | 0.000 |
| Job Satisfaction (X2)-> Work Motivation (Y1) | 0.752 | 0.752 | 0.056 | 13.378 | 1,975 | 0.000 |
| Job Satisfaction (X2)-> Organizational Citizenship Behavior (Y2) | 0.071 | 0.064 | 0.100 | 0.709 | 1,975 | 0.479 |
| Work Motivation (Y1)-> Organizational Citizenship Behavior (Y2) | 0.528 | 0.542 | 0.102 | 5.161 | 1,975 | 0.000 |

Source: Researcher's data (2021)

Table 8. The Effect of Independent Variables Simultaneously On Dependent Variables

| | R Square | F Statistic | F Table | Alpha | Conclusion |
|--|----------|-------------|---------|-------|--------------------------------|
| (X1, X2)-> Work Motivation (Y1) | 0.817 | 74,27 | 1,297 | 0,05 | FHitung > FTable (H6 accepted) |
| (X1, X2, Y1) -> Organizational Citizenship Behavior (Y2) | 0.790 | 30,38 | 1,297 | 0,05 | FHitung > FTable (H7 accepted) |

Source: Researcher's data (2021)

Based on the table above, it can be concluded that the organizational climate, job satisfaction and work motivation partially and simultaneously have a significant effect on

OCB. Work motivation significantly mediates the organizational climate and job satisfaction with the OCB.

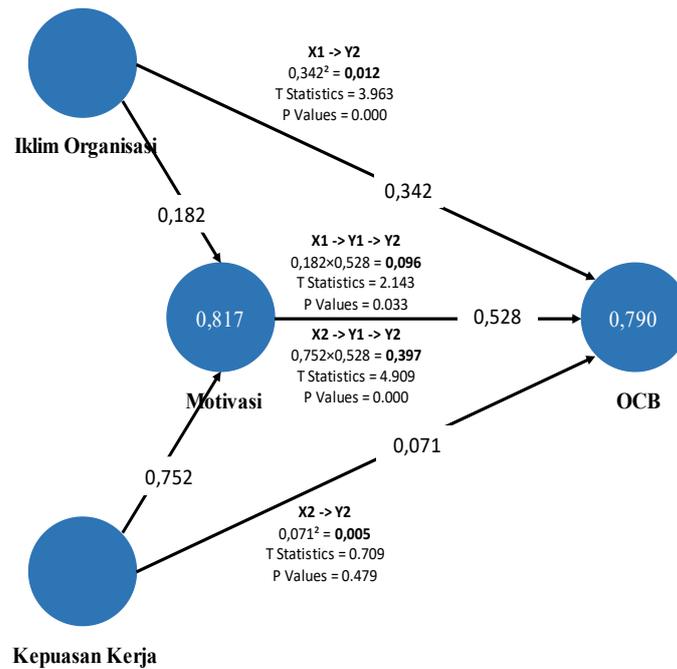


Figure7. Indirect Effect of Independent Variables on Dependent Variables

Analysis of Inter-Dimensional Correlations

This correlation matrix between dimensions is intended to determine the dimensions of organizational climate variables (X1) and job satisfaction (X2) that have the highest correlation values with the dimensions of work motivation variables (Y1) and variable dimensions OCB (Y2). In addition, it is also to find out the dimensions of work motivation variables (Y1) that have the highest correlation value with the dimensions of variables OCB (Y2).

Table 9. Correlation Matrix Atse Dimensions of Organizational Climate Variables and Job Satisfaction with Work Motivation Variables and OCB

| Variable | Dimension | | Motivation (Y1) | | | OCB (Y2) | | | | |
|----------------------------------|-------------------------------------|------|-----------------|-------|-------|----------|-------|-------|-------|--|
| | | | Y1.1 | Y1.2 | Y2.1 | Y2.2 | Y2.3 | Y2.4 | Y2.5 | |
| Climate Organization (X1) | Structure | X1.1 | 0.713 | 0.652 | 0.704 | 0.706 | 0.699 | 0.585 | 0.115 | |
| | Responsibility | X1.2 | 0.634 | 0.575 | 0.623 | 0.688 | 0.663 | 0.556 | 0.057 | |
| | Reward | X1.3 | 0.763 | 0.723 | 0.683 | 0.651 | 0.661 | 0.568 | 0.137 | |
| | Warmth | X1.4 | 0.199 | 0.192 | 0.14 | 0.099 | 0.077 | 0.12 | 0.243 | |
| | Support | X1.5 | 0.086 | 0.072 | 0.057 | 0.112 | 0.056 | 0.087 | 0.123 | |
| | Organizational identity and loyalty | X1.6 | 0.856 | 0.801 | 0.906 | 0.889 | 0.131 | 0.787 | 0.239 | |
| | Risk | X1.7 | 0.144 | 0.128 | 0.127 | 0.082 | 0.073 | 0.014 | 0.201 | |
| Job Satisfaction (X2) | The work itself | X2.1 | 0.763 | 0.684 | 0.699 | 0.703 | 0.622 | 0.577 | 0.147 | |
| | Job rewards | X2.2 | 0.825 | 0.929 | 0.721 | 0.626 | 0.623 | 0.558 | 0.218 | |
| | Promotion | X2.3 | 0.789 | 0.603 | 0.733 | 0.641 | 0.63 | 0.538 | 0.24 | |

| Variable | Dimension | Motivation (Y1) | | | OCB (Y2) | | | | |
|----------|-------------|-----------------|-------|-------|----------|-------|-------|-------|-------|
| | | Y1.1 | Y1.2 | Y2.1 | Y2.2 | Y2.3 | Y2.4 | Y2.5 | |
| | Supervision | X2.4 | 0.687 | 0.912 | 0.583 | 0.467 | 0.466 | 0.464 | 0.344 |
| | Co workers | X2.5 | 0.433 | 0.286 | 0.274 | 0.247 | 0.171 | 0.342 | 0.263 |

Source: Researchers' data (2021)

Table 10. Correlation Matrix Atse Dimensions of Working Motivation Variables with OCB Variables

| Variable | Dimension | | OCB (Y2) | | | | |
|------------------------|-------------------------------------|------|----------|-------|-------|-------|-------|
| | | | Y2.1 | Y2.2 | Y2.3 | Y2.4 | Y2.5 |
| Motivation (Y1) | <i>Motivation</i> (Motivational) | Y1.1 | 0.825 | 0.763 | 0.687 | 0.789 | 0.433 |
| | <i>Hygiene</i> (Maintenance) | Y1.2 | 0.735 | 0.75 | 0.59 | 0.742 | 0.312 |

Source: Researchers' data (2021)

DISCUSSION

The results of this study show that organizational climate and job satisfaction have a significant positive effect on work motivation. The organizational climate has a significant positive effect on OCB, while job satisfaction has no significant positive effect on OCB. Meanwhile, work motivation mediates the influence of the organizational climate and job satisfaction on the OCB. In the results of this study, the authors found that PJT II employees always tell good things about the company to others such as friends and relatives. The results showed that the job satisfaction variable had no significant positive effect on the OCB variable. This means that job satisfaction does not necessarily increase employee OCB. This is because employees have different mutation opportunities, there are employees who are mutated in the work unit that can improve their abilities and knowledge, but there are also employees who feel unable to develop in certain work units.

CONCLUSIONS AND SUGGESTIONS

Conclusion

Based on the results of research and discussion in the previous chapters can be put forward several conclusions as follows: (1) the organizational climate has a significant positive effect on work motivation, with the dimension of organizational identity and *loyalty* the strongest influence,(2) job satisfaction has a significant positive effect on work motivation with the dimension of job rewards that has the strongest influence, (3) organizational climate has a significant positive effect on organizational citizenship *behavior*,with the dimension of organizational identity and *loyalty* the strongest influence,(4) job satisfaction does not have a significant positive effect on *organizational citizenship behavior*, (5) work motivation has a significant positive effect on organizational *citizenship behavior*,with dimensions *Motivation* (motivational) most strongly influenced,(6) organizational climate and job satisfaction together have a significant positive effect on work motivation,(7) organizational climate, job satisfaction, and work motivation together have a significant positive effect on organizational citizenship *behavior*, (8) work motivation mediates the full organizational climate and job satisfaction to organizational citizenship *behavior*.

Suggestion

Based on the results of the discussion analysis and some of the above conclusions, the suggestions that can be given to complete the results of this study, namely: (1) for agencies to create a workplace and work atmosphere that is *nyama* by improving supervision of safety, health, and safety of work, pay attention to the existence, interests and rights of employees outside of working hours, to increase the motivation of superior employees are expected to be able to make decisions quickly and appropriately. In addition, management must also simplify the work process so as to speed up decision making, a *gar* job satisfaction can form a company OCB can provide incentives beyond salary as compensation to employees and provide promotional opportunities to all employees fairly, to improve the company's OCB needs to provide support to employees by providing employee self-development facilities and appreciation of the work done by employees, (2) for further research is expected to add other factors that affect employee performance and are expected to expand the research object, thus providing a more and can-implement view in general.

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