
INFLUENCE OF ORGANIZATIONAL CLIMATE ON OCB AND EMPLOYEE ENGAGEMENT

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ABSTRACT

Every industry always wants to be successful and help improve the welfare of its employees, including the cement industry in Bogor Regency. However, not all companies can continue to thrive because of the different organizational climates. This difference is due to differences in the system or way of managing the company itself so that the levels of Organizational Citizenship Behavior (OCB) and Employee engagement are also different. In fact, these two things have a strong influence on increasing the success of a company. This is because, OCB and employee engagement are related to the quality of human resources in each company. For this reason, researchers want to find out more about the effect of Organizational Climate on OCB and Employee Engagement with a case study on the cement industry in Bogor Regency. This research was conducted using an empirical study method using path analysis techniques and Focus Group Discussion (FGD) with 40 respondents. The results of this study are that there is a positive influence between Organizational Climate on OCB and Employee Engagement.

Keyword: Organizational Climate, OCB, and Employee Engagement

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INTRODUCTION

The company is the place for produce something goods gana produce decent product sell in the middle competition rampant business. Amount competition business enough make complexity (Sembiring & Trisnawati, 2019) in the corporate world. Then, every company must could maintain or increase quality. Enhancement quality of course relate with source power man (Scientific, 2019) which he has, because they will give performance for the company they follow.

Performance is description on implementation something activity or work program based on with applicable policy for reach target or desired goal as vision and mission something organization company (Kartikawaty et al., 2021).

This thing due to, impact from something performance relate with quality product produced in a company including the cement industry in the Bogor area. So from that, source power man must developed with good because is one important element in increase quality company (Ariana & Mujiati, 2018).

So from that, company must capable increase quality employees. However, the challenge no easy reverse palm hand. This thing because, quality source power man relate with level intellectual, social and emotional employees. one quite a challenge intensive is will employee for involved in various affairs company with the commitment they have.

Employees who do not have commitment so goods of course no will have good employee *engagement* also has desire for leave company so that if company experience deficiency personnel will caused bad to progress something organization or company.

With *employee engagement* then the employees will have a sense of responsibility answer and have to the company he Use for work so that attitude for work more from the job description will used to he do with happy and without pressure from anybody so that goals and objectives company could achieved (Ulfa & Mulyana, 2019).

Employee engagement enough take effect to progress organization because he related with variety related value with interaction Among one person with another in a company and consider that level the performance he have is important thing for herself alone.

If *employee engagement* formed so *Organizational Citizenship Behavior* (OCB) can implemented. *Organizational Citizenship Behavior* (OCB) is a form behavior employees with happy heart To do profession more from what be not quite enough the answer is, so the time that he Use for work have high effectiveness and efficiency, because employee always involve self in variety job.

Sustainability something company depend how they have strength for build return the company through fun and exciting atmosphere satisfaction (Thufailah & Abdurrahman, 2020). Moreover, when this has is at in the digitization zone or called as revolution where is industry 4.0 ? company must capable create success through technology (Mukti & Puspitadewi, nd) so that capable compete in the realm International (Ansari et al., 2018), even capable beat its competitors with easy (Mukti & Puspitadewi, nd).

The corporate world is very competitive, then investation best is at source power the human he has so that capable maintain variety the advantages of having company for compete. Employees who haven't invested with ok, they will have low feeling spirit in work and create desire for go out from company or what is called as *turnover intention* (Budyono & Haryati, 2016).

Climate organization is important thing for create atmosphere comfortable, safe and happy in a company so that employees feel happy and peaceful in doing variety her job. Climate organization can also be interpreted as corner look every member about variety things that exist and occur in the internal environment of a organization company.

Besides that, climate organization can also used for knowing is somebody To do his job in accordance with not quite enough responsibilities and procedures that have been determined or jutsu no capable To do his job with good (Ukkas & Latif, 2017) so that no accepted by members another organization.

Need is known that every company have climate different organizations, because leader different so style leadership is different so that the climate formed no can equated Among one company with company other. There is a number of dimensions in climate organization that is trust, manufacture decision with the support of employees dlama every level, honesty, communication, flexibility, and risk profession (Ukkas & Latif, 2017).

Climate organization This is also formed in the cement industry in Bogor district, where they move to production substance used for gluing stones, bricks, bricks, ceramics or ingredient building other for built so appearance.

Based on results observations in the Bogor Regency cement industry accompanied by with *Focus Group Discussion* (FGD) is known that many employees who feel feel at home work in Industry the so that they feel comfortable and willing work more active and more good again even beyond their job description have. state this of course different with cement industry or company other.

because of that, researcher want to knowing more carry on about influence *Organizational Climate* on OCB and *Employee Engagement* with studies case / place : Employee Cement Industry in Bogor Regency. Destination from research this that is for knowing level influence *Organizational Climate* (Climate Organization) with OCB and *employee engagement* so that could made as ingredient reference for manage company for cement industry or industry others can also made as base analysis for increase repair for the cement industry in Bogor Regency alone.

With increase quality cement industry then expected more and more products are issued quality for create sturdy and suitable building with the dreams of consumers are also ready compete in the realm national or International. Progress the cement industry can also give influence enough good for countries like increase well-being people through vacancy open job wide. For that, research this important for conducted so that OCB and *employee engagement* could Keep going improved.

METHOD

Study this use method studies empirical where study this conducted based on the evidence obtained by real that is through information obtained moment To do observation or experiment shape climate desired organization. Respondent in research this there are 40 people and they are chosen based on the purpose of sampling that is customized with destination research To use knowing influence climate organization on OCB and *employee engagement*. Besides use studies empirical, data acquisition is also carried out through technique *Focus Group Discussion* (FGD) or discussion group.

FGD method is sufficient often used for To do research in the field of social, data acquisition is done through the process of interaction Among one respondent with other respondents based on results discussion carried out with focus on the discussion problem research.

RESULTS AND DISCUSSION

Data Normality Test

Before results and discussion study this be delivered more go on, then will conducted more formerly **normality test** To use knowing score distribution of data on the cement industry.

Table 1
Data Normality Test

One-Sample Kolmogorov-Smirnov Test				
		X1	X2	X3
N		40	40	40
Normal Parameters ^{a, b}	mean	70.4000	83.1000	88,8250
	Std. Deviation	7.41724	7.38953	6.65597
Most Extreme Differences	Absolute	.232	.188	.167
	Positive	.192	.188	.167
	negative	-.232	-.150	-.148
Kolmogorov-Smirnov Z		1,470	1.186	1.058
Asymp . Sig. (2-tailed)		.027	.120	.213
a. Test distribution is Normal.				
b. Calculated from data.				

The data explain that whole variable both X_1 , X_2 and X_3 has normally distributed, because *Asymp.Sig. (2-tailed)* > 0.01. If summed up, then will generate the following data this :

Table 2
 Summary of Data Normality Test

	Kolmogorov-Smirnov Z	Asymp . Sig. (2-tailed)
X1	1,470	.027
X2	1.186	.120
X3	1.186	.213

Actually, with amount respondent 40 no bullet using the normality test, because distribution on *sampling error item* has close to normal. However, in research this permanent conducted as one proof empirical that research this has normally distributed to whole respondents.

1. Significance Test Coefficient Correlation

Based on FGD results are known that OCB and *employee engagement* in the cement industry in Bogor Regency have walk with 75% percentage. with this is known that majority employee has agree that OCB and *employee engagement* has done with good. They also stated that climate organization influence level second variable the because however they is a employee where performance customized with climate from company that. For knowing more go on, then carried out a significance test coefficient correlation To use test is relationship that happened that apply for whole population or only on certain people.

Table 3
 Significance Test Results Coefficient Correlation

Correlations				
		X1	X2	X3
X1	Pearson Correlation	1	.774 **	.720 **
	Sig. (2-tailed)		.000	.000
	N	40	40	40
X2	Pearson Correlation	.774 **	1	.962 **
	Sig. (2-tailed)	.000		.000
	N	40	40	40
X3	Pearson Correlation	.720 **	.962 **	1
	Sig. (2-tailed)	.000	.000	
	N	40	40	40

** . Correlation is significant at the 0.01 level (2-tailed).

Based on these data is known that *sig. (2- tailed)* < 0.01 then the data has significant, meaning relationship that happened no only pda scale minority but on a scale population cement industry in Bogor Regency.

This thing as Where are the FGD results ? they by compact state that existence climate organization that causes increase in OCB and *employee engagement* has implemented by the majority employee no by partial. because employees in the Bogor Regency cement industry have set so appearance so that have a sense of kinship, a sense of belonging and mutual understand the meaning of not quite enough responsibility borne by each employee. However, in Thing this they no Act selfish, when his job already done so he will complete another job so that the time he has no wasted in vain.

Significance Test Regression

Based on spread questionnaire get data as following :

Table 4
 Influence Climate Organization on OCB and *Employee Engagement* through Questionnaire and FGD

No	Statement	Percentage	Information
1	Difference climate organization impact on OCB culture in the environment company	89%	Very Influential
2	OCB and <i>employee engagement</i> have mutual relationship _ related	76%	Very Influential
3	Climate organization could affect OCB and <i>employee engagement</i>	85%	Very Influential
4	If the climate organization bad then OCB and <i>employee engagement</i> are also bad even company could experience roll mat	78%	Very Influential

data is also corroborated with significance test results regression as following :

a. Variable X_2 top X_1

Significance test results regression on variable X_2 top X_1 is as following :

Table 5
 Significance Test Results regression on variable X_2 top X_1

ANOVA ^b						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1277,195	1	1277,195	56,937	.000 ^a
	Residual	852.405	38	22,432		
	Total	2129,600	39			
a. Predictors: (Constant), X1						
b. Dependent Variable: X2						

Based on these data is known that Sig value = 0.000 < 0.01 then regression variable X_2 top X_1 is significant or Climate Organization have significant influence to *Organizational Citizenship Behavior* (OCB).

b. Variable X_3 top X_1

Significance test results regression on the variable X_3 over X_1 is as following :

Table 6
 Significance test results regression on the variable X_3 top X_1

ANOVA ^b						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	896,353	1	896,353	40,968	.000 ^a
	Residual	831,422	38	21,880		
	Total	1727,775	39			
a. Predictors: (Constant), X1						
b. Dependent Variable: X3						

The data state that score $Sig. = 0.000 < 0.01$ then regression variable X_3 above X_1 is significant or Climate Organization have significant influence to *Employee Engagement*.

Linearity Test regression

Test this addressed for know existence connection between variable by significant or no. Based on FGD results and dissemination questionnaire is known that 75% of respondents state there is connection significant Among climate organization (*Organizational Climate*) with OCB and *employee engagement*. It can also proven with linearity test results regression following this :

a. Variable X_2 top X_1

Linearity test results regression variable X_2 over X_1 is as following :

Table 7
Linearity test results regression variable X_2 top X_1

ANOVA Table							
			Sum of Squares	df	Mean Square	F	Sig.
$X_2 * X_1$	Between Groups	(Combined)	1387,204	4	346,801	16,350	.000
		linearity	1277,195	1	1277,195	60,213	.000
		Deviation from Linearity	110,0009	3	36,670	1,729	.179
	Within Groups		742,396	35	21,211		
	Total		2129,600	39			

Based on the above data is known that score $Sig. (Deviation from Linearity) = 0.179 > 0.01$ then concluded that regression variable X_2 above X_1 is linear regression.

b. Variable X_3 top X_1

Linearity Test Results regression variable X_3 over X_1 are as follows :

Table 8
Linearity Test Results Regression variable X_3 top X_1

ANOVA Table							
			Sum of Squares	df	Mean Square	F	Sig.
$X_3 * X_1$	Between Groups	(Combined)	946,191	4	236,548	10,593	.000
		linearity	896,353	1	896,353	40139	.000
		Deviation from Linearity	49,838	3	16,613	.744	.533
	Within Groups		781,584	35	22,331		
	Total		1727,775	39			

Based on the data above is known that $Sig. (Deviation from Linearity) = 0.533 > 0.01$ then concluded that regression variable X_3 over X_1 is linear regression

The result will also tested with significance test coefficient track To use knowing coefficient direction based on empirical data or data obtained by real through supporting evidence

2. Significance test coefficient track

Calculation result coefficient track could seen in the following data this :

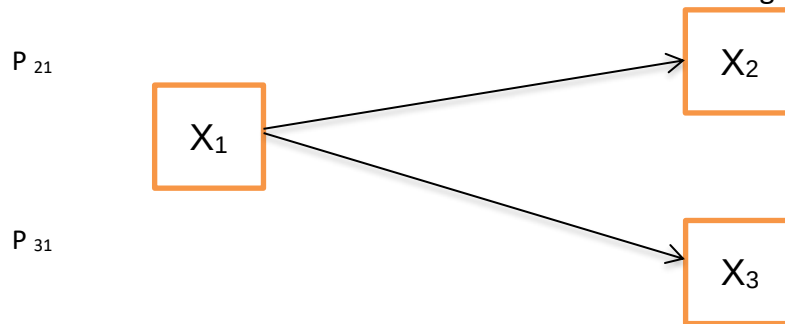


Figure 2: Path Diagram

The method of testing the path coefficient in this research uses SPSS with two stages, namely the *first*, the step of calculating the path coefficient, and the *second* stage of testing the hypothesis and making conclusions.

a. Counting significance Path coefficient

At stage this refers to the following data this

Model 1

Table 9
Regression Test variable X₂ top X₁

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.774 ^a	.600	.589	4.73621
a. Predictors: (Constant), X1				

Table 10
Regression test coefficient variable X₂ top X₁

Coefficients ^a					
Model		Unstandardized Coefficients		Standardized Coefficients	Sig.
		B	Std. Error	Beta	
1	(Constant)	28,784	7.237		.000
	X1	.772	.102	.774	.000
a. Dependent Variable: X2					

Model 2

Table 11
Regression Test variable X₃ top X₁

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.720 ^a	.519	.506	4.67756
a. Predictors: (Constant), X1				

Table 12
 Regression test coefficient variable X_3 top X_1
 Coefficients ^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	43,322	7.148		6.061	.000
	X1	.646	.101	.720	6,401	.000

a. Dependent Variable: X_3

Based on the data of the 2 models above is known that score significance of $X_2 = 0.00$ and $X_3 = 0.00$ means more small of 0.05. This thing give conclusion that on regression the that is variable X_1 have influence to variables X_2 and X_3 . In model 1 it is known that influence X_1 against X_2 of 0.774 which shows that influence X_1 against X_2 of 77.4% while the rest ie 22.6% is influenced by other variables that do not entered into the research . Temporary that for P value $_{21}$ can is known with the formula $P_{21} = (1 - 0.774) = 0.475$.

Whereas for coefficient model 2 path is known that influence X_1 against X_3 of 0.720 which means influence X_1 against X_3 by 72% while the rest by 28% influenced by other variables that do not entered to in study this . Temporary that for P value $_{31}$ could known with the formula $P_{31} = (1 - 0.720) = 0.530$.

With thereby could depicted as following :

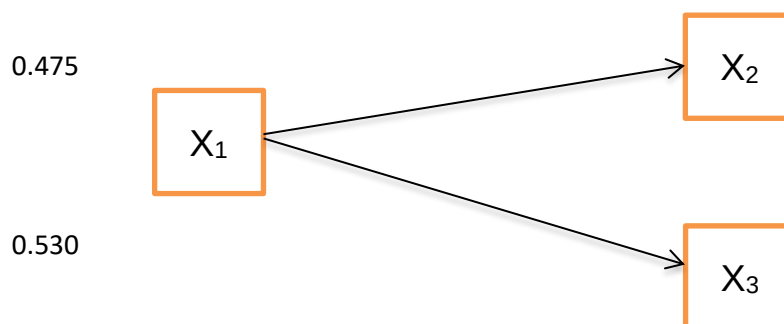


Figure 3: Significance Results Path Coefficient

b. Hypothesis Test and make conclusion

Based on that data so is known that if score p value $_{21} > 0.05$ and P value $_{31} > 0.05$ H_0 rejected and H_1 accepted . That is, Organizational Climate has influence positive to OCB and Employee Engagement.

With thereby could concluded that Organizational Climate has influence significant positive on OCB and *employee engagement* in the Cement Industry in Bogor Regency.

CONCLUSION

Based on results the discussion above so could is known that *Organizational Climate* have influence positive to *Organizational Citizenship Behavior* (OCB) and *Employee Engagement*. So that company must have attention special to climate organization built so that employees could feel safe, comfortable and happy in work that has an impact on commitment volunteer employee for work more from duties and functions as well as he always want to involved by active in increase quality cement production in the cement industry of Bogor regency.

Through the conclusion above, then researcher want to give some advice to whole company whether engaged in the cement industry or others for capable develop climate good organization so

that OCB and *employee engagement* in managed companies could increase and have an impact on increasing sales volume company. Besides that, research this can also used as base thoughts and considerations for readers and researchers for To do study next

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