

**The Effect of Organizational Climate on Work Motivation and Its Impact on Organizational Citizenship Behavior (OCB) of Employees of Education Department in DKI Jakarta**

**Arnest Sinaga**

Doctoral Program of HRM Department, Jakarta State University, Indonesia  
Email: arnestsinaga\_im09s3@mahasiswa.unj.ac.id

**Thamrin Abdullah**

Doctorate Program Of Jakarta State University, Indonesia

**Billy Tunas**

Doctorate Program Of Jakarta State University, Indonesia

---

**ABSTRACT**

*The objectives of this research was to study the effect of organizational climate on work motivation and its impact on organizational citizenship behavior (OCB) of Education Department employees in Province of DKI Jakarta. Quantitative approach used in this research with survey method. The samples of this research were 120 employee selected randomly. The data were obtained by distributing questionnaire and analyzed by using path analysis. The first results of the research can be concluded that organizational climate and work motivation had a positive direct effect on OCB. Second, organizational climate had a positive direct effect on work motivation. Third, organizational climate had a positive indirect effect on OCB through work motivation as an intervening variable. Therefore to improve OCB of Education Department employee in Province of DKI Jakarta, organizational climate and work motivation should be improved.*

---

**Keywords: organizational climate, work motivation, organizational citizenship behavior (OCB)**

---

Received: 14 August 2019 ;

Accepted: 15 November 2019 ;

Publish; December 2019.

---

**How to Cite:**

Sinaga, A., Abdullah, T., & Tunas, B. (2019). The Effect of Organizational Climate on Work Motivation and Its Impact on Organizational Citizenship Behavior (OCB) of Employees of Education Department in DKI Jakarta. *Journal of Business and Behavioural Entrepreneurship*, 3(2), 41-57. <https://doi.org/10.21009/JOBBE.003.2.03>

---

## INTRODUCTION

Development of human resources is one of the priority of government work programs. People is very aware of the importance of education for the future of every citizen to achieve success in their lives. The people expectation is so high that's why public is pushing for the government to truly realize their expectetaions. But the reality there are several complaints is marked by the existence of problems that arise at the beginning of each school year. Also problems related to teaching and learning guidebooks in schools that often change every turn of the ministry leadership. In the teaching-learning process, it is also felt to be unsatisfactory, where one indicator is that there are still many students who have to take courses outside of school for certain subjects taught in schools with the aim that these students can take classes. Another indicator is that our education quality ratings are still relatively low compared to the quality of education in some Asian countries especially at the international level. There are still other problems that can be revealed if thoroughly inventoried.

The object of this research is the Education Department employee of the DKI Jakarta located at Jalan Gatot Subroto, Kav. 40-41, South Jakarta, which is one of the institutions of the Ministry of National Education in this region to be able to implement the vision and mission of the Ministry of National Education in the education sector. It is undeniable that one of the sources of the problem described earlier occurred due to human resource factors where the prosocial behavior of employees was still low, as indicated by several indications, namely: employees who are still selfish only focus on their formal duties and do not have the initiative or volunteering to help workers who are unable to enter work, or workers who have completed their formal tasks even though there is still have time available but are not moved to help colleagues who have more workloads, fast complacency, and low employee productivity are reflected in the slow delivery of needed services and the low work discipline of some employees is reflected in the presence in the workplace which is often late and returns early.

One effort to overcome this by increasing organizational performance because organizational performance is inseparable from the performance of each individual in the organization. If employee performance increases, it will directly result in organizational performance also increasing. One of the factors that can encourage an increase in employee performance is growing, generating and increasing OCB or what is called Organizational Citizenship Behavior, abbreviated as OCB (Spitzmuller, et. al., 2008: 107) Education Department employees. As a public organization, employees who are expected to work in the public service not only can work in accordance with the rules (in-role), but also individuals who have prosocial behavior, enjoy working together, helpful behavior, support a pleasant organizational atmosphere, provide positive contribution to the organization that exceeds the demands of the role at work (extra-role).

In order for employee OCB to increase, it is very important for the organization to identify factors that can encourage or increase employee OCB. From various research studies conducted by experts there are various factors that can influence OCB, such as the results of Smith's research in Hassan Khan et. al., (2017: 82) entitled "*A Review of The Conceptualization of Organizational Citizenship Behavior*", states that the organizational environment and personality of employees have a significant contribution to job satisfaction and the results increase employee OCB.

## LITERATURE REVIEW

### Organizational Citizenship Behavior (OCB)

---

- \* The Effect of Organizational Climate on Work Motivation and Its Impact on Organizational Citizenship Behavior (OCB) of Employees of Education Department in DKI Jakarta.
- \* <https://doi.org/10.21009/JOBBE.003.2.03>

In Luthans (2011:149), Organ which first introduced OCB, defines OCB as employee voluntary behavior that is not directly related to rewards, but contributes to the efficiency and effectiveness of the organization. so it is very important to make an organization effective and efficient. According to Colquitt, et. al., (2015:40) which defines Organizational Citizenship Behavior as voluntary employee activity that may be valued or may not be valued but contributes to the organization which has an impact on overall improvement. Ivancevich, et. al., (2014:215) defines OCB as follows: all employee activities outside of their formal duties / jobs are called organizational citizen behavior (OCB) and this behavior is important for an organization. Whereas according to Schermerhorn, et. el., (2012:67) says about OCB as the behavior of employees who are free to make choices, which represent their desire to make a duty call beyond their formal job duties or work extra in their work assignments. Whereas Robin and Judge (2016:65) define OCB as the behavior of employees who voluntarily work or do something that is not part of their formal work scope as an employee, but the employee is voluntary to do so with the intention / purpose that the organization can function effectively. Newstrom and Davis (2015:245) define OCB as voluntary employee spontaneous behavior, the constructive impact on outcomes, such as helping others, is prosocial behavior. While Slocum and Hellriegel (2009:153), defines that OCB refers to employees who perform tasks beyond their formal duties. From the description above, it can be synthesized that OCB is the behavior of individual members of the organization who want to perform tasks that exceed their formal duties and are carried out voluntarily without expecting compensation, which contributes positively to organizational performance.

### **Organizational Climate**

An organization always tries to create dynamic and attractive conditions for its members. Because generally workers need a conducive work climate so that they can do their jobs calmly, happily, passionately and full of enthusiasm. Thus the results of their work will be better so that the company's goals can also be realized well. Workers think the climate of the organization they work in is fun if they can do their jobs well and feel valued. According to Mullins (2010:748), that the task of management of an organization, in addition to regulating the implementation of organizational processes, they also have the responsibility to create an organizational climate so that every worker is motivated to work effectively and with a sense of voluntary. Whereas according to Robbins and Judges (2016:558) that organizational climates refer to the shared perceptions held by organizational members about the organization and its work environment. Whereas Owens in Soetopo (2017:34) states that "the organization of the climate of perception that individuals have in the environment in the organization" Thus the assessment of organizational climate can be done by digging data from the perceptions of individuals in the organization .

According to Keith Devis in Triatna (2017:37) which defines organizational climate as "the human environment within organizations' employees do their work". This definition refers to the work atmosphere felt by employees, based on their interactions when they are related to other personnel in their work environment. Furthermore A. Dale Timpe in Triatna, (2017:37), defines organizational climate as a series of environmental traits that can be measured based on the collective perception of organizations that live and work in their environment and can build their motivation and behavior. Benjamin Schneider in the Riad (2016: 58), provides a definition of an organizational climate that is also widely adopted, that the organizational climate is a description of a mutually agreed internal environment about organizational practices and procedures. From the description above can be synthesized organizational climate is the perception of members of the organization about

---

\* The Effect of Organizational Climate on Work Motivation and Its Impact on Organizational Citizenship Behavior (OCB) of Employees of Education Department in DKI Jakarta.  
\* <https://doi.org/10.21009/JOBBE.003.2.03>

the atmosphere of the internal environment of the organization that members feel that affects members directly or indirectly.

### **Work Motivation**

Motivation explains how to direct the power and potential to work towards the stated goals (Hasibuan, 2006:141). Richard L. Daft (2012:466) defines that motivation refers to strength both from within or from outside a person who arouses enthusiasm and perseverance to pursue certain actions. Employee motivation affects productivity, so it is the duty of a manager to channel motivation to achieve organizational goals. Furthermore Kreitner and Kinicki (2011:212) define motivation as a psychological process that arouses passion, direction, and persistence of voluntary actions directed at goals. Kreitner and Kinicki also classify motivation into two general categories of motivation theory to explain the psychological processes that underlie workers' motivation, namely: Content Theory Motivation or motivation of content theory and Process Theory Motivation or process theory. According to Suparyadi (2015:417) motivation is an impulse caused by a need (initiative) that moves and directs individual behavior to achieve certain goals or incentives. According to Dewi Anggraeni (2011:31) motivation is a process that explains the intensity, direction, and perseverance of an individual to achieve his goal. There are three main elements of motivation, namely intensity, direction and perseverance. According to Sedarmayanti (2017:257), motivation is the emergence of behaviors that lead to certain goals with full commitment to achieve the intended purpose. So that motivation is the willingness to issue a high level of effort towards organizational goals that are conditioned by the ability of that effort to meet individual needs. From the description above it can be synthesized that motivation is a strong drive from someone to achieve success by doing work better than before in order to achieve a predetermined goal.

In accordance with the purpose of this study, it is to prove the effect of organizational climate on work motivation and its impact on organizational citizenship behavior (OCB) of the Education Department employees, DKI Jakarta, the researcher formulated the statistical hypothesis as follows:

1. The direct effect of Organizational Climate on OCB of the DKI Jakarta Education Department Office employees.  
H0 :  $\beta_{yx1} \leq 0$   
H1 :  $\beta_{yx1} > 0$
2. The direct effect of Organizational Climate on Work Motivation of DKI Jakarta Education Department Office employees.  
H0 :  $\beta_{yx2} \leq 0$   
H1 :  $\beta_{yx2} > 0$
3. The direct effect of Work Motivation on OCB of DKI Jakarta Education Department Office employees.  
H0 :  $\beta_{x2x1} \leq 0$   
H1 :  $\beta_{x2x1} > 0$
4. The indirect effect of Organizational Climate on OCB of DKI Jakarta Education Department Office employees through Work Motivation as intervening variable.  
H0 :  $\beta_{yx2x1} \leq 0$   
H1 :  $\beta_{yx2x1} > 0$

The novelty of this research : from the searches that have been carried out so far, have not found any previous research examining the direct influence of two independ-

---

\* The Effect of Organizational Climate on Work Motivation and Its Impact on Organizational Citizenship Behavior (OCB) of Employees of Education Department in DKI Jakarta.  
\* <https://doi.org/10.21009/JOBBE.003.2.03>

ent variables Organizational Climate and Work Motivation, together, on Organizational Citizenship Behavior as the dependent variable, and the direct effect of the independent variable Organizational Climate on Motivation Work and its impact on Organizational Citizenship Behavior using Sobel-Test to determine the effect of work motivation as an intervening variable (mediator) in the DKI Jakarta Education Department Office.

## RESEARCH METHODOLOGY

The research method uses quantitative methods with path analysis (Sugiyono, 2010: 297). Data collection was carried out by providing three sets of questionnaires. The first questionnaire is organizational citizenship behavior consist of 30 items of statements, the second questionnaire is organizational climate consist of 27 items of statements and the third questionnaire is work motivation consist of 26 items. All questionnaires were filled out by 120 employees as a sample who were randomly selected from 172 population employee in the DKI Jakarta Education Department Office. All data collected was analyzed using Excel and SPSS applications.

## RESULTS AND DISCUSSIONS

Tables 3-1 through 3.4 show descriptive statistical results from data collected and analyzed using Excel and SPSS applications.

**Tabel 3.1 Descriptive Statistics Data**

	N	Mini- mum	Maximum	Sum	Mean		Std. Deviation	Variance
	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Statistic
X1	120	76	116	11424	95.20	.954	10.447	109.136
X2	120	77	117	11570	96.42	.875	9.582	91.808
Y	120	84	120	12138	101.15	.813	8.906	79.322
Valid N (listwise)	120							

**Tabel 3.2 Analysis of indicators of OCB variable**

No.	Indicator	Total of items	Average score per indikator
1.	Altruism : selfless behavior of employees	7	3,00
2.	Conscientiousness : The care of employees towards the rules and regulations	7	3,30
3.	Sportsmanship : enable them not wasting time complaining about small issues	5	3,52
4.	Courtesy : Polite behavior of employees	5	3,46
5.	Civic virtue : to keep abreast with changes in the working environment	6	3,70

\* The Effect of Organizational Climate on Work Motivation and Its Impact on Organizational Citizenship Behavior (OCB) of Employees of Education Department in DKI Jakarta.

\* <https://doi.org/10.21009/JOBBE.003.2.03>

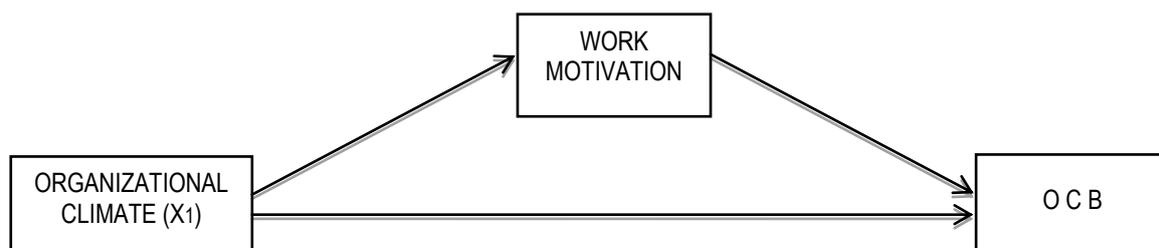
**Tabel 3.3 Analysis of indicators of Organizational Climate variable**

No.	Indicator	Total of items	Average score per indikator
1.	Structur : the rules, regulations, procedures applied in the organization	6	3,46
2.	Standard : to improve performance and the level of pride	4	3,75
3.	Responsibility	4	3,85
4.	Reward and Punishment	5	3,60
5.	Support : trust and mutual support among employees	5	3,24
6.	Pride as a member and loyal to the organization	3	3,26

**Tabel 3.4 Analysis of indicators of Work Motivation variable**

No.	Indicator	Total of items	Average score per indikator
1.	Encouragement to achieve	7	4
2.	To be responsible	5	3,37
3.	Strong desire develop yourself	5	3,33
4.	Guided by organizational policy	3	3,34
5.	Appreciate the wage salary system	3	4,67
6.	Maintain interpersonal relations	3	3,62

Figure 3.1 is to show the design of the research model described in this study.



**Figure 3.1 Design of Research Model**

Before the path analysis is carried out, the data obtained first must be carried out normalization tests and significance tests and linearity tests. With the help of Excel application, the normality test results are obtained as follows :

### 1. Normality Test

Normality test with Lilliefors test uses non parametric statistical concepts. The summarized results of calculations by using Excel applications obtained in the table 3.5.

\* The Effect of Organizational Climate on Work Motivation and Its Impact on Organizational Citizenship Behavior (OCB) of Employees of Education Department in DKI Jakarta.  
 \* <https://doi.org/10.21009/JOBBE.003.2.03>

**Table 3.5 The Summarize of Normality Test**

No.	Normality Test	L count	L table (=0.05)	Remark
1	Y over X1	0,033	0,081	Normal
2	Y over X2	0,052	0,081	Normal
3	X2 over X1	0,061	0,081	Normal

## 2. Significance Test and Linearity Test

Significance test and linearity test using Excel and SPSS applications and the results are shown in Table 3.8 below.

**Table 3.6 Summary result of Significant Test and Linearity Test**

N o.	Regresi Equation	F count	F table (=0.05)	Result	F count	F table (=0.05)	Result
1	$\hat{Y}=62,74+0,403X1$	34,048	3,92	Signifikan	1,109	1,76	Linier
3	$\hat{Y}=62,74+0,403X2$	45,04	3,92	Signifikan	0,724	1,76	Linier
4	$X2=61,4+0,37X1$	22,62	3,92	Signifikan	0,938	1,76	Linier

## 3. Modeling Test

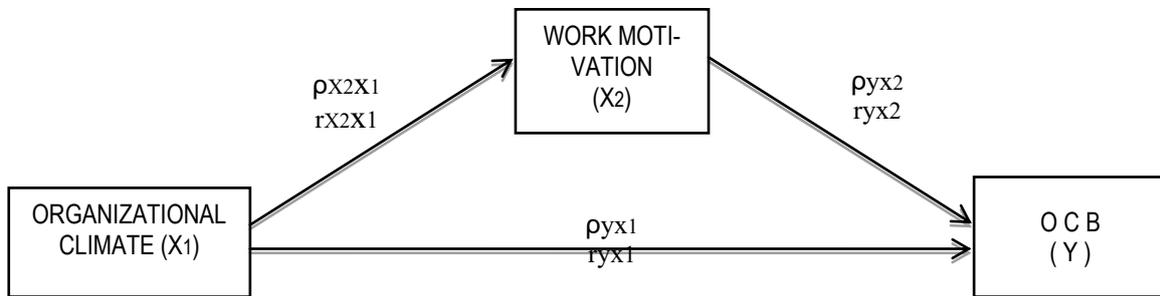
Modeling test is done to determine the existence of a significant correlation between the variables associated with calculating the correlation coefficient (Sandjojo, 2011:97). By using SPSS application, significant correlation values are obtained between variables as shown in Table 3.7.

**Table 3.7 Correlation Coefisien of X1, X2, dan Y**

		X1	X2	Y
X1	Pearson Correlation	1	.401**	.473**
	Sig. (2-tailed)		.000	.000
	N	120	120	120
X2	Pearson Correlation	.401**	1	.526**
	Sig. (2-tailed)	.000		.000
	N	120	120	120
Y	Pearson Correlation	.473**	.526**	1
	Sig. (2-tailed)	.000	.000	
	N	120	120	120
**. Correlation is significant at the 0.01 level (2-tailed).				

\* The Effect of Organizational Climate on Work Motivation and Its Impact on Organizational Citizenship Behavior (OCB) of Employees of Education Department in DKI Jakarta.  
<https://doi.org/10.21009/JOBBE.003.2.03>

The structural model in this study is shown in Figure 3.2. From the path diagram there are three path coefficients, namely  $\rho_{yx1}$ ;  $\rho_{yx2}$ ;  $\rho_{x2x1}$  and three correlation coefficients namely  $r_{yx1}$ ;  $r_{yx2}$ ;  $r_{x2x1}$  and the correlation coefficients are shown in Table 3.5.



**Figure 3.2 Causal Relations X1, and X2 towards Y**

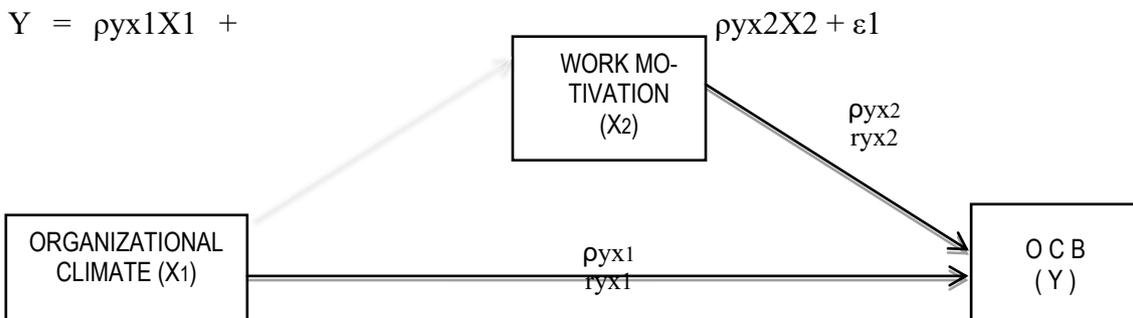
According to the stages of path analysis the path coefficient values are calculated and tested using statistical tests. If the path is tested the value of the t-count test  $>$  t-table ( $\alpha = 0.05$ ), the pathway is declared significant and can be used for the next process.

### A. Path Coefficient Calculation (direct influence)

#### 1. Path Coefficient Calculation in Sub-Structure 1

The Structural Model in Figure 3.2 consists of two Sub-Structures namely Sub-Structure-1 and Sub-Structure-2. Causal hubs between variables in SubStructure-1 can be seen on Figure 3.3, consists of one endogenous variable namely Y and two exogenous variables namely X1 and X2 and the SubStructural-1 equation is as follows:

$$Y = \rho_{yx1}X1 +$$



**Figure 3.3 Causal Relations X1 and X2 on Y in Substructure-1**

In Table 3.7 can be seen the results of the calculation of the path coefficient using SPSS application obtained the path coefficient as follows:

a)  $\rho_{yx1} = \text{Beta} = 0.313$  ( $t\text{-}yx1 = 3.868$  and probability (sig) = 0,000)

b)  $\rho_{yx2} = \text{Beta} = 0.400$  ( $t\text{-}yx2 = 4,950$ , and probability (sig) = 0,000)

Thus the results of the analysis prove that all path coefficients are significant, where both values of t-test  $>$  t-table = 1.980 (at  $\alpha = 0.05$ ) so that the model in Figure 3.3 can be used.

\* The Effect of Organizational Climate on Work Motivation and Its Impact on Organizational Citizenship Behavior (OCB) of Employees of Education Department in DKI Jakarta.  
 \* <https://doi.org/10.21009/JOBBE.003.2.03>

**Table 3.8 Coefficients X1 and X2 towards Y**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	39.904	7.606		5.247	.000
	X1	.267	.069	.313	3.868	.000
	X2	.372	.075	.400	4.950	.000

a. Dependent Variable: Y

**Table 3.9 Sub-Struktur 1 - Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.599 <sup>a</sup>	.358	.347	7.195

Predictors: (Constant), X2, X1

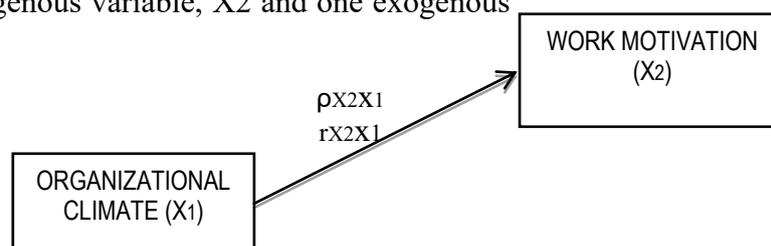
While the contribution of X1 and X2 to Y or determinant coefficient (RSquare =  $R^2_{yx2x1}$ ) results of calculations using SPSS application as shown in Table 3.9 the value is = 0.358. This states that 35.8% of work motivation variables (Y) are determined by organizational climate variables (X1) and work motivation variables (X2). The residual coefficient  $\epsilon_1 = \sqrt{1 - R^2_{yx2x1}} = \sqrt{1 - 0.358} = 0.801$ , is the influence of other variables outside the variables X1 and X2.

Thus the equation for SubStructural-1 is:

$$Y = 0.313 X1 + 0.400 X2 + 0.801 \text{ and } R^2_{yx2x1} = 0.358$$

## 2. Path Coefficient Calculation in SubStructure-2

Causal hubs between variables in SubStructure-2 can be seen in Figure 3.4, consisting of one endogenous variable, X2 and one exogenous variable, X1.



**Figure 3.4 Causal Relationship X1 to X2 in Substructure-2**

The substructural-2 equations are as follows :

$$X2 = \rho_{X2X1}X1 + \epsilon_2$$

In Table 3.12 can be seen the results of the calculation of the path coefficient using

\* The Effect of Organizational Climate on Work Motivation and Its Impact on Organizational Citizenship Behavior (OCB) of Employees of Education Department in DKI Jakarta.  
 \* <https://doi.org/10.21009/JOBBE.003.2.03>

SPSS application obtained the path coefficient as follows :

**Tabel 3.10 Coefficients of X1 towards X2**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	61.400	7.407		8.289	.000
	X1	.368	.077	.401	4.756	.000

a. Dependent Variable: X2

$\rho_{X2X1} = \text{Beta} = 0,401$  ( $t_{-yX1} = 4,756$  and probability (Sig) = 0,000)

### 3.11 SubStruktur-2 Model

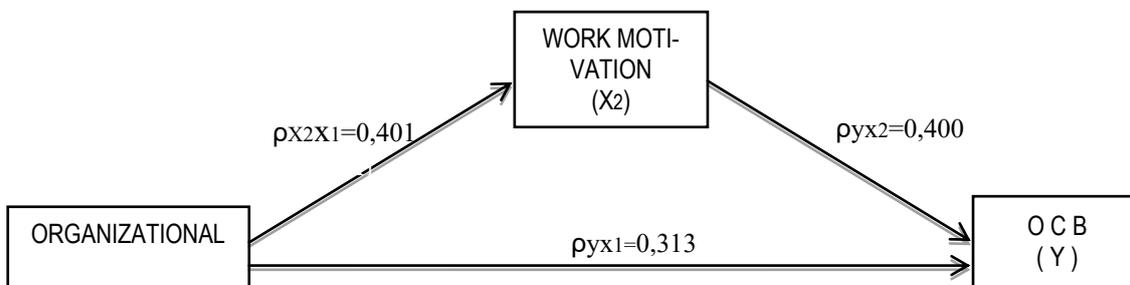
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.401 <sup>a</sup>	.161	.154	8.815

a. Predictors: (Constant), X1

Whereas the contribution of X1, to Y or the determinant coefficient (RSquare =  $R^2_{YX2X1}$ ) results of calculations using SPSS application as shown in Table 3.11 the value is = 0.161. This states that 16.1% of work motivation variables (X2) are determined by organizational climate variables (X1). The residual coefficient  $\epsilon_2 = \sqrt{1 - R^2_{YX2X1}} = \sqrt{1 - 0.161} = 0.916$ , is the effect of other variables outside of variable X1. Thus the equation for SubStructural-2 is :

$$X2 = 0,401 X1 + 0.916 \text{ and } R^2_{YX2X1} = 0,161$$

Based on the results of the sub-structure path coefficients 1 and 2, a causal relationship between variables X1 and X2 to Y can be described as shown in Figure 3.5.



**Figure 3.5 Causal relationship of variable X1 and X2 toward Y**

The results of the path coefficients in substructure-1 and substructure-2 are the following structural equations:

$$Y = 0.313 X1 + 0.400 X2 + 0.801 \text{ and } R^2_{YX2X1} = 0.358$$

$$X2 = 0.401 X1 + 0.916 \text{ and } R^2_{X2X1} = 0.161.$$

Thus the theoretical models tested in this study have represented or are in accordance with the structure of equations based on empirical data. Furthermore, from the results of the calculation of the path coefficient above then analyzed to determine whether the hypotheses that have been formulated can be accepted or rejected.

\* The Effect of Organizational Climate on Work Motivation and Its Impact on Organizational Citizenship Behavior (OCB) of Employees of Education Department in DKI Jakarta.  
 \* <https://doi.org/10.21009/JOBBE.003.2.03>

## B. Path Coefficient Calculation (indirect influence)

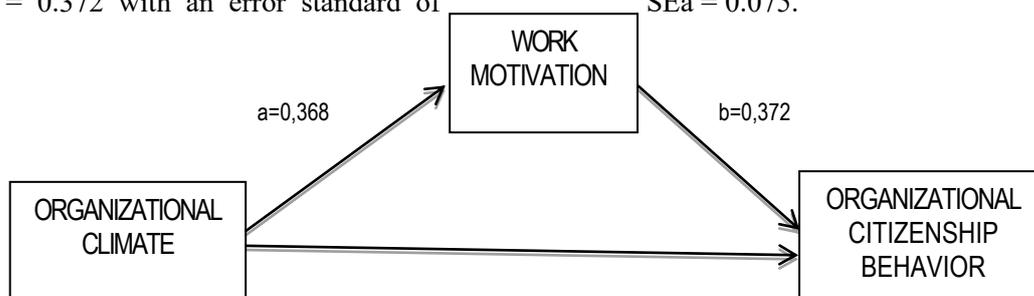
To calculate how big the role of the work motivation variable (X3) mediates the influence of organizational climate (X1) on organizational citizenship behavior (Y) the Sobel test formula is used. To see how significant the indirect effect is, the Product of coefficient strategy is used with the z value of the critical value = 1.96, where to calculate the z value the formula (Bimo, 2017; MacKinnon, 2008) is used as follows:

$$z = \frac{a^2 \cdot b^2}{\sqrt{\{(b^2 \cdot SEa^2) + (a^2 \cdot SEb^2)\}}}$$

Legend :

a	:	The regression coefficient of the independent variable to the mediating variable
b	:	The regression coefficient of the mediating variable to the dependent variable
SEa	:	Standard error of estimation from the influence of the independent variable on the mediating variable
SEb	:	Standard error of estimation from the effect of mediating variables on the dependent

Values of a and b as well as SEa and SEb are obtained using regression analysis with SPSS application conducted on the organizational climate as an independent variable, work motivation as a mediator variable and organizational citizenship behavior as the dependent variable. Regression analysis was conducted twice, the first was an analysis of organizational climate regression on work motivation, the results seen in table 3.10, where the value of the climate regression coefficient was  $a = 0.368$  with the standard error being  $SEa = 0.077$ . Then the second was analysis of organizational climate regression and work motivation on organizational citizenship behavior results are shown in table 3.8, where the regression coefficient value is  $b = 0.372$  with an error standard of  $SEa = 0.075$ .



**Figure 3.6 Work Motivation as mediation of Organizational Climate towards OCB**

$$z = \frac{0,368 \times 0,372}{\sqrt{\quad}}$$

$$z = 3,4415553$$

\* The Effect of Organizational Climate on Work Motivation and Its Impact on Organizational Citizenship Behavior (OCB) of Employees of Education Department in DKI Jakarta.  
 \* <https://doi.org/10.21009/JOBBE.003.2.03>

Thus the z value can be calculated using the Sobel Test formula using the regression coefficient and the standard error above, the results are as follows :

N o.	Hypothesis	Path Coef-fisient	t <sub>calc</sub>	Z <sub>calc</sub>	t <sub>table</sub>	Conclusions
1	H0 : $\beta_{yx1} = 0$ H1 : $\beta_{yx1} > 0$	0,313	3,868		1,96 0	Reject H0, accept H1. There is a positive direct effect of organizational climate on OCB
2	H0 : $\beta_{yx2} = 0$ H1 : $\beta_{yx2} > 0$	0,400	4,950		1,96 0	Reject H0, accept H1. There is a positive direct effect of work motivation on OCB.
3	H0 : $\beta_{x2x1} = 0$ H1 : $\beta_{x2x1} > 0$	0,401	4,756		1,96 0	Reject H0, accept H1. There is a positive direct effect of organizational climate on work motivation
4	H0 : $\beta_{yx2x1} = 0$ H1 : $\beta_{yx2x1} > 0$	$0,400 \times 0,401 = 0,1604$		3,047 *	1,96 0	Reject H0, accept H1. There is a positive direct effect of organizational climate on OCB trough work motivation

**Tabel 3.12 Summary of the Hypothesis Testing Results.**

\*) value t<sub>calc</sub> is obtained by using the sobel test

## Discussion

Based on the results of a review of the literature and the results of empirical research shows the effect of organizational climate and work motivation on OCB. This study also proves the hypothesis that has been made based on the study of the literature above that OCB is jointly influenced by organizational climate and work motivation. The results of this study state the importance of the role of human resources for the achievement of an organization's goals. OCB is one of the important and very decisive variables in the efforts of every organization to improve its performance.

### 1. Direct and Significant Effect of Organizational Climate on OCB

The results of the research that have been conducted prove that the organizational climate is one of the variables that positively influences OCB. This means that if the organizational climate is more conducive or better, it will have an impact on increasing employee OCB. In the table 3.3, indicators of support, mutual trust and mutual support among employees on Organizational Climate variable are the indicators with the lowest score, with an average score equal to: 3.24. While indicators of employee responsibility on Organizational Climate variable are indicators with the highest score, the average score per indicator: 3.85. Thus what should be the concern of the leadership of an organization is to make the organizational climate always comfortable for all employees in the organization by increasing all indicators that are still low which will directly influence OCB improvement.

This is in line with the results of research conducted by Siroos Ghanbari and Asghar Eskandari (2012:211) which show that there is a positive and significant correlation between organizational climate, work motivation and employee OCB. The results of multiple regression analysis indicate that the organizational climate component is the most effective in increasing work motivation and OCB in an organization. The results of this study are also in line with the results of previous studies conducted by Gurpreet Randhawa and Kuldeep Kuur (2015). Research that focuses on the two most influential variables, namely organizational climate and OCB. Where the results of the study indicate a strong positive correlation

\* The Effect of Organizational Climate on Work Motivation and Its Impact on Organizational Citizenship Behavior (OCB) of Employees of Education Department in DKI Jakarta.

\* <https://doi.org/10.21009/JOBBE.003.2.03>

between organizational climate and OCB. This research has implications for managers to be actively involved in activities that improve the organization's climate to ensure that the desired OCB can be fulfilled. This study also strengthens the results of previous studies conducted by Ali Shaemi, et. al., who investigated the impact of organizational climate on OCB. The results obtained show that by establishing a conducive work environment, OCB can be improved.

Based on the description above and in accordance with the empirical evidence that has been carried out in this study and in line with the facts obtained in the field, it is evident that the organizational climate has a direct positive effect on OCB DKI Jakarta Education Department employees.

## **2. Direct Postive and Significant Effects of Work motivation on OCB**

The research results show that employee work motivation is also one of the variables that has a direct positive effect on employee OCB. This means that if the work motivation is high, it will have an impact on increasing employee OCB.

In the table 3.4 the lowest value is on the indicator of self-development on the Work Motivation variable, with an average score per indicator of 3.33. However, the highest indicator value is found in the indicator of rewarding services (salary and incentives) on the Work Motivation variable with an average score per indicator of: 4.67. This means that in general employees really appreciate the provision of service fees (salary and incentives) for the performance they have dedicated to the organization where they work. Thus what should be the concern of the leadership of the organization makes the motivation of all employees in the organization to be high by increasing all indicators that are still low, this means that if work motivation increases, it will have an impact on increasing employee OCB.

This research is in line with the research conducted by Safaa Shaaban (2018) with the research title "The Impact of Motivation on Organizational Citizenship Behavior: The Mediation Effect of Employees Engagement" conducted at the Egyptian Ministry of Civil Aviation (MOCA). The study aims to examine the relationship between employee motivation, and Organizational Citizenship Behaviors (OCB). The research method combines qualitative and quantitative methods applied through questionnaires, in-depth interviews and PLA (Participatory). The results of this study provide answers that motivation and OCB are inter-related where employees who show a higher level of motivation have a high OCB. This means, if employees are motivated, the percentage of OCB involvement is also high. This research is also in line with Hemakumara et. al., (2018), entitled "Effect of Motivation on Organizational Citizenship Behavior of Administrative Staff of State Universities in Sri Lanka" aims to analyze the effect of motivation on the citizenship behavior of administrative staff organizations from 15 state universities in Sri Lanka. The results showed that both intrinsic motivation and extrinsic motivation had a significant positive effect on organizational citizenship behavior. This research is reinforced by Luthans (2011: 149) in his book "Organizational Behavior: An Evidence-Based Approach", stating that "motivational dimension, job satisfaction, and organizational commitment is clearly relate to OCBs" (motivation, job satisfaction, organizational commitment is closely related with OCB).

Based on the description above and in accordance with the empirical evidence carried out in this study and in line with the facts obtained in the field, it is evident that work motivation has a direct positive effect on OCB DKI Jakarta Education Department employees.

## **3. Direct Postive and Significant Effect of Organizational Climate on Work Motivation and Its Impact on OCB**

---

\* The Effect of Organizational Climate on Work Motivation and Its Impact on Organizational Citizenship Behavior (OCB) of Employees of Education Department in DKI Jakarta.  
\* <https://doi.org/10.21009/JOBBE.003.2.03>

The research results show that the organizational climate is one of the variables that has a positive direct effect on work motivation. This means, if the organizational climate is more conducive or better, it will have an impact on increasing employee motivation.

In the table 3.3, indicators of support, mutual trust and mutual support among employees on Organizational Climate variable are the indicators with the lowest score, with an average score equal to: 3.24. While indicators of employee responsibility on Organizational Climate variable are indicators with the highest score, the average score per indicator: 3.85. Thus what should be the concern of the leadership of an organization is to make the organizational climate always comfortable for all employees in the organization by increasing all indicators that are still low which will directly influence not only improve OCB but also improve work motivation employee.

This research is in line with the results of previous studies conducted by Bhawana Saun, et. al., (2016), where the results of the study indicate that organizational climate has a significant and positive effect on motivation. This means that if the organizational climate increases, motivation will also increase. This study also strengthens the results of previous studies conducted by Gabriela Rusu and Silvia Avasilcai (2014). By analyzing the relationship between the dimensions of organizational climate and motivation, the results indicate the influence of organizational climate on employee motivation. So that from the results obtained, it is proposed to create an organizational climate that can increase employee motivation. This study also strengthens the results of previous studies conducted by Bhattacharya and Mukherjee (2013) which aimed to study the relationship between organizational climate and work motivation. The results revealed that there was a positive relationship between perceived organizational climate and work motivation.

Based on the description above and in accordance with the empirical evidence that has been carried out in this study and in line with the facts obtained in the field, it is evident that organizational climate has a direct positive effect on work motivation of DKI Jakarta Education Department employees

#### **4. Postive and Significant Indirect Effects of Organizational Climate on OCB through Work Motivation as intervening**

The research results show that the organizational climate has a positive direct effect on work motivation. And the research results also show that employee work motivation has a direct positive effect on employee OCB. Thus what should be the concern of the leadership of an organization is to make the organizational climate always comfortable for all employees in the organization by increasing all indicators that are still low which will directly influence OCB improvement. If the employee's work motivation increases, the employee's OCB will also increase.

This is in line with the results of research above conducted by Siroos Ghanbari and Asghar Eskandari (2012:211) which show that there is a positive and significant correlation between organizational climate, work motivation and employee OCB. This is also in line with these two the results of previous studies above conducted by Bhattacharya and Mukherjee (2013) which aimed to study the relationship between organizational climate and work motivation. And also the results of previous studies conducted by Ibrahim and Aslinda (2014), to study the relationship between work motivation and OCB at Telkom Indonesia in Makassar, show that work motivation has a positive direct effect on OCB. From these all studies mean, if the organizational climate is more conducive or better, then in addition to having a direct positive and significant effect on OCB, it will also have a positive indirect effect on OCB through work motivation that functions as an intervening variable. However, the results of the study prove that the influence of organizational climate on OCB is still

---

\* The Effect of Organizational Climate on Work Motivation and Its Impact on Organizational Citizenship Behavior (OCB) of Employees of Education Department in DKI Jakarta.  
\* <https://doi.org/10.21009/JOBBE.003.2.03>

greater than indirect influence or through work motivation as intervening so that the intervening impact can be ignored.

## **CONCLUSION**

The organizational climate has a positive and significant direct effect on OCB employees of the DKI Jakarta Education Department Office. This means that creating a conducive organizational climate will be able to provide a positive direct influence on the increase in OCB employees of the DKI Jakarta Education Department Office.

Work motivation has a positive and significant direct effect on OCB employees of the DKI Jakarta Education Department Office. This means that every effort to encourage employee work motivation will have a positive direct effect on increasing OCB employees of the DKI Jakarta Education Department Office.

The organizational climate has a positive and significant direct effect on the work motivation of employees of the DKI Jakarta Education Department Office. This means that every effort to improve a more conducive organizational climate will also have a positive direct influence on increasing the work motivation employees of the DKI Jakarta Education Department Office.

The organizational climate has an indirect effect on the increase on OCB employees of the DKI Jakarta Education Department Office through work motivation as intervening. This means that every effort to improve the organizational climate is more conducive and will also have a positive direct influence on increasing work motivation and will also have an impact on increasing the OCB employees of DKI Jakarta Education Department.

## **IMPLICATION**

The results showed that there was a positive direct effect of organizational climate on OCB. If the organizational climate is organized, socialized, well-planted and believed and used as a basis for behaving in work, it can increase OCB employees of DKI Jakarta Education Department. This can be done by the leaders through dialogue activities, meetings with subordinates to improve organizational climate factors or indicators which are considered to be less than optimal.

The results of the study found that there was a positive direct effect of work motivation on OCB, indicating that encouraging employee motivation by providing responsibility, achievement, and recognition of the results of work done, progress, work climate, salary and good relations would increase OCB employee. Employees with high work motivation will show a voluntary attitude to improve personal standards, competencies, values and beliefs in achieving common goals. Therefore high work motivation can increase OCB employee of of DKI Jakarta Education Department.

The results of the study found that there was a positive direct effect of organizational climate on work motivation, indicating that the organizational climate in the form of norms, governance and value systems possessed, organized, regulated, socialized well through training, exemplary, regulation and management systems for employees who are oriented towards achieving organizational goals to be subsequently believed by employees can lead to increasing employee motivation and subsequent impacts will also increase OCB employee of DKI Jakarta Education Department Office.

---

\* The Effect of Organizational Climate on Work Motivation and Its Impact on Organizational Citizenship Behavior (OCB) of Employees of Education Department in DKI Jakarta.  
\* <https://doi.org/10.21009/JOBBE.003.2.03>

## SUGGESTIONS

The leadership needs to socialize OCB to all employees with the aim of providing a good understanding of OCB which will be reflected in altruism behavior (helping others), courtesy (respecting others), conscientiousness (helping the organization), civic resolving problems (taking the virtue role of the company), and sportmanship (avoid counterproductive behavior) and its benefits to DKI Jakarta Education Department Office. The socialization can be done directly by the leadership and also by giving an example about OCB and conducting training with an experts who truly master on the OCB.

There is a direct and significant effect of the organizational climate on OCB so that leaders should always create a conducive work environment such as good interpersonal relations among employees, an atmosphere of intimacy between superiors and subordinates and fellow co-workers, transparent awards / sanctions, clear regulations and does not cause multiple interpretations.

There is a direct and significant effect of work motivation on OCB so that leaders must pay attention to the work motivation of each employee and encourage employees to increase their enthusiasm to work and maintain jobs, like challenges, avoid failure, and strive for excellence. Real efforts that can be made do a daily monitoring system on work morale, such as attendance rates, level of participation, level of completion of work, and level of achievement of targets.

## REFERENCES

- Ali, Shaemi A.; Naftchali J, Shabani; Pool J. Khazaei, "*Analysis the impact of perceived organizational climate on organizational citizenship behavior*" J Holist Nurs Midwifery, 2014; 24(3):27-37URL: <http://hnmj.gums.ac.ir/article-1-316-en.html>
- Angraeni, Dewi, "Perilaku Organisasi", 2011, 1<sup>st</sup>, Lembaga Penerbit Fakultas Ekonom Universitas Indonesia, Jakarta
- Bhattacharya, Swaha and Mukherjee, Monimala, "*Organizational Climate and work Motivation - A Study on Private Sector Organization*", Paripex (2013), Indian Journal of Research.
- Bhawana Saun, Sanjeevni Gangwani, Sangeeta Jain, "*Impact of Organizational Climate on Teacher's Motivation in Madhya Pradesh*" International Journal of Management and Social Sciences Research (IJMSSR) ISSN: 2319-4421 Volume 5, No. 9, September 2016.
- Colquitt, Jason A. and Lepine Jeffery A. dan Wesson Michael J. "*Organization Behavior – Improving Performance and Commitment in the Workplace*" 2009, McGraw-Hill – International Edition.
- Gabriela Rusu dan Silvia Avasilcai, "*Linking Human Resources Motivation to Organizational Climate*", Published by Elsevier Ltd., 2014.
- Ghanbari, Siroos and Eskandari, Asghar, "*Organizational Climate, Job Motivation and Organizational Citizenship Behavior*", International Journal of Management Perspective, Vo.1, No.3, pp.1-14.
- Hassan Khan; Muhammad Yasir; Halimah Mohd Yusof; Mian Mohammad Saleem; Abdul Wali Khan; Noor Ullah Khan, "*A Review of The Conceptualization of Organizational Citizenship Behavior*", Universiti Teknologi Malaysia, Malaysia, City University Research Journal Special Issue: AIC, Malaysia pp 81-87.
- Hemakumara, M.G.G., Khatibi, A.A., Md Gapar Md Johar; "*Effect of Motivation on*

---

\* The Effect of Organizational Climate on Work Motivation and Its Impact on Organizational Citizenship Behavior (OCB) of Employees of Education Department in DKI Jakarta.  
\* <https://doi.org/10.21009/JOBBE.003.2.03>

- Organizational Citizenship Behaviour Among Administrative Staff of State Universities in Sri Lanka*”, *European Journal of Business and Management*, ISSN 2222-1905 (Paper) ISSN 2222-2839 (Online), Vol.10, No.23, 2018
- Ibrahim, Muhammad Akmal and Aslinda, “*The Effect of Motivation on Organizational Citizenship Behaviour (OCB) at Telkom Indonesia in Makassar*” 2014, *International Journal of Administration Science & Organization*, Volume 21, No. 2
- Ivancevich, John M. and Konopaske, Robert and Matteson, Michael T. “*Organizational Behavior and Management*” 8ed, 2008, McGraw-Hill/Irwin.
- Kreitner, Robert and Kinicki, Angelo “*Organizational Behavior*” 9<sup>th</sup> ed, 2010, McGraw-Hill/Irwin, NY, 10020
- Luthans, Fred “*Organizational Behavior - An Evidence-Based Approach*” 12 ed, 2011, McGraw-Hill/Irwin, New York.
- Mullins, Laurie J. “*Management & Organizational Behavior*” 9<sup>th</sup> ed, 2010, Prentice Hall, New Jersey.
- Newstrom, John W. and Davis, Keith, “*Organizational Behavior - Human Behavior at Work*” 11<sup>th</sup> ed. 2002, McGraw-Hill/Irwin.
- Panduan Penulisan Karya Ilmiah, Jakarta, Program Pascasarjana UNJ, 2018
- Randhawa, Gurpreet dan Kaur, Kuldeep (2015)“, *An Empirical Assessment of Impact of Organizational Climate on Organizational Citizenship Behavior*” *Paradigm* 19(1) 65–78, 2015 IMT SAGE Publications sagepub.in/home.nav DOI: 10.1177/0971890715585202.
- Riad, Loaloo; Labib, Ashraf; □ Nawar, Yehia Sabri, (2016) ; “*Assessing The Impact of Organisational Climate on Employees Commitment*” *The Business and Management Review*, Volume 7 Number 5 June 2016, The Arab Academy for Science and Technology and Maritime College of Management and Technology, Alexandria, Egypt.
- Robbins, Stephen P. and Judge Timothy A. “*Organizational Behavior*” 2011, Pearson, New Jersey.
- Sandjojo, Nidjo, “*Metode Analisis Jalur (Path Analysis) dan Aplikasinya*”, Jakarta, Pustaka Sinar Harapan, 2011.
- Schermerhorn, John R. Jr and Hunt, James G. and Osborn Richard N. dan Uhl-Bien, Mary “*Organizational Behavior*” 11<sup>th</sup> ed, 2011, International Student Version.
- Sedarmayanti, “*Manajemen Sumber Daya Manusia : Reformasi Birokrasi dan Manajemen Pegawai Negeri Sipil*”, 2017, 9<sup>th</sup>. PT. Refika Aditama, Jakarta
- Shaaban, Safaa, “*The Impact of Motivation on Organisational Citizenship Behaviour (OCB): The Mediation Effect of Employees*” *Engagement. Journal of Human Resource Management*. Vol. 6, No. 2, 2018, pp. 58-66. doi: 10.11648/j.jhrm.20180602.13.
- Sobel, M. E., “*An interactive calculation tool for mediation tests, Calculation for the Sobel Test, Asymptotic intervals for indirect effects in structural equations models*”. In S. Leinhardt (Ed.), *Sociological methodology* 1982 (pp.290-312). San Francisco: Jossey-Bass., <http://quantpsy.org/sobel/sobel.htm>
- Slocum, John W. Jr. and Hellriegel, Don “*Principles of Organization Behavior*” 12<sup>th</sup> ed, 2009, South-Western CENGAGE Learning.
- Soetopo, Hendyat, “*Perilaku Organisasi*”, 2016, 3<sup>rd</sup> ed, PT. Remaja Rosdakarya, Bandung,
- Spitzmuller, Matthias; Dyne, Linn Van and Ilies, Remus, 2008, “*Organizational Citizenship Behavior: A Review and Extension of Its Nomological Network*” *The SAGE Handbook of Organizational Behavior: Volume I - Micro Approaches* <http://dx.doi.org/10.4135/9781849200448.n7>
- Suparyadi, “*Manajemen Sumber Daya Manusia : Menciptakan Keunggulan Bersaing*”

---

\* The Effect of Organizational Climate on Work Motivation and Its Impact on Organizational Citizenship Behavior (OCB) of Employees of Education Department in DKI Jakarta.  
\* <https://doi.org/10.21009/JOBBE.003.2.03>