

The Influence of Organizational Climate On Organizational Citizenship Behavior at PT. Batavia Prosperindo Trans, TBK

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Abstract—Employees at PT. Batavia Prosperindo Trans, Tbk help each other do the work between employees even though it is not their main task, even work from different divisions. This phenomenon is one aspect of organizational citizenship behavior. To improve organizational citizenship behavior may be influenced by the organizational climate perceived by employees. The purpose of this study was to determine and analyze the effect of organizational climate on organizational citizenship behavior in the company. This study involved 90 employees in 7 work units of PT. Batavia Prosperindo Trans, Tbk. Psychological instruments used are organizational citizenship behavior scale and organizational climate scale. The results of the regression analysis show that organizational climate has a significant effect on organizational citizenship behavior. The implication in this research is PT. Batavia Prosperindo Trans, Tbk can improve organizational citizenship behavior by increasing the positive perception of employees on the organizational climate.

Keyword—Batavia prosperindo trans, organizational citizenship behavior, organizational climate

I. INTRODUCTION

PT. Batavia Prosperindo Trans, Tbk is a company engaged in vehicle rental services for corporate and has been operating since 2015. In Indonesia, PT Batavia Prosperindo Trans Tbk or better known as Batavia Rent has 8 marketing locations, namely the central operational office and 7 marketing offices. In providing transportation services, PT Batavia Prosperindo Trans Tbk always prioritizes the vision and mission, which is to provide quality products and services at competitive prices in order to become a leading and reputable company and have a long-term commitment in the transportation business.

PT. Batavia Prosperindo Trans Tbk views that the human resources is important for the company as a partner to achieve success in every business activity, namely employees. To achieve company goals and targets, employees must strive to display skills that far exceed those expected in their work [1]. Organizations that have employees who are willing to do more work than they normally would and thus perform beyond what is expected. This behavior is called organizational citizenship behavior [2].

There are many factors that influence organizational citizenship behavior in a company. One of them is organizational climate. Organizational climate greatly influences the achievement of organizational goals [3]. A good organizational climate at work creates comfort, mutual respect and togetherness in work. With a positive organizational climate, they will have the desire to do work beyond what is written in the job description, and will always support the company's goals if employees are treated fairly and well by the company.

When the company is able to meet the feelings and needs of employees, this can have a positive impact on the organizational climate [4]. This positive impact can encourage comfort and concentration in doing their work [5] and also form positive behavior patterns such as organizational citizenship behavior [4]. Thus, employees will provide optimal results for the company.

II. STATEMENT OF PROBLEM

Is there any effects of organizational climate to organizational citizenship behavior of employees at PT. Batavia Prosperindo Trans, Tbk?

III. LITERATURE REVIEW

3.1. Organizational Citizenship Behavior

Organ, Podsakoff, & MacKenzie describe organizational citizenship behavior (OCB) as a behavior that is a choice of employees and not related to the company's formal reward system but is able to increase the effectiveness of the company [6]. In addition, Robbins & Judge defines organizational citizenship behavior as behavior that is free and does not become part of the formal work owned by employees but contributes to the psychological and social environment of the workplace that supports the achievement of the goals of the company [2]. Meanwhile, Miner argues that organizational citizenship behavior is individual behavior that is discretionary and is not explicitly recognized by the formal reward system but encourages the effective functioning of the organization [7]. This behavior is not in the employment contract and if the employee is unable to carry it out, there is no penalty.

Aldag & Resche suggested that organizational citizenship behavior is an employee contribution that exceeds the demands of the job he should have and includes several behaviors such as helping others, volunteering for additional tasks, and some forms of prosocial behavior, such as positive social behavior, constructive and meaningful [8]. Meanwhile, Daft argues that organizational citizenship behavior is work behavior that exceeds job requirements and plays a role in organizational success [9]. Usually this behavior appears in the form of helping each other voluntarily with colleagues or customers, doing additional work, and helping solve problems encountered even though it is not part of the main task.

Organ, Podsakoff, & MacKenzie explained that organizational citizenship behavior has aspect consisting of [6]:

1. Altruism
Helpful behavior that showed by employees when they see their co-workers having difficulties, both regarding tasks and other problems. This behavior is voluntary and not based on any norms.
2. Constiousness
Behavior that shows there is more effort made by employees than what is expected by the company. This behavior is voluntary and there is no obligation to do so.
3. Courtesy
Behavior that showed by employees with the aim of maintaining good relations with colleagues to avoid interpersonal problems by respecting and paying attention to each other and providing consultation and assistance when needed.
4. Sportmanship
Employee behavior that shows tolerance and sportsmanship towards the company without giving complaints or objections. If employees have this, it can form a positive climate between employees and the work environment becomes more pleasant.
5. Civic Virtue
Behavior that shows a high responsibility towards the company and plays an active role in maintaining the sustainability of the company.

3.2. Organizational Climate

Stringer defines organizational climate is a pattern in the work environment that can determine the presence or absence of motivation [10]. Meanwhile, Wirawan defines organizational climate as the perception held by employees, both individually and in groups, as well as parties related to the company about what exists or is happening in the company's internal environment and can affect organizational attitudes and behavior [11].

Schneider et al. argues that organizational climate is the perception of employees on organizational policies, practices, procedures, interactions and behaviors that support creativity, innovation, safety, or services in the organization [12]. Luthan states that organizational climate is the internal environment of the organization and affects the practices and policies of human resources accepted by members of the organization [13]. This is in line with the opinion of Taiguri and Litwin who define organizational climate as the quality of the organization's internal environment that can continue and be experienced by members of the organization that can affect their behavior in the organization [14].

Robbins & Judge argues that organizational climate is a shared perception of organizational members about the organization and the environment they are in [2]. Gibson et al. suggested that organizational climate as a set of traits in the work environment that are assessed either directly or indirectly by employees as the main thing that affects employee's behavior in the organization [15].

Stringer explained that organizational climate has dimensions consisting of [11]:

1. Structure

This dimension makes an overview of the views of employees in the organization related to tasks, work procedures, authority, and work rules that are enforced in the organization.

2. Standards

This is an employee's perception of work standards to improve employee performance or the degree of challenge from the goals set by the organization.

3. Responsibility

This is the perception that employees have regarding the demands of their work.

4. Reward

This relates to employees's perceptions of the rewards they receive for a job well done so that they feel valued when they are able to complete their work.

5. Warm and support

This dimension shows the interpersonal relationships in the organization that create own work atmosphere. It also describes the presence or absence of emotional support between employees and leader. With the warmth and support will be able to relieve various anxiety related to work.

6. Commitment

This dimension shows the degree of employee's loyalty to achieve organizational goals. Employees who are proud to be part of the organization will have a high commitment. When commitment is high, employees will become more loyal to the organization and understand the goals to be achieved by the organization that affect the performance they show to achieve these goals.

3.3. Organizational Climate on Organizational Citizenship Behavior

One of the factor that can affect organizational citizenship behavior is organizational climate [11]. This is in line with the opinion of Prihatsanti and Dewi which states that organizational climate is determined by how well employees can be directed, built, and appreciated by the company so as to form positive behavior patterns, for example organizational citizenship behavior [4].

In research conducted by Shintawati shows that there is significant direct influence of organizational climate on organizational citizenship behavior in employees [16]. From these results it can be seen that the more positive the organizational climate perceived by employees, the higher level of organizational citizenship behavior in employees. Contrarily, when employees perceive a negative organizational climate, the lower level of organizational citizenship behavior in employees.

Lubis also obtained research results showing that organizational climate has significant influence on employee organizational citizenship behavior [17]. Research conducted by Purwanto found that there is an influence between organizational climate on organizational citizenship behavior, although only a few aspects have a significant effect [18]. Then, research by Fatmawati shows

a positive relationship between organizational climate and organizational citizenship behavior in contract employees [19]. This means that the more positive the organizational climate of the organization, the more positive the organizational citizenship behavior of contract employees. The results of research conducted by Khaeruddin also showed similar results, namely the existence of a significant positive influence on organizational climate on organizational citizenship behavior in employees [20].

3.4. Research Hypothesis

Based on the explanation above, the hypotheses proposed in this research as follow: there is a significant influence of organizational climate on organizational citizenship behavior at PT Batavia Prosperindo Trans Tbk.

IV. MATERIAL AND METHOD

4.1. Participants

The population in this research were all employees of PT Batavia Prosperindo Trans Tbk in 7 marketing locations amounted to 90 people. Due to the relatively small population, the researchers decided that the research subjects used were the entire population of this research.

4.2. Research Instrument

Data were collected using organizational citizenship behavior scale and organizational climate scale as follows:

a. Organizational Citizenship Behavior

The organizational citizenship behavior scale is measured using five aspects : altruism, constiousness, courtesy, sportmanship, and civic virtue. The results of reliability test of organizational citizenship behavior variable used Cronbach's alpha = 0.947.

b. Organizational Climate

The organizational climate scale is measured using six dimensions: structure, standard, responsibility, reward, warm and support, and commitment. The results of reliability test of organizational climare variable used Cronbach's alpha = 0.951.

V. RESULT

The normality test aims to determine whether the research data on the variables to be studied are normally distributed. Normality test can be seen by using the Kolmogorov-Smirnov Test. The following are the results of the normality test in this study:

Table 1. Normality Test Result

One Sample Kolmogorov-Smirnov Test		
	Organizational Citizenship Behavior	Organizational Climate
Kol. Smirnov Z	1.183	1.335
Sig.	0.122	0.057

Based on the table 1, it is known that the variable organization citizenship behavior has a significance value of 0.122 ($p > 0.05$). Furthermore the organizational climate variable has a significance value of 0.057 ($p > 0.05$). From all significance values, it can be concluded that the research data on the two research variables are normally distributed.

The linearity test aims to find out data about the relationship between variables [21] which is linear [22]. If the relationship is linear, it indicates a change in one variable will be followed by parallel changes with other variables because the relationship between variables follows a straight line. The linearity test can be seen by using the Test for Linearity. The following are the results of the linearity test in this study:

Table 2. Linearity Test Result

Variable	F	P
<i>Organizational Citizenship Behavior*Organizational Climate</i>	75.962	0.000

Based on the table 2, it can be seen that among organizational citizenship behavior variables, organizational climate has an F value of 75.962 with a linearity significance value of 0.000 ($p < 0.05$). From the significance value, it can be concluded that organizational climate and organizational citizenship behavior in this study have a linear relationship.

Based on data analysis by the simple regression method, the results obtained are:

Table 3: Simple Regression Test Result

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	9475.566	1	9475.566	59.540	0.000 ^b
	Residual	14004.934	8	159.147		
	Total	23480.500	9			

a. Predictors: (Constant), Organizational Climate

b. Dependent Variable: Organizational Citizenship Behavior

Based on the table 3, it can be seen that the value of $F_{\text{statistic}}$ is 59.540 with a significance value of 0.000 ($p < 0.05$). That is, the organizational climate has a significant effect the organizational citizenship behavior of employees at PT. Batavia Prosperindo Trans, Tbk.

Table 4. Organizational Climate with Organizational Citizenship Behavior

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.635 ^a	0.404	0.397	12.615

Based on the table 4, it can be seen that the R_{square} value obtained is 0.404 or 40.4%. So, the organizational climate contributes to organizational citizenship behavior by 40.4%. Thus, organizational climate has a significant effect on organizational citizenship behavior. That means, if the organizational climate is more positive, the frequency of organizational citizenship behavior in employees at PT. Batavia Prosperindo Trans, Tbk is increasing. So it can be concluded that the hypothesis is accepted.

The following is the calculation result of the empirical score and the hypothetical score of the variables organizational citizenship behavior and organizational climate.

Table 5. Description of Hypothetical and Empirical

Variable	Hypothetical Score				Empirical Score			
	Mean	Max	Min	SD	Mean	Max	Min	SD
Organizational Citizenship Behavior	72	120	24	16	89.17	120	47	16.243
Organizational Climate	87	145	29	19.33	115.24	145	65	17.468

Based on the table 5, it is known that the variable organizational citizenship behavior has an empirical mean value of 89.17 and an empirical standard deviation of 16.243. While the hypothetical mean on organizational citizenship behavior variable is 72 and the hypothetical standard deviation is 16. In the organizational climate variable, the empirical mean is 115.24 and the empirical standard deviation is 17.468. While the hypothetical mean on the organizational climate variable is 87 and the hypothetical standard deviation is 19.33.

From the hypothetical mean data and the hypothetical standard deviation of organizational citizenship behavior variables, the categorization of this variable is:

Tabel 6 The Categorizations of Organizational Climate with Organizational Citizenship Behavior

Organizational Citizenship Behavior			
Raw Score	Categorization	Total of Respondent	Percentage (%)
$X < 56$	Low	3	3,33
$56 \leq X \leq 88$	Medium	35	38,88
$X > 88$	High	52	57,77
Total		90	100
Organizational Climate			
Raw Score	Categorization	Total of Respondent	Percentage (%)
$X < 67,67$	Negative	3	3,33
$67,7 \leq X \leq 106,33$	Netral	13	14,44
$X > 106,33$	Positive	74	82,22
Total		90	100

Based on the table 6, the following information can be obtained:

1. Employees who have a low frequency of organizational citizenship behavior are 3 people (3.33%). Furthermore, employees who have a moderate frequency of organizational citizenship behavior are 35 people (38.88%). And the employees who have a high frequency of organizational citizenship behavior are 52 people (57.77%). So it can be concluded that in general, employees at PT. Batavia Prosperindo Trans, Tbk has a high frequency of organizational citizenship behavior.
2. There are 3 employees who have a negative organizational climate perception (3.33%). Furthermore, there are 13 employees (14.44%). And employees who have a positive perception of organizational climate are 74 people (82.22%). So it can be concluded that in general, employees at PT. Batavia Prosperindo Trans, Tbk has a positive perception of the organizational climate in the company.

VI. DISCUSSION

Based on the results of the research data obtained, it is known that organizational climate has a significant effect on organizational citizenship behavior with an R_{square} of 0.404 or in other words it provides an effective contribution of 40.4%. In addition, it can also be seen from the $F_{\text{statistic}}$ value of 59.540 with a significance value of 0.000 ($p < 0.05$). Based on this, it can be interpreted that the more positive the organizational climate in the company, the more it will increase the organizational citizenship behavior of employees. Contrarily, if the organizational climate in the company is negative, then the organizational citizenship behavior of employees will be low.

The results of the study above support the previous research by Sinaga which obtained the results that there was a significant effect of organizational climate on organizational citizenship behavior [23]. In line with that, Gadot, Beerli, Shemesh, & Somech stated that if the organizational climate is perceived positively by employees, it can lead to organizational citizenship behavior [24]. When the company is able to create a positive climate, it can accumulate into organizational citizenship behavior in employees. The results of research conducted by Fanis and Rahmi also explain that organizational climate has an effect on organizational citizenship behavior [25]. This shows that employees perceive the company's environment as having conducive conditions and feel that they are valued by the company.

Another study that is in line with the results of this study is the research by Purwantoro & Bagyo which states that organizational climate has a significant effect on organizational citizenship behavior [26]. This means that the higher the value of the organizational climate, the higher the organizational citizenship behavior of employees. Research conducted by Ukkas and Latif also showed similar results, where it was found that organizational climate has a significant effect on organizational citizenship behavior [27].

So, if the organizational climate has increased and is heading towards a positive condition, then organizational citizenship behavior in employees will also increase.

It is known that there are several reasons that explain the effect of organizational climate on organizational citizenship behavior. Organizational climate will have a positive impact when the company is able to know the needs of employees so that it maintain a sense of employee confidence in the company and becomes motivated to make a maximum contribution to the company [28]. In addition, the organizational climate can also be effected by the company's ability to direct its employees, as well as a sense of respect by the company which can shape positive behavior for employees. Employees with a positive organizational climate will feel happy while working and this will affect the employee's organizational citizenship behavior [29]. While companies with a negative organizational climate, employees will find it difficult to work together or help each other in completing their duties due to limited freedom in expressing opinions from employees [30].

VII. CONCLUSION

1. There is a significant effect of organizational climate on organizational citizenship behavior in employees of PT Batavia Prosperindo Trans Tbk. That is, the more positive the employee's perception of the organizational climate in the company, the frequency of organizational citizenship behavior in employees is increasing. Contrarily, if the organizational climate is increasingly negative, the frequency of employee organizational citizenship behavior will be lower. R_{square} value = 0.404 with a significance value of 0.000 ($p < 0.05$).
2. The amount of contribution given by organizational climate to organizational citizenship behavior is 40.4%, while 59,6% is effected by other variables outside the study.
3. Organizational citizenship behavior and organizational climate of employees at PT. Batavia Prosperindo Trans, Tbk in general is in the high category.

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