INFLUENCE OF ORGANIZATIONAL CLIMATE ON OCB AND EMPLOYEE ENGAGEMENT

Gadang Wardono¹, Anoesyirwan Moeins², Widodo Sunaryo³
Doctoral Program Knowledge Management School Pakuan University Postgraduate ¹,²,³
gadang.wardono@gmail.com¹, profanoesyrwan@gmail.com², widodosunaryo20@gmail.com³

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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

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 n't 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 & Abdurrrahman, 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 (Budiyono & 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 drama 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 is that 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.

| One-Sample Kolmogorov-Smirnov Test |
|------------------------------------|
| Normal Parameters | X1 | X2 | X3 |
| 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:
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.

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

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 :
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 *employee engagement* have mutual relationship _ related           | 76%        | Very Influential  |
| 3  | Climate organization could affect OCB and *employee engagement*            | 85%        | Very Influential  |
| 4  | If the climate organization bad then OCB and *employee engagement* 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 X₂ top X₁

Significance test results regression on variable X₂ top X₁ is as following:

| Model | Sum of Squares | df | Mean Square | F      | Sig.  |
|-------|----------------|----|-------------|--------|-------|
| 1     | Regression     | 1  | 1277,195    | 56,937 | .000  |
|       | Residual       | 38 | 22,432      |        |       |
|       | Total          | 39 | 2129,600    |        |       |

a. Predictors: (Constant), X₁
b. Dependent Variable: X₂

Based on these data is known that Sig value = 0.000 < 0.01 then regression variable X₂ top X₁ is significant or Climate Organization have significant influence to Organizational Citizenship Behavior (OCB).

b. Variable X₃ top X₁

Significance test results regression on the variable X₃ over X₁ is as following:

| Model | Sum of Squares | df | Mean Square | F      | Sig.  |
|-------|----------------|----|-------------|--------|-------|
| 1     | Regression     | 1  | 896,353     | 40,968 | .000  |
|       | Residual       | 38 | 21,880      |        |       |
|       | Total          | 39 | 1727,775    |        |       |

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:

| ANOVA Table |
|-------------|
| **Sum of Squares** | df | **Mean Square** | **F** | Sig. |
| **Between Groups** | | | | |
| (Combined) $X_2*X_1$ | 1387,204 | 4 | 346,801 | 16,350 | .000 |
| Linearity | 1277,195 | 1 | 1277,195 | 60,213 | .000 |
| Deviation from Linearity | 110,009 | 3 | 36,670 | 1,729 | .179 |
| **Within Groups** | | | | |
| Total | 742,396 | 35 | 21,211 |
| | 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:

| ANOVA Table |
|-------------|
| **Sum of Squares** | df | **Mean Square** | **F** | Sig. |
| **Between Groups** | | | | |
| (Combined) $X_3*X_1$ | 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** | | | | |
| Total | 781,584 | 35 | 22,331 |
| | 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 be seen in the following data:

\[ P_{21} \]
\[ X_1 \rightarrow X_2 \]
\[ P_{31} \]
\[ X_1 \rightarrow X_3 \]

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:

**Model 1**

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

| Model | Unstandardized Coefficients | Standardized Coefficients |
|-------|-----------------------------|---------------------------|
|       | B              | Std. Error | Beta  | t       | Sig.  |
| 1     | (Constant)     | 28.784     | 7.237 | 3.977   | .000  |
|       | X1             | .772       | .102  | .774    | 7.546 | .000  |
| a. Dependent Variable: X2 |

**Model 2**

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

Table 9
Regression Test variable X2 top X1

Table 10
Regression test coefficient variable X2 top X1

Table 11
Regression Test variable X3 top X1
Table 12
Regression test coefficient variable X₃ top X₁

| Coefficients | Unstandardized Coefficients | Standardized Coefficients |
|--------------|-----------------------------|---------------------------|
| Model        | B | Std. Error | Beta | T | Sig. |
| 1 (Constant) | 43,322 | 7.148 | 6.061 | .000 |
| X₁           | .646 | .101 | .720 | 6.401 | .000 |

a. Dependent Variable: X₃

Based on the data of the 2 models above is known that score significance of X₂ = 0.00 and X₃ = 0.00 means more small of 0.05. This thing give conclusion that on regression the that is variable X₁ have influence to variables X₂ and X₃. In model 1 it is known that influence X₁ against X₂ of 0.774 which shows that influence X₁ against X₂ 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 X₁ against X₃ of 0.720 which means influence X₁ against X₃ 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:

0.475

X₁

0.530

X₂

X₃

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 H₀ rejected and H₁ 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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