

The Role of Performance Through Organizational Citizenship Behavior (OCB) In Effects of Organizational Climate and Work Motivation

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ABSTRACT

The quantitative research approach used in this study is quantitative research which can be interpreted as a research method based on positive positivism philosophy. This study uses empirical data obtained from the Organizational Bureau of the Regional Secretariat of North Sumatra Province. The research time is planned from February 2022 until completion. The sample of this research is 56 employees. The results of this study are: 1) Organizational climate has an effect on organizational citizenship behavior (OCB) in the Organizational Bureau of the Provincial Government Regional Secretariat. Organizational climate has a significant effect on OCB. 2) Organizational climate affects the performance of employees in the Organizational Bureau of the Provincial Government Regional Secretariat. Organizational climate has a significant effect on employee performance. 3) Work motivation has an effect on organizational citizenship behavior (OCB) in the Provincial Government Regional Secretariat Organizational Bureau. Motivation has a significant effect on OCB. 4) Work motivation affects the performance of employees in the Organizational Bureau of the Provincial Government Regional Secretariat. Motivation has a significant effect on employee performance. 5) Organizational citizenship behavior (OCB) has an effect on employee performance at the Provincial Government Regional Secretariat Organizational Bureau. OCB has a significant effect on employee performance. 6) The Effect of Work Motivation on Employee Performance through Organizational Citizenship Behavior in the Regional Secretariat Organizational Bureau of Pemprovsu. OCB significantly mediates the relationship between employee motivation and performance. 7) The Effect of Organizational Climate on Employee Performance Through Organizational Citizenship Behavior in the Orgasasi Bureau of the Regional Secretariat of Pemprovsu. OCB significantly mediates the relationship between organizational climate and employee performance.

Keywords: Organizational Climate, Work Motivation, Organizational Citizenship Behavior and Employee Performance.

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INTRODUCTION

One of the main determinants for the success of an organization in managing human resources (HR), namely ensuring that employees are able to provide good performance and demonstrate high work motivation. Human resources are an important asset of an organization, because they can determine whether or not the goals of the human organization are achieved. Organizations can realize their vision and mission well with employees, because in the hands of employees all of that can be realized. The technology used is perfect, if it is not matched by adequate capacity and quality of human resources, then the effectiveness and efficiency of the organization cannot run well. An employee in doing everything outside the job description,

Organizational Citizenship Behavior (OCB) is influenced by several factors. (M. Saleh Lubis, 2015) states that the factors that influence OCB are organizational culture, organizational climate, personality and mood (mood), perception of organizational support, and quality of interaction. OCB carried out by employees is very important and has a positive impact on the development of an organization. In an organization that has employees who have good OCB behavior will support individual performance for better organizational development. Examples of behaviors included in the OCB group are helping coworkers, volunteering to do extra work at work, avoiding conflicts with coworkers, protecting organizational property, respecting the rules that apply in the organization, tolerance for less than ideal/pleasant situations at work, giving constructive suggestions at work, and not wasting time at work. (Purba & Seniati, 2004)

Talking about employee performance is always related to the culture of behavior within the organization itself. human resource management is very concerned about the work process of employee performance in accordance with the existing workload in the organization by creating a harmonious environment, where the relationship between divisions/sections within an organization will have a healthy and comfortable impact among fellow employees, because employees are one important capital (Human Capital) for the company. (Ramadianty et al., 2018) Define OCB as a choice behavior that is not part of the worker's formal job requirements, but contributes to the psychological and social environment of the workplace. Performance appraisal is one way to improve employee performance, because with performance appraisal it will be known how well a person has worked according to work motivation and organizational climate. lack of organizational climate with the goals to be achieved. According to (Br Ginting, 2018) performance is the implementation of the plans that have been prepared. Performance implementation is carried out by human resources who have the ability, competence, motivation, and interests. How an organization values and treats its human resources will influence its attitude and behavior in carrying out performance. Performance implementation is carried out by human resources who have the ability, competence, motivation, and interests. How an organization values and treats its human resources will influence its attitude and behavior in carrying out performance. Performance implementation is carried out by human resources who have the ability, competence, motivation, and interest. How an organization values and treats its human resources will influence its attitude and behavior in carrying out performance.

Employee OCB behavior can be influenced by several factors, including organizational climate factors. Companies must prioritize a conducive organizational climate, if the organizational climate in the company is good then this can foster employee

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morale as well as having an impact on employee OCB, therefore a conducive organizational climate is needed to improve employee OCB. Please note that every organization will have a different organizational climate. (Meylandani, 2013) defines organizational climate as the perception of members of the organization (individually and in groups) and those who are in constant contact with the organization regarding what is or happens in the internal environment of the organization on a regular basis, which influence organizational attitudes and behavior and organizational performance which then determines organizational performance. Changes in organizational climate have a strong influence, where better organizational changes lead to the ability of organizational members to work in teams. Organizational climate as a working condition that is physical and non-physical from the work environment which also influences behavior and which is a motivational factor that needs to get the attention of every leader in the organization (Muhammadiyah & Regency, 2016). Organizational climate influences employee behavior at work, but in reality organizational climate often does not receive great attention in government organizations or bureaucracy. For example, a bad work space, conflicting superior and subordinate relationships and unfavorable bureaucracy can result in negative attitudes, stress and low motivation, an organizational climate like this can create low organizational member performance. conversely, if employees work in a comfortable and clean room, a conducive employee-superior relationship and loose bureaucracy will lead to a positive attitude, low work stress and can lead to high motivation.

(Erick & Sutanto, 2007) said that work motivation can be interpreted as a psychological boost to someone who determines the direction of one's behavior, level of effort and level of persistence in dealing with a problem. Individuals who have low motivation, they will tend to display feelings of discomfort and displeasure in carrying out their work (Putra & Sudibya, 2018). Work motivation has an important role for improving employee performance. If an employee lacks motivation, it can be self-defeating and can make the company suffer losses, so that the performance of an employee decreases. So motivation can affect employee performance. Aspects that affect a person's motivation are external and internal encouragement. So work motivation is something that creates encouragement or enthusiasm for work. According to (Nazmah et al., 2014) motivation is the desire to do something and determines the ability to act to satisfy individual needs. The need in question is an internal state of a person that causes certain business results.

At the Organizational Bureau of the Regional Secretariat of North Sumatra Province, researchers found many problems that often occur, namely during office hours many employees arrive late, leave the workplace to look for food during office hours and leave tasks unfinished, not completing assignments on time very often even arriving late and going home before the office hours, some of them even came home during the break to look for lunch and did not return to the office where they worked. Employees also do not have the initiative and think about completing their duties before leaving the workplace. Even though a good employee must be able to finish his work first so that it doesn't pile up. This shows that these problems often occur due to a lack of Organizational Citizenship Behavior (OCB), organizational climate, and work motivation possessed by employees. There are many employees who cannot carry out their duties by themselves, in the sense of waiting for orders from superiors, employees do not have the thought or action to do a job without direct orders from their superiors. Even though in an agency to achieve a goal, employees must be

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sensitive to the state of their institution, because everything is impossible to be known directly by the leadership as a whole, so that agency employees who are aware of important work can be done without orders from superiors and can already take matters into your own hands. Then the next problem is that if one of the employees has not arrived or is late or leaves the office for one reason, then the employee must ask permission from the leader. Whereas in an agency to achieve the expected goals requires cooperation between employees in an agency.

Theoretical Basis**Performance**

Performance is the attainment of organizational goals which can be formed in the form of quantitative or qualitative outputs, creativity, flexibility, reliability or other things that can be desired by the organization. Performance emphasis can be short term or long term, also at the individual, group or organizational level (Supihati, 2014). Performance is something that people actually do and can be observed. Factors that influence the high or low performance of an employee are of course determined by the factors that influence him either directly or indirectly. The performance of employees in a positive direction, so that with increased performance this will also be followed by increased achievement in the organization.

Organizational Citizenship Behavior (OCB)

According to (Munir, 2020) organizational citizenship behavior (OCB) is extra individual behavior, which is not directly or explicitly identifiable in a formal work system and in aggregate can increase the effectiveness of organizational functions. Organization Citizenship Behavior (OCB) is a relatively modern management concept that has received the attention of many researchers. Most of these studies show that OCB has an important effect on organization, productivity, organizational competence and organizational effectiveness in meeting goals and increasing employee morale (Jufrizen & Noor, 2022).

According to (Nurhayati, Minarsih, & Wulan., 2016) the factors that influence organizational citizenship behavior (OCB), are as follows: Organizational culture and climate, Personality and mood (mood), Perception of perceived/organizational support, Perception of relationship quality or superior-subordinate interactions. As for (Hutahayan, Astuti, Raharjo, & Hamid., 2019)

Organizational Climate

According to (Meylandani, 2013) defining organizational climate is the perception of members of the organization (individually and in groups) and those who are constantly in contact with the organization regarding what is or happens in the internal environment of the organization on a regular basis, which influences organizational attitudes and behavior and organizational performance that is then determine organizational performance.

Work motivation

According to (Daulay, Pasaribu, Putri, & Astuti, 2017) Motivation is a reason or encouragement for someone to act. People who don't want to act are often said to have no motivation. Reasons or encouragement that can come from outside or from within. Actually, basically all motivation comes from within, external factors are only triggers for the emergence of this motivation.

From the opinion above it is defined that motivation is a driver or driving force for someone to act and work actively in accordance with their duties and obligations. Then

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motivated employees really understand their goals and actions and also believe that these goals will be achieved according to what has been planned.

METHOD

Approach

This approach is seen from the way it is written and the purpose which proves that there is an influence between the independent variable (Organizational Climate X1), the independent variable (Motivation X2), on the dependent variable (Employee Performance Y), the intervening variable that is affected (Organizational Citizenship Behavior Z). The quantitative research approach used in this research is quantitative research which can be interpreted as a research method based on the positive philosophy of positivism, used to examine certain populations or samples.

RESULT AND DISCUSSION

In this study the data analysis method used was structural equation modeling-partial least squares (SEM-PLS) using SmartPLS software. Mahmud and Ratmono (2013: 6) stated that in its development, SEM is divided into two types, namely covariance-based SEM (CB-SEM) and variance-based SEM or partial least squares (SEM-PLS). CB-SEM developed in the 1970s pioneered by Karl Joreskog as a Lisrel software developer. Meanwhile, SEM-PLS developed after CB-SEM and was pioneered by Herman Wold (Karl Joreskog's academic supervisor). The following are some examples of software from CB-SEM and SEM-PLS) (Mahmud and Ratmono, 2013:6-7).

Table 1. Some Software Examples from CB-SEM and SEM-PLS

CB-SEM software	SEM-PLS software
LISREL	SmartPLS
Amos	WarpPLS
EQs	PLS-Graph
Mplus	Visual-PLS
STATCAL	STATCAL

Mahmud and Ratmono (2013: 7) state that SEM-PLS can work efficiently with small sample sizes and complex models. In addition, the assumptions of data distribution in SEM-PLS are relatively looser than CB-SEM. Estimation with CB-SEM requires a series of assumptions that must be fulfilled such as multivariate data normality, minimum sample size, homoscedasticity, and so on. Mahmud and Ratmono (2013:8) state that the results of the two estimates are not much different so that SEMPLS can be a good proxy for CB-SEM. SEM-PLS can still produce estimates even for small sample sizes and deviations from multivariate normality assumptions.

SEM-PLS can therefore be viewed as a nonparametric approach to CBSEM. In addition, when the CB-SEM assumptions are not met, the SEM-PLS can be the right method for testing theory. Mahmud and Ratmono (2013:9-13) state that if the data meets the correct

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CB-SEM assumptions such as minimum sample size and normal distribution, then choose CB-SEM. If it does not meet, choose SEM-PLS. SEM-PLS is a non-parametric approach; can work well even for extremely abnormal data.

Outer Model Evaluation (Measurement Model): Validity and Reliability Testing
 Convergent validity is part of the measurement model which in SEM-PLS is usually referred to as the outer model while in covariance-based SEM it is called confirmatory factor analysis (CFA) (Mahfud and Ratmono, 2013:64) . There are two criteria for assessing whether the outer model (measurement model) meets the convergent validity requirements for reflective constructs, namely (1) the loading must be above 0.7 and (2) the p-value is significant (<0.05) (Hair et al. in Mahfud and Ratmono, 2013:65). However, in some cases, loading requirements above 0.7 are often not met, especially for newly developed questionnaires. Therefore, loading between 0.40-0.70 must still be considered to be maintained (Mahfud and Ratmono, 2013:66).

Indicators with loadings below 0.40 should be removed from the model. However, for indicators with loadings between 0.40 and 0.70, we should analyze the impact of the decision to remove these indicators on average variance extracted (AVE) and composite reliability. We can remove indicators with a loading between 0.40 and 0.70 if these indicators can increase average variance extracted (AVE) and composite reliability above their threshold (Mahfud and Ratmono, 2013:67). The AVE limit value is 0.50 and the composite reliability is 0.7. Another consideration in deleting indicators is their impact on construct content validity. Indicators with small loadings are sometimes maintained because they contribute to the validity of the construct content (Mahfud and Ratmono, 2013:67). Table 4.

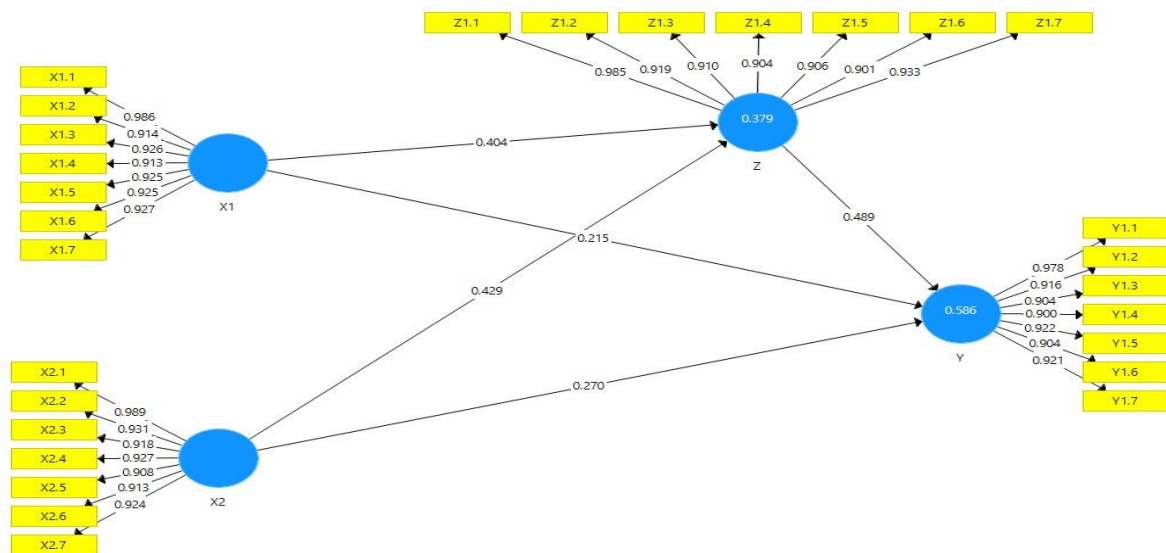


Figure 1. Image of Validity Testing based on Factor Loading

Based on testing the validity of the loading factor in Table 4.2 and Figure 4.1, it is known that all loading values are > 0.7, which means that they have met the validity requirements based on the loading value. Furthermore, validity testing was carried out based on the average variance extracted (AVE) value.

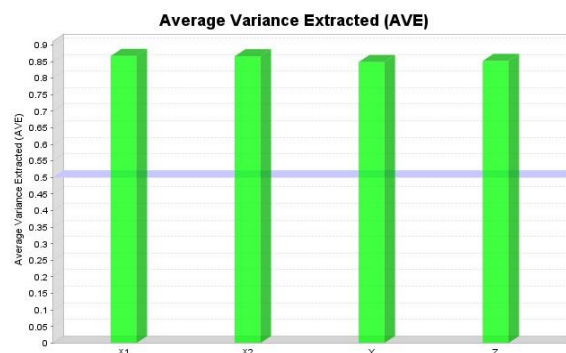
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Table 2. based on Validity Testing Average Variance Extracted (AVE)

	Average Variance Extracted (AVE)
X1	0867
X2	0.866
Y	0.848
Z	0.852


Figure 2. Validity Testing based on Average Variance Extracted (AVE)

The recommended AVE value is above 0.5 (Mahfud and Ratmono, 2013:67). It is known that all AVE values are > 0.5 , which means that they have met the validity requirements based on AVE.

Furthermore, reliability testing is carried out based on the composite reliability (CR) value.

Table 3. Based on Reliability Testing Composite Reliability (CR)

	Composite Reliability
X1	0979
X2	0978
Y	0.975
Z	0.976

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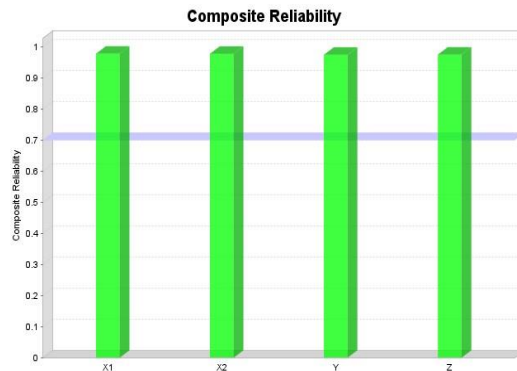


Figure 3. Image based Reliability Testing Composite Reliability (CR)

The recommended CR value is above 0.7 (Mahfud and Ratmono, 2013:67). It is known that all CR values are > 0.7, which means that they have met the reliability requirements based on CR. Furthermore, reliability testing was carried out based on the Cronbach's alpha (CA) value.

Table 4. based Reliability Testing Cronbach's Alpha (CA)

	Cronbach's Alpha
X1	0.974
X2	0.974
Y	0.970
Z	0.971

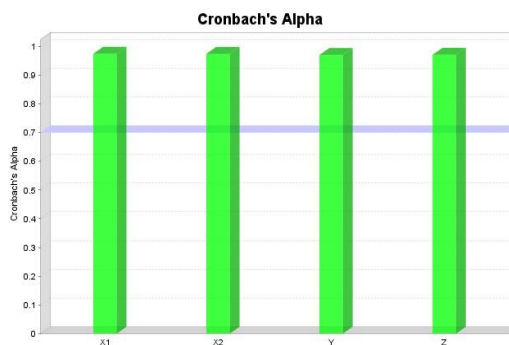


Figure 4. Image based Reliability Testing Cronbach's Alpha (CA)

The recommended CA value is above 0.7 (Mahfud and Ratmono, 2013:67). It is known that all CA values are > 0.7, which means that they meet the reliability requirements based on Cronbach's alpha. Furthermore, discriminant validity testing was carried out with the Fornell-Larcker approach. Table 4.6 presents the results of discriminant validity testing.

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Table 5. Discriminant Validity Testing Table

	X1	X2	Y	Z
X1	$\sqrt{0.0931}$			
X2	0.092	$\sqrt{0.0931}$		
Y	0.457	0.518	$\sqrt{0.0921}$	
Z	0.444	0.466	0.711	$\sqrt{0.923}$

In testing discriminant validity, the AVE square root value of a latent variable is compared with the correlation value between that latent variable and other latent variables. It is known that the AVE square root value for each latent variable is greater than the correlation value between the latent variable and other latent variables. So it is concluded that it meets the requirements of discriminant validity.

Effect Significance Test (Boostrapping) (Hypothesis Test) (Inner Model)
Table 6. of Path Coefficient Test & Significance of Influence

	Original Sample (O)	Sample Means (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
X1 -> Y	0.215	0.209	0.128	1673	0.047
X1 -> Z	0.404	0.408	0.135	3,000	0.001
X2 -> Y	0.270	0.259	0.159	1694	0.045
X2 -> Z	0.429	0.428	0.139	3,076	0.001
Z -> Y	0.489	0.495	0.189	2,588	0.005

Based on the results in Table 4.10, the results are:

- ⇒ Organizational climate (X1) has a significant effect on employee performance (Y), with a P-Values = 0.047 < 0.05 (Hypothesis Accepted).
- ⇒ Organizational climate (X1) has a significant effect on OCB (Z), with PValues = 0.001 < 0.05 (Hypothesis Accepted).
- ⇒ Motivation (X2) has a significant effect on employee performance (Y), with PValues = 0.045 < 0.05 (Hypothesis Accepted).
- ⇒ Motivation (X2) has a significant effect on OCB (Z), with a P-Values = 0.001 < 0.05 (Hypothesis Accepted).
- ⇒ OCB (Z) has a significant effect on employee performance (Y), with a P-Values = 0.005 < 0.05 (Hypothesis Accepted).

Table 7. R-Square

	R Square
Y	0.586
Z	0.379

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It is known that the R-Square value of employee performance (Y) is 0.586 which means organizational climate (X1), motivation (X2), OCB (Z) can influence employee performance (Y) by 58.6%. It is known that the R-Square value of OCB (Z) is 0.379 which means organizational climate (X1), motivation (X2) can influence OCB (Z) by 37.9%.

The F-Square value is useful for knowing whether the influence of an exogenous variable on endogenous variables belongs to small (low), medium (moderate), or large (strong).

- ⇒ If the f square value of the exogenous variable $0,02 \leq f^2 < 0,15$, or the sentence "the f square value is greater than or equal to 0.02, AND smaller than 0.15" then **INCLUDED IN THE SMALL EFFECT.**
- ⇒ If the f square value of the exogenous variable $0,15 \leq f^2 < 0,35$, or the sentence "the f square value is greater than or equal to 0.15, AND smaller than 0.35" then **INCLUDED IN MEDIUM EFFECT.**
- ⇒ If the f square value of the exogenous variable $f^2 \geq 0,35$, or the sentence "the f square value is greater than or equal to 0.35" then **INCLUDES THE LARGE EFFECT.**

Table 8. F-Square table

	Y	Z
X1	0.088	0.261
X2	0.135	0.294
Z	0.359	

Is known:

- ⇒ The F-Square value of organizational climate (X1) on employee performance (Y) is 0.088, so the ability of organizational climate (X1) to explain endogenous employee performance variables (Y) is classified as medium or moderate.
- ⇒ The F-Square value of motivation (X2) on employee performance (Y) is 0.135, so the motivational ability (X2) in explaining endogenous employee performance variables (Y) is classified as medium or moderate.
- ⇒ The F-Square value of OCB (Z) on employee performance (Y) is 0.359, so the ability of OCB (Z) to explain the endogenous variable of employee performance (Y) is relatively strong.
- ⇒ The F-Square value of organizational climate (X1) to OCB (Z) is 0.261, so the ability of organizational climate (X1) to explain endogenous variables OCB (Z) is relatively strong.
- ⇒ The F-Square value of motivation (X2) on OCB (Z) is 0.294, so the ability of motivation (X2) to explain endogenous variables OCB (Z) is classified as strong.

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Table 9. Q-Square

	Q ² (Q-Square)
Y	0.484
Z	0.312

The Q-Square value for employee performance (Y) is 0.484. Because $Q\text{-Square} = 0.484 > 0$, it is concluded that organizational climate (X1), motivation (X2), OCB (Z) have predictive relevance for employee performance (Y). The Q-Square value for OCB (Z) is 0.312. Because $Q\text{-Square} = 0.312 > 0$, it is concluded that organizational climate (X1), motivation (X2) have predictive relevance for OCB (Z).

Table 10. Goodness of Fit Model Testing

	Estimated Model
SRMR	0.050

It is known that based on the results of the goodness of fit SRMR test, the value of $SRMR = 0.050 < 0.1$, it is concluded that the model is FIT.

Table 11. Mediation Test

	Original Sample (O)	Sample (M)	Means	Standard (STDEV)	Deviation	T ((O/STDEV))	Statistics	P Values
X1 -> Z -> Y	0.198	0.203		0.107		1.841		0.033
X2 -> Z -> Y	0.210	0.222		0.126		1668		0.048

Known based on the results of the mediation test in Table 4.12:

- ⇒ OCB (Z) significantly mediates the relationship between organizational climate (X1) and employee performance (Y), with a P-Values = $0.033 < 0.05$ (Mediation Hypothesis Accepted).
- ⇒ OCB (Z) significantly mediates the relationship between motivation (X2) and employee performance (Y), with a P-Values = $0.048 < 0.05$ (Mediation Hypothesis Accepted).

DISCUSSION

Organizational climate affects the performance of employees at the Organizational Bureau of the Provincial Government Regional Secretariat.

Organizational climate (X1) has a significant effect on employee performance (Y), with a P-Values = $0.047 < 0.05$ (hypothesis accepted). One of the most important activities in an organization/company, where human resource management is the activity of getting the right people in the organizational climate. Both large companies and small companies, in the HR approach means that all and every organization/company must be able to create a sense of security and satisfaction at work (Quality of work life) so that HR in their environment becomes competitive. All companies, workers/employees as HR require open

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communication within the boundaries of their respective authorities and responsibilities. Smooth communication to obtain information deemed important by workers/employees and delivered on time, can lead to a sense of satisfaction and create positive work motivation. human resource management is very concerned about the work process of employee performance in accordance with the existing workload in the organization by creating a harmonious environment, where the relationship between company leaders and employee performance and the relationship between divisions/sections within an organization will have a healthy and comfortable impact among others employees, because employees are one of the important capital (Human Capital) for the company. Castetter (1981: 281) argues that in general there are three main sources that influence the effectiveness of a person's performance, namely individual factors, organizational factors and environmental factors which include organizational climate. In the organizational structure, there is a placement of tasks from the top to the lowest task placement. In other words, organizational structure describes how the organization organizes itself in achieving the desired goals. In order for the organization to work and maintain its existence, it is necessary to carry out work procedures, division of tasks and internal authority, a coordination system and individual commitment to the established doctrine and work programs as a contribution to employee performance. Furthermore, Etzioni (Syamsir 2012: 70) states that we are born in organizations, educated by organizations, and almost all of us spend our lives working for organizations. Therefore it can be said that the organization is a consciously coordinated social entity with identifiable boundaries and works continuously to achieve a common goal or a group of goals. Organizations are consciously coordinated, meaning management and organizations are social entities, meaning that units consist of people or groups of people who interact with each other.

Organizational climate influences organizational citizenship behavior (OCB) at the Provincial Government Regional Secretariat Organization Bureau.

Organizational climate (X1) has a significant effect on OCB (Z), with PValues = 0.001 <0.05 (Hypothesis Accepted). The results of this study are in accordance with previous research by Lubis (2015) which showed that the effect of organizational climate on OCB was 46%. Another study by Astria (2015) showed that the effect of organizational climate on OCB was 49.5%. In research belonging to Ukkas (2017) proved that the effect of organizational climate on OCB was 61.2%. This proves that organizational climate can affect OCB behavior in members of an organization. Thus at the same time proving that organizational climate is a factor that influences the OCB of organizational members, as in research belonging to Paramita (2008) which states that organizational climate has a positive effect on OCB. Shintawati's research (2014) adds that there is a direct influence between organizational climates on employee OCB. Susanty (2013) also discussed the benefits of organizational climate that organizational climate plays an important role in an organization because it can reveal the interests and dissatisfaction of human resources. Karundeng's research (2013) discusses organizational climate on employee performance, that organizational climate has a significant relationship to employee performance, which means that employee performance increases or decreases depending on the organizational climate that exists in an organization. Susanty (2013) also discussed the benefits of organizational climate that organizational climate plays an important role in an organization because it can reveal the interests and dissatisfaction of human resources. Karundeng's research (2013)

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discusses organizational climate on employee performance, that organizational climate has a significant relationship to employee performance, which means that employee performance increases or decreases depending on the organizational climate that exists in an organization. Susanty (2013) also discussed the benefits of organizational climate that organizational climate plays an important role in an organization because it can reveal the interests and dissatisfaction of human resources. Karundeng's research (2013) discusses organizational climate on employee performance, that organizational climate has a significant relationship to employee performance, which means that employee performance increases or decreases depending on the organizational climate that exists in an organization.

Work motivation has an effect on employee performance at the Regional Secretariat Organizational Bureau of the Pemprov Regional Secretariat

Motivation (X2) has a significant effect on employee performance (Y), with P-Values = 0.045 < 0.05 (Hypothesis Accepted). Based on these results it can be seen that work motivation is a very important factor in improving employee performance. Employee performance is the result of multiplication or function of work motivation. Employees who are motivated at work will be able to achieve optimal performance. Good performance is a step towards achieving organizational goals (Mangkunegara, 2004). The results of this study can be explained by the theory put forward by Locke based on Lewin's theory. Ott (2003) argues that much human behavior is based on achieving a goal. Another theory put forward by Georgepoulos is called the Path Goal Theory which states that performance is a function of the facilitating process and the inhibiting process. The basic principle is that if someone sees that high performance is a path (path) to satisfy certain needs (goals), then he will follow that path as a function of the level of needs concerned (facilitating process).

Work motivation has an effect on organizational citizenship behavior (OCB) at the Provincial Government Regional Secretariat Organization Bureau

Motivation (X2) has a significant effect on OCB (Z), with a P-Values = 0.001 < 0.05 (Hypothesis Accepted). Isnawati et al. (2012) stated that motivation has a positive effect on OCB. Research conducted by Djati (2011) also said that motivation influences OCB. According to Soentoro (2013) work motivation influences employee OCB because when employees are motivated, it can make them feel valued so that they can influence their attitude to accept any job and carry it out. George and Jones (Sutanto and Tania, 2013) say that work motivation can be defined as a psychological drive to someone who determines the direction of someone's behavior in an organization,

Organizational citizenship behavior (OCB) has an effect on employee performance at the Provincial Government Regional Secretariat Organization Bureau

OCB (Z) has a significant effect on employee performance (Y), with a P-Values = 0.005 < 0.05 (Hypothesis Accepted). The success of an industry is not only determined by the behavior of employees according to their job description (in-role behavior), but also by the behavior of employees outside their job description (extra-role behavior). OCB is individual behavior that is independent and explicitly rewarded by the formal reward system, and as a whole encourages the effectiveness of organizational functions (Organ & Lingl, 1995; Organ, 2015). Research by Hui et al. (2000) concluded that organizations that want employees to do things or work beyond the job description have proven advantages over other companies. Therefore,

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The Influence of Work Motivation on Employee Performance Through Organizational Citizenship Behavior at the Regional Secretariat Organization Bureau of the Pemprov Regional Secretariat

OCB (Z) significantly mediates the relationship between motivation (X2) and employee performance (Y), with a P-Values = 0.048 < 0.05 (Mediation Hypothesis Accepted). Research conducted by Rita et al., (2017) found a positive and significant relationship between transformational leadership, organizational commitment, and motivation moderated by Organizational Citizenship Behavior (OCB) on employee performance. Research conducted by Juniantara and Riana (2015) found that work motivation has a positive and significant influence on employee performance. The same thing was also found by Prasetio and Wulansari (2016) that motivation has a positive and significant influence on employee performance.

The Influence of Organizational Climate on Employee Performance Through Organizational Citizenship Behavior at the Regional Secretariat Bureau of Pemprov Organization

OCB (Z) significantly mediates the relationship between organizational climate (X1) and employee performance (Y), with a P-Values = 0.033 < 0.05 (Mediation Hypothesis Accepted). The organizational climate that is created and formed will greatly affect the people and non-people who are in the organization. A bad climate can reduce the performance of members of the organization, this is because bad communication will reduce the performance of members of the organization. In addition to organizational climate, job satisfaction is also very influential on employee performance at work. Allen in Heiyanti (2017) states that the quality of human resources will be fulfilled if job satisfaction as an element that influences performance can be created perfectly. So that employee satisfaction is always consistent, at least the company always pays attention to the environment in which employees carry out their duties, for example colleagues, leaders, work atmosphere and other things that can affect a person's ability to carry out their duties. Organizational citizenship behavior (OCB) is considered as a behavior in the workplace that is in accordance with personal judgments that exceed one's basic job requirements. OCB can also be described as behavior that goes beyond the demands of a task. Currently, issues related to responsible bureaucratic apparatus are the issue of good governance in regional financial management Organizational citizenship behavior (OCB) is considered as a behavior in the workplace that is in accordance with personal judgments that exceed one's basic job requirements. OCB can also be described as behavior that goes beyond the demands of a task. Currently, issues related to responsible bureaucratic apparatus are the issue of good governance in regional financial management Organizational citizenship behavior (OCB) is considered as a behavior in the workplace that is in accordance with personal judgments that exceed one's basic job requirements. OCB can also be described as behavior that goes beyond the demands of a task. Currently, issues related to responsible bureaucratic apparatus are the issue of good governance in regional financial management

CONCLUSION

After the description of the research results, it can be concluded that this research is: Organizational climate influences organizational citizenship behavior (OCB) in the Regional Secretariat of the Provincial Government Organizational Bureau. Organizational climate

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affects the performance of employees in the Organizational Bureau of the Provincial Government Regional Secretariat. Work motivation influences organizational citizenship behavior (OCB) in the Provincial Government Regional Secretariat Organizational Bureau. Work motivation influences employee performance at the Provincial Government Regional Secretariat Organizational Bureau. on Employee Performance Through Organizational Citizenship Behavior in the Orgasasi Bureau of the Provincial Government Regional Secretariat.

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