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Improving Organizational Citizenship Behavior through Organizational Climate, Personality and Job Satisfaction of Functional Position Employees

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ABSTRACT

Organizational citizenship behavior is critical since employees with a high level of it are considered to be more innovative, provide their best service, and can create a comfortable atmosphere in the organization. Moreover, organizations that have employees with high levels of organizational citizenship behavior will tend to have high performance and more easily achieve organizational goals. This research aims to empirically examine the relationship between organizational climate, personality, and job satisfaction variables with organizational citizenship behavior (OCB) of functional employees of Immigration Office. This research uses job satisfaction as an intervening variable. This research is sequential explanatory, which combines qualitative and quantitative analysis. The sample in this research was selected using a proportional random sampling method with a total of 268 respondents. The data collection was conducted by distributing questionnaires, focus group discussions (FGD), and triangulation of human resource experts. The results show that organizational climate, personality, and job satisfaction have a positive and significant influence on OCB. In addition, the results also indicated that the role of job satisfaction variables as intervening was not significant in influencing the relationship between organizational climate and personality to improve the OCB.

Keywords: *Job Satisfaction, Organizational Citizenship Behavior, Organizational Climate, Personality.*

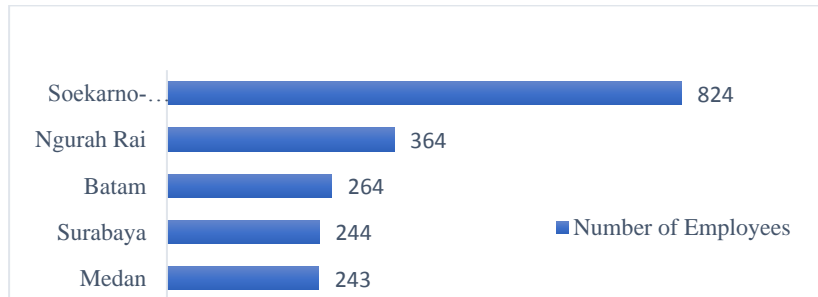
INTRODUCTION

The citizens’ mobility in arriving and departing country’s territory has various effects, both of benefecial and detrimental for the state itself. In Indonesia, the people mobility in arriving and departing the country is related to immigration. According to Article 1 of Law No. 6/2011 regarding Immigration, it is explained that immigration is the traffic of people arriving or departing Indonesian Territory and to maintain the sovereignty of the country. The Directorate General of Immigration, under the Ministry of Law and Human Rights, is the executive of duties and functions in immigration sector. The Directorate General of Immigration has 126 Immigration Offices spread throughout Indonesia. Based on Article 4 of the Regulation of Minister of Law and Human Rights No. 19/2018 concerning Organization and Work Procedures of Immigration Offices stated that immigration offices have four classifications, including Special Class I Checkpoint Immigration Office, Class I Checkpoint Immigration Office, Class II Checkpoint Immigration Office, and Class III Checkpoint Immigration Office.

Table 1. Location of Special Class I Checkpoint Immigration Office in Indonesia

No.	Regional Office	Special Class I Checkpoint Immigration Office	Description
1	North Sumatera	Medan	Airport Immigration Checkpoint
2	Riau	Batam	Seaport Immigration Checkpoint
3	Jakarta	Soekarno-Hatta	Airport Immigration Checkpoint
4	East Java	Surabaya	Airport Immigration Checkpoint
5	Bali	Ngurah Rai	Airport Immigration Checkpoint

Source: The Regulation of Minister of Law and Human Rights No. 19/2018



Graphic 1. The number of Immigration Office Class I Special Immigration Checkpoints employees in Indonesia on 2022

Based on the data above, it is found that Soekarno Hatta Special Class I Checkpoint Immigration Office has the highest number of employees compared to other Immigration Offices in Indonesia. The large number of employees is also associated with the challenge of managing them as human resource to work effectively and efficiently in accordance with their duties and functions. An extremely high workload along with large number of employees is a problem for Soekarno Hatta Special Class I Checkpoint Immigration Office in managing this situation effectively and efficiently.

Based on researcher's observation, it is found that there are problems regarding facilities and infrastructure in supporting the work of employees. This includes office facilities and infrastructure related to the use of high technology in conduct the immigration checks and immigration law enforcement. In addition, the large number of human resources is also associated with the guidance and empowerment of employees, along with employees' supervision and control in doing their duties. This has resulted in underutilized and unmonitored employee productivity as well as the identification of staff members who do not doing the tasks in their respective work units.

In addition to these problems, based on Government Agencies Performance Report (LKIP) 2021 of Soekarno Hatta Special Class I Checkpoint Immigration Office and the findings of researcher's observations, there are several other problems related to employees, including lack of organizational citizenship behavior on employees in completing field check reports and operation reports, the number of employees who are late in submitting excuses for business trip, or absent letters in Information System of Human Resources (SIMPEG) application, and lack of inspector personnel in Immigration Intelligence and Enforcement Sector (Soekarno-Hatta, 2021).

Based on the results of preliminary survey, it can be seen that the average of all organizational citizenship behavior factors that are still 37%. This indicates that the level of organizational citizenship behavior of functional employees of Immigration Office at Ministry of Law and Human Rights Jakarta is still relatively low. In addition organizational citizenship behaviour or OCB is the situation of when the employee are able to contribute his own idea and feel satisfied when they can take a part to organizational effectiveness (Mahendra & Surya, 2017).

OCB is critical since employees with a high level of it are considered to be more innovate, provide the best service, and can create a comfortable atmosphere in the organization. Moreover, the organizations that have employees with high levels of OCB will tend to have high performance and easily achieve the organizational goals. Meanwhile, based on preliminary surveys and internal staffing data, the Checkpoint Immigration Office at Ministry of Law and Human Rights Jakarta has the problems in terms of low levels of organizational citizenship behavior and job satisfaction of functional employees. Therefore, this research aims to examine the improvement of organizational citizenship behavior through

organizational climate, personality and job satisfaction of functional employees of immigration office at Ministry of Law and Human Rights in Jakarta.

LITERATURE REVIEW

Organizational commitment

Organizational commitment in an organization is the result of organizational behavior process, which can be influenced directly through individual mechanism and indirectly through organizational mechanisms, group mechanism, and individual characteristics. Moreover, organizational commitment can be defined as encouragement from an individual to achieve a goal of organizational success according to the agreement of all members. In addition, organizational commitment is a stage for employees to understand the goals and make the best contribution to long-term business sustainability (Azmy, 2022).

The development of organizational commitment is influenced by the inputs that the employee receives from the company, is closely correlated with the outcomes of the partnership between the two sides, and is also influenced by the emotional connection between the company's objectives and the employee (Herrera & De Las Heras-Rosas, 2021). Meanwhile, the dimensions of performance consist of task performance, citizenship behavior (OCB), and counter-productive behavior (Colquitt et al., 2019). In addition, OCB, which is part of the task performance, is going to be improved variable in this research.

Organizational Citizenship Behavior (OCB)

Colquitt et al. (2019) state that organizational citizenship behavior is employee behavior that may or may not be rewarded, but contributes to the organization by improving the standard quality in the organization itself. According to Rosle et al. (2021), OCB is free individual behavior, indirectly or clearly recognized by formal reward system, which encourages efficiency and affects the organizational functions. In other words, OCB is defined as a form of voluntary employee contribution in the workplace outside the employment agreement. In addition, Organizational Citizenship Behavior (OCB) is the employee's willingness to contribute to the organization outside their primary responsibilities. It is very beneficial for the business since it can increase productivity and efficiency (Margahana, 2020). Organizational Citizenship Behavior (OCB) is a fundamental necessity in every organization since it refers to people's willingness to participate in and support a cooperative structure (Hidayah & Harnoto, 2018).

Personality

Personality traits refer to consistent patterns in the way individuals behave, feel, and think (Hoff et al., 2012). Moreover, according to Baumert et al., (2017) as patterns of covariation in behavior, including thoughts and feelings, personality structures are the outcomes of these processes in interaction with situational affordances and regularities. In terms of personality qualities, personality is referred to as a person's consistent thought, feeling, and behavior patterns (Baranski et al.,

2023). In addition, the several dimensions that affect personality are conscientious: hardworking, diligent, organized, and persistent; extraversion: sociable, gregarious, and assertive; agreeableness: collaborate with others by sharing trust, warmth, and teamwork; emotional stability: the ability a person to handle stress by remaining calm, focused, and confident; and openness to experience: a person's constant interest in new things.

Being circumspect and watchful are characteristics of conscientiousness. It suggests a desire to do a job properly and that one takes one's responsibility to others seriously. The level of relationship comfort that a person jobs is measured by extraversion. People with high levels of extraversion likes the activities that require numerous social interactions and can do the work better through the teamwork. The ability to fulfill the needs of others are both examples of being agreeable. Moreover, the individual's capacity to handle stress is measured by neuroticism. When neuroticism levels are high, people often express their fears and other negative emotions, whereas when neuroticism levels are low, people are calm and confident. In addition, the individuals that have high levels of openness to experience are frequently self-aware, innately curious, and flexible.

Organizational Climate

As defined by Khan (2019), organizational climate is a group of work environment characteristics perceived by its members and is considered an important component that influences the employee's behavior. Organizational climate refers to the shared perception organizational members have about their organization and work environment (Ependi et al., 2020). Organizational climate is a nuanced blending of how people inside the organization understand or perceive their job, their relationships with others, and how those within the organization interpret their responsibilities (Sugiarto, 2018). In addition, the dimensions that influence the organizational climate are leadership, professionalism, achievement, and organizational vulnerability.

Job Satisfaction

Afandi (2018) defines job satisfaction as a positive attitude of the employee, including feelings and behavior towards their work. Moreover, job satisfaction is a pleasurable emotional state resulting from the appraisal of one's job or job experiences (Wardono et al., 2022). Based on this understanding, the five indicators of job satisfaction are:

1. Job: the work a person does at the workplace. This indicator is examined to determine the satisfying elements to the duties conducted.
2. Wages: the amount of pay a person receives as a result of performing work. This indicator is examined to determine that the salaries received are in accordance with employee's position.
3. Promotion: the possibility of employee career's development.
4. Supervisor: a person who gives the instructions in work implementation.

5. Co-worker: a person who constantly interacts with other employees in doing their work.

RESEARCH METHODOLOGY

This research is using qualitative research in collecting the data. Qualitative research is research that utilizes data in the form of words, sentences, images, or narratives, which was obtained empirically and given interpretation (Sugiyono, 2017). In this research, the form of sequential explanatory combination research conducted by qualitative research that will complement the quantitative research. In addition, this research was conducted at Soekarno-Hatta Special Class I Checkpoint Immigration Office.

Table 2. The Sampling in Each Sector by Proportional Random Sampling

No	Sector	Number of Employees	Sample Calculation	Total Sample
1	Sector of Immigration Travel Documents and Stay Permit	65	$65/806 \times 268 = 21,61$	22
2	Sector of Immigration Intelligence and Enforcement	33	$33/806 \times 268 = 10,97$	11
3	Sector of Immigration Checkpoint	606	$606/806 \times 268 = 201,49$	201
4	Division of Administration	66	$66/806 \times 268 = 21,94$	22
5	Sector of Immigration Information Technology and Communication	36	$36/806 \times 268 = 11,97$	12
Total		806	Total Sample	268

Source: Processed Data by Researchers

Based on table calculation, the number of samples used in this research was 268 respondents. This research used primary research instruments in the form of questionnaires, including organizational citizenship behavior (OCB), organizational climate, personality, and job satisfaction.

RESULT AND DISCUSSION

The Direct Influence of Organizational Climate on Organizational Citizenship Behavior of Functional Employees

The first hypothesis of this research indicated that there is a positive influence of organizational climate on the OCB of functional employees. The result of this research indicate the results of path coefficient calculation of $\beta = 0.536$, which means that there is a positive direct influence of organizational climate on OCB. The calculated t_{value} is 9.929 with the t_{table} value at the sig level = 0.05 with $n - 2$ or $268 - 2 = 266$. Then, it can be concluded that the value of $t_{\text{count}} > t_{\text{table}}$ or $9.929 > 1.650$ or sig value of $0.000 < 0.05$ means that the positive direct influence of

organizational climate on OCB is significant. The indicators of organizational climate that contribute to the influence of organizational climate on OCB are the indicators of the relationship between supervisors and their employee, with an average score of 4.03, the indicators of communication between organizational members has an average score of 4.06, and the indicators of member perceptions of organizational policies with an average score of 4.03.

Furthermore, the results of qualitative research also supported for quantitative results, which is the positive influence of organizational climate on OCB of functional employees with good criteria for the relationship of supervisors and their employee, the communication among organizational members, member perceptions of organizational policies and their perceptions of management practices (fairness).

The Direct Influence of Personality on Organizational Citizenship Behavior of Functional Employees

The second hypothesis of this research indicated that there is a positive influence of personality on the OCB of functional employees. The result of this research shows that the path coefficient $\beta = 0.161$, which means that there is a positive direct influence of personality on OCB. The calculated t_{value} is 3.685 with the t_{table} value at sig level = 0.05 with $n - 2$ or $268 - 2 = 266$. Then it can be concluded that the value of $t_{\text{count}} > t_{\text{table}}$ or $3.685 > 1.650$ or sig value $0.000 < 0.05$ means that the positive direct influence of personality on OCB is significant. The personality indicators that contribute to the influence of personality on OCB has an average score of 4.16; agreeableness has an average score of 4.20; conscientious indicators has an average score of 4.16; openness to experience indicators has an average score of 4.20, and emotional stability indicators with an average score of 4.01.

In addition, the results of qualitative research also supported the quantitative results, which is positive influence of personality on OCB of functional employees with good criteria for extraversion, conscientiousness, openness to experience, and emotional stability. Based on the explanation above, personality has a positive direct influence on OCB through the contribution of extraversion, agreeableness, conscientious, openness to experience and emotional stability indicator.

The Direct Influence of Job Satisfaction on Organizational Citizenship Behavior of Functional Employees

The third hypothesis of this research indicated that there is a positive influence of job satisfaction on the OCB of functional employees. The findings of this research indicate the calculation of path coefficient $\beta = 0.240$, which means that there is a positive direct influence of job satisfaction on OCB. The calculated t_{value} is 4.549 with t_{table} value at sig level = 0.05 with $n - 2$ or $268 - 2 = 266$. Then it can be concluded that the value of $t_{\text{count}} > t_{\text{table}}$ or $4.549 > 1.650$ or sig value of $0.000 < 0.05$ means that there are significant positive direct influence of job satisfaction on OCB. The indicators of job satisfaction that contribute to the influence of job satisfaction on OCB are indicators of relationships between coworkers with an

average score of 4.06. It means that job satisfaction directly influences OCB through the contribution of peer-to-peer relationship indicators.

The Direct Influence of Organizational Climate on Job Satisfaction of Functional Employees

The fourth hypothesis of this research indicated that there is a positive influence on the job satisfaction of functional employees. The result of this research indicate the results of calculation of the path coefficient $\beta = 0.640$, which means that there is a positive direct influence of organizational climate on job satisfaction. The calculated t_{value} is 13.057 with t_{table} value at the sig level = 0.05 with $n - 2$ or $268 - 2 = 266$. Then it can be concluded that the value of $t_{\text{count}} > t_{\text{table}}$ or $13.057 > 1.650$ or sig value $0.000 < 0.05$ means there are significant positive direct influence of organizational climate on job satisfaction. The indicators of organizational climate that contribute to the influence of organizational climate on job satisfaction are indicators of the relationship between supervisors and their employees with an average score of 4.03; the communication between organizational members with an average score of 4.06; and indicators of members' perceptions of organizational policies with an average score of 4.03.

Based on the explanation above, organizational climate has a direct positive influence on job satisfaction through the relationship between supervisors and their employees, the communication between organizational members, and members' perceptions of organizational policies.

The Direct Influence of Personality on Job Satisfaction of Functional Employees

The fifth hypothesis of this research indicated that there is a positive influence of personality on the job satisfaction of functional employees. The result of this research indicate the results of path coefficient $\beta = 0.216$, which means that there is a positive direct influence of personality on job satisfaction. The calculated t_{value} is 4.412 with t_{table} value at sig level = 0.05 with $n - 2$ or $268 - 2 = 266$. Then, it can be concluded that the value of $t_{\text{count}} > t_{\text{table}}$ or $4.412 > 1.650$ or sig value of $0.000 < 0.05$ means that there are significant positive direct influence of personality on job satisfaction. The personality indicators that contribute to the influence of personality on job satisfaction are extraversion with an average score of 4.16, agreeableness with an average score of 4.20; conscientious with an average score of 4.16; openness to experience with an average score of 4.20, and emotional stability indicators with an average score of 4.01. Based on the explanation above, the personality positively influences job satisfaction through the contribution of extraversion, agreeableness, conscientious, openness to experience, and emotional stability.

The Indirect Influence of Organizational Climate on Organizational Citizenship Behavior Through Job Satisfaction of Functional Employees

The sixth hypothesis of this research indicated that there is an indirect influence of organizational climate on OCB through job satisfaction of functional

position employees. The result of this research indicate the results of comparative analysis from direct influence of path coefficient between Organizational Climate variable (X_1) on Job Satisfaction (Y) obtained the result of 0.640, and direct influence of path coefficient between Job Satisfaction variable (Y) on OCB (Z) with the result of 0.240. When compared with indirect influence coefficient between Organizational Climate (X_1) on Organizational Citizenship Behavior (Z) through Job Satisfaction (Y) has an indirect influence value of 0.154. Then, it can be concluded that direct influence of path coefficient is bigger than its indirect influence. This means that job satisfaction does not function as an intervening variable effectively. Based on the explanation above, organizational climate has a positive indirect influence on OCB through job satisfaction. In addition, job satisfaction do not function effectively as intervening variables between organizational climate variables and OCB.

The Indirect Influence of Personality on Organizational Citizenship Behavior Through Job Satisfaction of Functional Employees

The seventh hypothesis of this research indicated that there is an indirect influence of personality on OCB through job satisfaction of functional employees. The result of this research indicate that comparative analysis between direct effect of path coefficient from Personality (X_2) on OCB (Z) obtained the result of 0.161, and the direct effect of path coefficient between Job Satisfaction variable (Y) on OCB (Z) obtained the result of 0.240. When compared with indirect influence coefficient between the Personality (X_2) on Organizational Citizenship Behavior (Z) through Job Satisfaction (Y) has an indirect influence value of 0.039. Then, it can be concluded that direct influence path coefficient is bigger than its indirect influence. Therefore, the job satisfaction variable does not function as an intervening variable effectively. Based on the explanation above, personality indirectly influences OCB through job satisfaction. In addition, job satisfaction does not function effectively as an intervening variable between personality and OCB variables.

CONCLUSION AND SUGGESTION

Conclusions

Organizational climate, job satisfaction, and personality has a significant positive influence on the OCB of functional employees that able to increase the OCB of functional employees at Immigration Office. In addition, the improvement of job satisfaction of functional employees at the Immigration Office can be conducted by increasing the organizational climate of the office itself. Furthermore, there is a positive influence of personality on job satisfaction of functional employees. This research also shows that that there is an indirect influence of organizational climate on the OCB of functional employees through job satisfaction. It was also found that there is a significant indirect influence of personality on the OCB of functional employees through job satisfaction.

Suggestions

The improvement of Organizational Citizenship Behavior of functional employees through strengthening the organizational climate can be conducted with the socialization of strengthening functional employees' perceptions of management practices (fairness). Moreover, the socialization of strengthening perceptions of management practices on functional employees at the immigration office also can be implemented for increasing the organizational climate of the organization itself.

The increasing of organizational citizenship behavior of functional employees through personality strengthening can be implemented with the socialization on strengthening emotional stability in functional employees. In addition, the improvement of Organizational Citizenship Behavior of functional employees through strengthening job satisfaction can be implemented through Workshop on Strengthening Supervision of supervisors, Define the purpose of strengthening supervisor supervision, promotion opportunities, and technical understanding of work.

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